



# IPBES Capacity-building Rolling Plan<sup>1</sup>

## Executive summary

### A. Rationale and objectives

1. The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) promotes knowledge concerning the diversity of life on earth (biodiversity) and its contributions to humanity (ecosystem services). This concern is reflected in the United Nations 2030 Agenda for Sustainable Development and its Sustainable Development Goals, together with other key aspirations of society, many of which are also causing human impacts on biodiversity and ecosystem services. Efforts to conserve and sustainably use biodiversity involve balancing the interests of different sectors, and this could benefit from an effective science policy interface. Established in 2012, essentially as an independent body on the lines of the Intergovernmental Panel on Climate Change (IPCC), IPBES aims at strengthening this interface. It does so by undertaking international assessments and promoting national ones; by catalysing knowledge; by promoting the development of policy-support tools; and by undertaking and facilitating capacity-building.
2. IPBES identifies and prioritizes capacity-building needs for improving the science-policy interface at appropriate levels and provides, calls for and facilitates access to the necessary resources for addressing the highest priority needs directly relating to its activities. The role of capacity-building in IPBES is embedded in both the agreed functions of the Platform and in its operating principles. The capacity-building role of IPBES is operationalized through the following two deliverables in the work programme for the period 2014-2018:<sup>2</sup> deliverable 1 (a): “priority capacity-building needs to implement the Platform’s work programme matched with resources through catalysing financial and in-kind support”; and deliverable 1 (b): “capacities needed to implement the Platform’s work programme developed”.
3. The objective of the capacity-building rolling plan is to identify the principles, strategic directions, modalities and actions for building and further developing the capacities of individuals and institutions based on the priority needs<sup>3</sup> established by the IPBES Plenary. The approach involves outlining aims to achieve the capacity-building deliverables under the first IPBES work programme and is financed through the IPBES trust fund, with in-kind support from partners and the task force on capacity-building<sup>4</sup> and its technical support unit, as well as support from other sources including through the capacity-building forum with conventional and potential sources of funding. The intention is that over time the activities described will also leverage additional financial and technical resources through matchmaking in cooperation with partners.
4. The plan is envisaged as a living document and sets out the principles, strategic directions and modalities for building and further developing individual and institutional capacities based on the priority needs established by the IPBES Plenary. In addition, the plan will contain a regularly updated list of activities that IPBES plans to undertake alone and in collaboration with partners. In addressing agreed priority capacity-building needs, the plan is based on

<sup>1</sup> Welcomed by the IPBES Plenary at its fifth session in March 2017, see decision IPBES-5/1.

<sup>2</sup> The work programme was adopted by the IPBES Plenary through decision IPBES-2/5 and is set out in annex I to that decision.

<sup>3</sup> See decision IPBES-3/1, by which the IPBES Plenary adopted priority capacity-building needs based on advice from its task force on capacity-building.

<sup>4</sup> The terms of reference of the task force on capacity-building were agreed in decision IPBES-2/5 and are set out in annex II to that decision.

the principles of identifying needs; building for the future; leveraging impacts; working collaboratively with others; using resources efficiently; learning lessons; and ensuring quality.

## **B. Strategies**

### **1. Strategy 1: Learning and engagement**

5. The primary focus of learning and engagement is on support for implementation of the work programme itself and for learning associated with that implementation. The strategy will contribute to the investment in IPBES deliverables, which are credible and relevant to all regions of the world. It focuses on building and developing capacity across disciplines and knowledge systems through:

(a) *The IPBES fellowship programme*, which allows junior research officers and other professionals to engage with IPBES activities, working alongside more experienced colleagues. The programme is administered by the technical support unit with additional support from task force members. Activities are mainly supported by the capacity-building component of the IPBES budget under the trust fund, together with some in-kind support. Further contributions from partners may also be solicited. The fellows are selected by the Multidisciplinary Expert Panel with support from the management committees for the assessments based on nominations. Fellows are linked to specific chapters, assigned mentors and invited to attend authors' meetings and training sessions, for which fellows from eligible developing countries receive travel support. This is a non-sponsored fellowship scheme, and selected fellows are expected to work pro bono (as do other experts) but will be duly acknowledged in the final reports;

(b) *The IPBES training and familiarization programme*, which is tailored to IPBES needs and will enhance individual and institutional capacities for supporting the development and use of IPBES deliverables. It is based on existing guidance material produced by IPBES, in particular the guide on assessments – work programme deliverable 2 (a). It will be delivered through training workshops; hands on capacity-building integrated into workshops and consultations for the production of IPBES deliverables; and webinars, e-learning tools and other online approaches made available on the IPBES website. The programme is administered by the technical support unit with support from task force members, IPBES experts and partners. Activities are mainly funded from the capacity-building component of the IPBES budget under the trust fund and include support for travel to workshops and the development of training material. Activities also benefit from in-kind contributions, and further support may be solicited from partners. Partners may also contribute technically to IPBES training activities and material or offer to host and run such activities. Those trained will be encouraged to pass on their experience to others, so as to broaden the potential impact of training activities;

(c) *Promoting secondments and internships* by encouraging, advertising and, where appropriate, supporting secondments and internships within the secretariat and technical support units to foster shared knowledge and understanding and build experience while contributing to the work of the secretariat.<sup>5</sup> This will involve individuals working in or remotely supporting the secretariat, including technical support units, for a certain period. The process will be overseen by the technical support unit with support from task force members, while being administered by the receiving or providing institutions. Efforts entail working with the secretariat and interested organizations to develop terms of reference and legal agreements for secondments and internships, including approaches to mentoring and ways of promoting the transfer of knowledge and experience to the home institutions of seconded staff members and interns. It is anticipated that activities will mainly be undertaken through contributions by partners. Opportunities for collaboration include seconding staff to the IPBES secretariat, including technical support units, or to other organizations supporting IPBES; and hosting seconded staff members and interns working on IPBES-related activities and supporting their learning;

(d) *Promoting exchange visits and study tours* by encouraging and, where appropriate, supporting exchange visits and study tours among individuals and institutions relevant to the work of IPBES, which will promote peer-based learning and, at the same time, strengthen cooperation among institutions working on IPBES-related activities.<sup>6</sup> While the initiative is promoted and overseen by the technical support unit with support from task force members, it would be administered by the receiving or providing institutions or both. It is anticipated that activities will mainly be undertaken through contributions by partners. Opportunities for collaboration include hosting and participating in study tours and exchange visits so as to increase the understanding and experience of those working

<sup>5</sup> The secretariat has benefited from the secondment of three staff members, one from UNEP, one from the Government of China and one member of the IPBES Asia-Pacific technical support unit, and also from the contribution of interns. A seconded staff member from the capacity-building task force and the University of Montreal is currently supporting the technical support unit of the Africa regional assessment on biodiversity and ecosystem services. These secondments and internships have to date been achieved without the need for significant advertising.

<sup>6</sup> One of the officers of the technical support unit for the task force on knowledge and data worked at the secretariat in Bonn for a period, and the full team of the technical support unit visited the UNEP World Conservation Monitoring Centre in Cambridge. Further visits have been associated with meetings and workshops.

on IPBES-related activities and providing financial support to assist those undertaking study tours and exchange visits.

## **2. Strategy 2: Facilitating access to expertise and information**

6. Efforts to facilitate access to expertise and information aim to support the implementation of the IPBES work programme and increase the reach and impact of work programme deliverables. These efforts will be assisted by other capacity-building activities, the work of the other IPBES deliverables and the focus on the uptake and implementation of IPBES guidance and deliverables through the following initiatives:

(a) *Building and supporting communities of practice* among experts, policymakers and practitioners based on IPBES work programme deliverables.<sup>7</sup> This initiative will promote the increased use of IPBES products and the further development and sharing of associated information and experience by individuals and institutions taking part in communities of practice. It will contribute to expanding stakeholder involvement in efforts to strengthen the science-policy interface. Under this initiative, partners will be invited to help develop communities of practice based on IPBES deliverables such as the guidance on scenarios and models, the guidance on the conceptualization of values, the catalogue of policy-support tools and completed assessments. It is expected that activities will mainly be undertaken through contributions by partners;

(b) *Facilitating the consideration of indigenous and local knowledge* through capacity-building for the effective use of indigenous and local knowledge in assessments and other relevant deliverables and for dialogue among different knowledge systems. This would be carried out in support of the work of the task force on indigenous and local knowledge systems, responding directly to priority needs identified by the Plenary, when acknowledging the special capacity-building needs related to the development and strengthening of indigenous and local knowledge approaches and procedures. It will contribute to the more effective use of indigenous and local knowledge systems in developing IPBES deliverables, and at the same time to the increased recognition of the potential value of such knowledge systems to national decision-making processes relating to biodiversity and ecosystem services. The initiative will be developed jointly by the task force on capacity-building and the task force on indigenous and local knowledge systems, supported by their respective technical support units, with responsibilities for implementation that have been mutually agreed. It is anticipated that activities will mainly be undertaken through contributions by partners;

(c) *Facilitating access to data, information and knowledge* through developing the necessary capacities of those involved in working on IPBES deliverables, as set out in the strategies of the IPBES data and information management plan,<sup>8</sup> and in decision-making processes relating to biodiversity and ecosystem services. The initiative would be developed jointly by the task force on capacity-building and by the task force on knowledge and data, supported by their respective technical support units, with responsibilities for implementation that have been mutually agreed. It is expected that activities will mainly be undertaken through contributions by partners.

## **3. Strategy 3: Strengthening national and regional capacities**

7. Efforts to strengthen national and regional capacities will draw heavily on the experience of partner organizations and will be implemented with their substantive support. Support will mainly be achieved through partnerships and matchmaking activities on the part of IPBES aimed at addressing the approved priority capacity-building needs, and in particular the second priority area on enhancing the capacity to undertake, use and improve national assessments of biodiversity and ecosystem services, through the following initiatives:

(a) *Promoting and facilitating national capacity self assessment*, including in respect of capacities for locating and mobilizing financial and technical resources in the science-policy interface as it relates to biodiversity and ecosystem services. Efforts aim to contribute to the increased identification at the national level of priority capacity-building needs relevant to IPBES and of the manner in which they can be addressed, at the same time providing evidence to potential supporters of nationally recognized needs. The task force members will develop an approach to self-assessment working with appropriate organizations, which will then be available for use by the appropriate national authorities with the support, where necessary, of interested partner institutions. Where necessary, support could be sought through matchmaking. It is anticipated that activities will mainly be undertaken through contributions by partners;

(b) *Promoting and facilitating national and sub-global assessments of biodiversity and ecosystem services* by relevant national and subregional authorities, in order to encourage responses to the priority capacity-building needs identified by the Plenary. Efforts aim to contribute to improved capacity at the national and, where relevant,

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<sup>7</sup> The UNDP Biodiversity and Ecosystem Services Network initiative has indicated an interest in promoting what it refers to as “trialogues” (bringing together knowledge holders, policymakers and practitioners) on the use of IPBES products. In addition, the task force is working with the Sub-Global Assessment Network, which is an existing community of practice among ecosystem assessment practitioners.

<sup>8</sup> The IPBES data and information management plan was agreed on in decision IPBES-3/1 and is set out in annex II to that decision.

subregional levels to undertake national and subregional assessments of biodiversity and ecosystem services and to use their findings effectively. This will necessarily include the engagement of all relevant stakeholders and relevant sectors. The task force will consider ways to promote and facilitate national and subregional assessments, in particular through the capacity-building forum and the matchmaking functions. It is expected that activities will mainly be undertaken through contributions by partners;

(c) *Promoting and facilitating national and regional platforms and networks* on biodiversity and ecosystem services, drawing on existing experience, networks and platforms. These platforms would support engagement in IPBES and its work programme and support the development, implementation and use of national and subregional assessments. They would facilitate increased cooperation and collaboration among scientists and other knowledge holders, policymakers and decision makers, practitioners and other stakeholders, leading to the more effective generation and use of knowledge in decision-making. The task force will consider ways to promote and facilitate the development of national and regional platforms, in particular through the forum and the matchmaking functions. It is expected that activities will mainly be undertaken through contributions by partners.

### **C. Priorities and criteria for implementing the strategies**

8. The task force has developed a set of criteria based on the agreed priority capacity-building needs to be used for reviewing proposed activities and offers of technical and financial support prior to their acceptance as IPBES-relevant activities. These criteria are not intended as a reinterpretation of the priorities set by the Plenary, but as an operationalization of those priorities in a pragmatic manner for each of the three strategies described above and operationalized through the rolling plan.

#### **1. Strategy 1: Learning and engagement**

9. The primary focus should be on those activities supporting implementation of the work programme itself, and on learning associated with that implementation. In order, as mandated by decision IPBES-3/1, to focus on the ability to participate in Platform deliverables, primarily addressed through the proposed fellowship, exchange and training programme, with the priority placed on Platform regional assessments, criterion 1 should apply, along with at least two of the other criteria:

(a) *Criterion 1:* Proposed activities should be consistent with strategy 1 of the capacity-building rolling plan and with one or more of its programmes and initiatives;

(b) *Criterion 2:* Proposed activities should directly support capacity needs relating to achieving implementation of the IPBES work programme, and in particular the regional assessments on biodiversity and ecosystem services;

(c) *Criterion 3:* Proposed activities should be consistent with and complement the work of IPBES subsidiary bodies, expert groups and task forces and the secretariat, including the technical support units;

(d) *Criterion 4:* Proposed activities should arise directly from the work of the IPBES task force on capacity-building, helping to pilot, demonstrate and further communicate the work that it is undertaking.

#### **2. Strategy 2: Facilitating access to expertise and information**

10. Activities should primarily aim to draw on other IPBES deliverables, and in particular the work of task forces and expert groups, in order to increase access to expertise and information for supporting the implementation of the IPBES work programme and to increase the reach and impact of work programme deliverables. In order, as mandated by decision IPBES-3/1, to focus on the development and implementation of pilot or demonstration activities addressing other categories of needs, one or more of the following criteria should apply:

(a) *Criterion 5:* Proposed activities should promote multi-stakeholder engagement and networking in implementation of the work programme, including for facilitating the use of IPBES deliverables;

(b) *Criterion 6:* Proposed activities should build and support communities of practice arising directly from the work of one of the following IPBES deliverables, helping to pilot and demonstrate application of the guidance arising from these deliverables:

- IPBES regional and global assessments
- IPBES thematic assessments
- IPBES work on scenario analysis and modelling
- IPBES work on conceptualization of values
- IPBES work on policy support tools and methodologies

(c) *Criterion 7:* Proposed activities should facilitate the consideration of indigenous and local knowledge, drawing on the work of the IPBES task force on indigenous and local knowledge systems and helping to pilot,

demonstrate and further communicate its work, thereby addressing, as mandated by decision IPBES-3/1, the specific capacity-building needs related to the development and the strengthening of the participatory mechanism and indigenous and local knowledge approaches and procedures;

(d) *Criterion 8:* Proposed activities should facilitate access to data, information and knowledge, drawing on the work of the IPBES task force on knowledge and data, and helping to pilot, demonstrate and further communicate the work that it is undertaking.

### **3. Strategy 3: Strengthening national and regional capacities**

11. Activities will mainly be carried out and facilitated through partnerships and matchmaking activities. In order, as mandated by decision IPBES-3/1, to focus on enhancing the capacity to undertake, use and improve national assessments of biodiversity and ecosystem services, criteria 9 and 10 should apply, along with either criterion 11 or criterion 12. Those criteria are as follows:

(a) *Criterion 9:* Activities should demonstrate how all relevant IPBES guidance, processes and procedures would be taken into account in planning and implementation;

(b) *Criterion 10:* Activities in support of national efforts should demonstrate a national need and, where appropriate, be undertaken in consultation with the relevant IPBES national focal points;

(c) *Criterion 11:* Activities should address the undertaking and use of national and subregional assessments of biodiversity and ecosystem services or similar approaches (including the promotion of national and regional platforms and networks) that have the following characteristics:

- They cover all ecosystems within a country or other geopolitical unit or are clearly defined as thematic or methodological assessments at the appropriate level
- They demonstrate the involvement of all relevant stakeholders during all stages
- They demonstrate how indigenous and local knowledge will be considered

(d) *Criterion 12:* Activities should address the national capacity self-assessments, including in respect of capacities for locating and mobilizing financial and technical resources.

## **D. Approach to building collaboration and engagement**

12. A wide range of institutions are involved in capacity-building activities that relate directly to the IPBES work programme and to the priority capacity-building needs approved by the IPBES Plenary:

(a) *The IPBES task force on capacity-building*, with the support of a technical support unit established at the Norwegian Environment Agency, oversees the development and implementation of the rolling plan. In doing so it works closely with resource persons and partner organizations that can contribute to its effective implementation;

(b) *The IPBES capacity-building forum* is a key vehicle for increasing engagement and facilitating cooperation among partners for the implementation and further development of the rolling plan. When planning and holding meetings of the capacity-building forum, the task force will work closely with the Bureau of the IPBES Plenary to regularly invite organizations that fund, undertake or otherwise support relevant capacity-building activities; to develop the list of invitees and an engagement strategy for promoting their involvement in the forum well in advance of each meeting of the forum; to invite contributions from forum participants to the development and pilot implementation of the rolling plan as supported by matchmaking activities; to develop and implement appropriate communication and follow-up to the meetings of the forum to further strengthen engagement in IPBES-related capacity-building initiatives; and to regularly review the effectiveness and modalities of work in the context of the forum together with partners.;

(c) *IPBES matchmaking:* The strategies, programmes and initiatives described in the present executive summary, and the activities described in the IPBES capacity-building rolling plan, will help frame cooperation among partners on how to match identified priority needs with financial and technical resources. The focus on matchmaking has seen a gradual shift from an attempt to develop a prototype facility to an incremental development of the matchmaking functions and their web-based support structures. While there are currently no plans to issue further open calls for project submissions, as was done in the trial call during the initial work on the matchmaking facility, specific calls under the rolling plan may be conducted in collaboration with strategic partners representing both implementers and conventional and potential sources of funding.

## **E. Options for organizations wishing to contribute**

13. Institutions may choose to fund, undertake or otherwise support relevant capacity-building activities in order to help support implementation of the IPBES capacity-building rolling plan. Collaborative arrangements can take a number of forms, based on the parties' degree of involvement. The IPBES guidance on the development of strategic

partnerships and other collaborative arrangements<sup>9</sup> sets out a number of the key considerations, and also the types of collaboration that may be necessary for supporting IPBES implementation. Contributions may be made directly or indirectly through one or more of the following approaches:

(a) *Contributions to the IPBES trust fund through the budget agreed by the Plenary*, which already supports parts of the work described in the rolling plan. Contributions to the rolling plan can therefore be made through contributions to the IPBES trust fund itself or by direct funding through earmarked contributions to the IPBES trust fund.<sup>10</sup> Any institution wishing to provide direct funding through earmarked contributions to the IPBES trust fund should contact the IPBES secretariat. Acknowledgement of contributions to the trust fund is primarily conveyed through the report of the Executive Secretary to the Plenary on the trust fund;

(b) *In-kind contributions to the capacity-building work of IPBES* through various degrees of involvement where institutions may wish:

(i) To provide partial or complete support to capacity-building activities under the rolling plan that are being administered by the technical support unit or otherwise organized by IPBES. Examples of such support might include instances where the capacity-building activity is led by IPBES but carried out with the technical or financial support of one or more partner institutions or, conversely, led by a partner institution with support from the IPBES secretariat;

(ii) To offer to administer or undertake activities themselves, working in collaboration with IPBES. This might include instances where institutions already have or would like to plan activities in order to support delivery of the IPBES capacity-building rolling plan and wish to seek acknowledgement or endorsement from IPBES for so doing. An endorsement or acknowledgement will require a review of the proposed activity to ensure that it is aligned with IPBES priority capacity-building needs, operating principles, relevant procedures and criteria;

(c) Providing direct technical or financial support to other institutions (for example to organizations in other countries) to enable them to address in a more effective manner priority capacity-building needs. The activities may be explicitly identified in the rolling plan and may include types of training or support for fellows or be inferred from the descriptions of the capacity-building approaches described above, for example support for national ecosystem assessments;

(d) Alignment of capacity-building activities, whereby institutions may wish to consider how their capacity-building activities can take more account of the objectives, deliverables and ongoing work of IPBES. Alignment of interests may be facilitated through, for instance, supporting the uptake and use of any IPBES guides, methodological assessments or other deliverables. The IPBES capacity-building forum also provides an opportunity for further exploring modalities for achieving the alignment of activities.

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<sup>9</sup> IPBES guidance on the development of strategic partnerships and other collaborative arrangements was agreed on in decision IPBES-3/4, and is set out in annex III to that decision.

<sup>10</sup> The financial procedures for IPBES state that "...additional contributions for specific activities approved by the Plenary may be accepted. Single contributions in excess of 300,000 United States dollars per contributor per activity require approval by the Plenary. Single contributions not exceeding 300,000 United States dollars per contributor per activity require approval by the Bureau" (IPBES Financial Procedures, Rule 10).



## IPBES Capacity-building Rolling Plan

*Version of March 2017*

The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) promotes knowledge concerning the diversity of life on earth (biodiversity) and its contribution to humanity (ecosystem services). This concern is reflected in the United Nations *2030 Agenda for Sustainable Development* and its Sustainable Development Goals together with other key societal aspirations, many of which are also driving the human impacts on biodiversity and ecosystem services. Efforts to conserve and sustainably use biodiversity involve balancing different sector interests, which may benefit from an effective science policy interface. Established in 2012, essentially as an independent parallel to the Intergovernmental Panel on Climate Change (IPCC), IPBES aims at strengthening this interface. It does so by undertaking international *assessments* and promoting national ones; by catalyzing *knowledge generation*; by promoting the development of *policy support tools*; and by undertaking and facilitating *capacity building*.

IPBES, which is summarized in the box below, draws heavily on existing capacities of experts and institutions from all over the world in all its endeavours – be it when it critically assesses the state of knowledge on the interactions between human societies and the natural world, or when it catalyses knowledge generation or develops policy support tools and methodologies. The rationale for IPBES deliverables often relate to international initiatives, such as the Strategic Plan for Biodiversity 2011-2020 and its Aichi Targets under the Convention on Biological Diversity and the 10-year strategic plan and framework (2008-2018) of the United Nations Convention to Combat Desertification. In undertaking these endeavours IPBES is faced with striking world-wide asymmetries in individual and institutional capacity. To deliver on its mandate, IPBES seeks to undertake and promote capacity-building, with the aim of addressing these asymmetries.

The objective of the capacity-building rolling plan is to identify the principles, strategic directions and modalities for building and further developing capacities of individuals and institutions based on the priority needs established by the IPBES Plenary. In addition, the plan will contain a regularly updated list of activities that IPBES plans to undertake alone and in collaboration with partners. The approach is meant as a vehicle for identifying and acting upon *opportunities for aligned investments in ecological knowledge for sustainable development*.

This document aims to:

- (a) Inform those directly involved with IPBES of the approach being taken to capacity-building, and how this approach is being implemented; and
- (b) Inform other organizations of opportunities, priorities and needs for capacity-building identified by IPBES, in order for them to identify what support might be most useful, and how to offer it.

<b>IPBES AT A GLANCE</b>															
<p><b>Objective:</b> To strengthen the science-policy interface for biodiversity and ecosystem services for the conservation and sustainable use of biodiversity, long-term human well-being and sustainable development.</p>															
<p><b>Operating principles:</b> IPBES addresses terrestrial, marine and inland water biodiversity and ecosystem services and their interactions, ensuring the Platform’s credibility, relevance and legitimacy, and promoting its independence. The principles further include: facilitating an interdisciplinary and multidisciplinary approach; engaging with different knowledge systems, including indigenous and local knowledge; recognizing the need for gender equity in its work; ensuring full and effective participation of developing countries; ensuring the full use of national, sub-regional and regional knowledge; integrating capacity-building into all relevant aspects of its work; and promoting a collaborative approach which builds on existing initiatives and experience.</p>															
<b>Functions</b>															
<p>Identify knowledge needs of policymakers, facilitate access to information, and catalyze <i>generation of new knowledge</i> where necessary</p>	<p>Deliver global, regional, sub-regional and thematic <i>assessments</i>, and at the same time promote and facilitate assessments at the national level</p>	<p>Promote development and use of <i>policy support tools</i> and methodologies so that assessment results can be more effectively applied</p>	<p>Identify and prioritize <i>capacity building</i> needs for improving the science-policy interface at appropriate levels, and provide, call for and facilitate access to the necessary resources for addressing the highest priority needs directly relating to its activities</p>												
<b>Institutional arrangements</b>		<b>Procedures, programmes and other resources</b>													
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td colspan="2" style="text-align: center; padding: 5px;"><b>Plenary</b></td> </tr> <tr> <td style="text-align: center; padding: 5px;">Bureau</td> <td style="text-align: center; padding: 5px;">Multidisciplinary Expert Panel (MEP)</td> </tr> <tr> <td style="text-align: center; padding: 5px;">Secretariat</td> <td style="text-align: center; padding: 5px;">Trust Fund</td> </tr> <tr> <td style="text-align: center; padding: 5px;">Technical support Units (TSUs)</td> <td style="text-align: center; padding: 5px;">Expert groups &amp; Task Forces</td> </tr> <tr> <td style="text-align: center; padding: 5px;">Collaborative partnership with UN</td> <td style="text-align: center; padding: 5px;">Capacity-building Forum</td> </tr> <tr> <td style="text-align: center; padding: 5px;">Stakeholder Forum</td> <td style="text-align: center; padding: 5px;">Strategic partnerships</td> </tr> </table>		<b>Plenary</b>		Bureau	Multidisciplinary Expert Panel (MEP)	Secretariat	Trust Fund	Technical support Units (TSUs)	Expert groups & Task Forces	Collaborative partnership with UN	Capacity-building Forum	Stakeholder Forum	Strategic partnerships	<ul style="list-style-type: none"> <li>• Rules of procedure for the Plenary</li> <li>• Financial procedures</li> <li>• Procedure for receiving and prioritizing requests put to the Platform</li> <li>• IPBES first work programme</li> <li>• Conceptual framework</li> <li>• Procedures for the preparation of Platform deliverables</li> <li>• Guidelines on how to carry out work in the context of IPBES</li> <li>• Catalogues (of assessments and policy support tools)</li> <li>• Information and data management plan</li> <li>• Guidance for developing strategic partnerships</li> <li>• Strategies for stakeholder engagement and outreach</li> </ul>	
<b>Plenary</b>															
Bureau	Multidisciplinary Expert Panel (MEP)														
Secretariat	Trust Fund														
Technical support Units (TSUs)	Expert groups & Task Forces														
Collaborative partnership with UN	Capacity-building Forum														
Stakeholder Forum	Strategic partnerships														



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## Context

1. The role of capacity-building in IPBES is embedded in both the agreed functions of the Platform and in its operating principles.<sup>1</sup> The capacity-building role of IPBES is operationalised through the following two deliverables in the work programme for the period 2014-2018:<sup>2</sup> deliverable 1(a): “*priority capacity-building needs to implement the Platform’s work programme matched with resources through catalysing financial and in-kind support*”; and deliverable 1(b): “*capacities needed to implement the Platform’s work programme developed*”. Capacity-building in the context of IPBES concerns both building new capacity in individuals and institutions, and further development of existing skills and capacities.

2. The IPBES Plenary also agreed institutional arrangements and procedures for implementation of the work programme,<sup>3</sup> and established a task force on capacity-building for the period 2014-2018 to support achievement of deliverables 1(a) and 1(b).<sup>4</sup> The task force and its technical support unit are described below. Reports and recommendations from the task force on capacity-building have been considered by the IPBES Plenary at each session since adoption of the work programme. Consequently, the Plenary has given directions on both programming and piloting of capacity-building activities, as well as on how to go about the matching of needs with resources. In addition to this, the Plenary has allocated resources from the IPBES trust fund for the work on capacity-building in the approved budget.

3. The IPBES Plenary has also identified priority capacity-building needs,<sup>5</sup> indicating which needs should be resourced through the IPBES trust fund and in-kind contributions, and which needs should be supported by the Platform through the capacity-building forum and the piloting of matchmaking activities. The task force has since been asked to further prioritize needs.<sup>6</sup> The Plenary has also requested the Bureau, with the support of the secretariat and the task force on capacity-building, to convene meetings of an IPBES capacity-building forum.<sup>7</sup>

4. The IPBES capacity-building rolling plan sets out an approach to implementation of deliverables 1(a) and 1(b) in cooperation with partners and in response to requests received. The approach builds on the earlier draft programme on fellowship, exchange and training,<sup>8</sup> and draws on experience gained from piloting both this draft programme and the matchmaking activities. The plan is intended as a living document that introduces and “frames” the work on capacity-building within IPBES in the form of current and planned activities, including those undertaken by partners that are aligned with the priority capacity-building needs.

## Objective

5. The objective of the IPBES capacity-building rolling plan is to identify the principles, strategic directions and modalities for building and further developing capacities of individuals and institutions based on the priority needs<sup>9</sup> established by the IPBES Plenary. The approach outlined aims to achieve the capacity-building deliverables under the IPBES first work programme and is financed through the IPBES trust fund, with in-kind support from partners. The intention is that over time the activities described will also leverage additional financial and technical resources.

6. In addressing agreed priority capacity-building needs, the IPBES capacity-building rolling plan seeks to identify opportunities for investing in “socio-ecological know-how” which can ultimately impact on how people use knowledge on biodiversity and ecosystem services to help achieve an improved quality of life, recognizing that biodiversity and ecosystem-services underpin society’s goals and aspirations. As a result, addressing asymmetries in capacity is about more than training, it is about investing in ecological knowledge and application of that knowledge.

<sup>1</sup> The capacity-building function is: “*to prioritize key capacity-building needs to improve the science-policy interface at appropriate levels and then provide and call for financial and other support for the highest-priority needs related directly to its activities, as decided by the Plenary, and to catalyse financing for such capacity-building activities by providing a forum with conventional and potential sources of funding*”. The operating principles set out that IPBES in this context should: “*integrate capacity-building into all relevant aspects of its work*” and “*ensure the full and effective participation of developing countries*”. Both are set out in the 2012 resolution establishing IPBES.

<sup>2</sup> The work programme was adopted by the IPBES Plenary through decision IPBES-2/5 and is set out in annex I to that decision.

<sup>3</sup> Institutional arrangements are described in the final section of the work programme (see previous note), while the relevant procedures for preparation of IPBES deliverables are set out in annex I to decision IPBES-3/3.

<sup>4</sup> The task force on capacity-building was established by the IPBES Plenary through decision IPBES-2/5, with terms of reference set out in annex II to that decision.

<sup>5</sup> Priority capacity-building needs were established by the IPBES Plenary through decision IPBES-3/1 based on advice from its task force on capacity-building, and are set out in annex I to that decision.

<sup>6</sup> The request to further prioritise capacity-building needs was made by the Plenary in decision IPBES-4/1.

<sup>7</sup> The mandated functions of IPBES include providing a *forum with conventional and potential sources of funding*.

<sup>8</sup> The draft programme on fellowship, exchange and training is presented in document IPBES/3/3

<sup>9</sup> See decision IPBES-3/1, where the IPBES Plenary adopted priority capacity-building needs based on advice from its task force on capacity-building.

7. The approach set out in this document is based on four principles and aims to deliver three strategies, which encompass a number of programmes and initiatives. These reflect the dual mandate of IPBES, which is to undertake capacity-building as an integral part of the work programme and also to facilitate capacity-building through activities aimed at matching needs with financial and technical resources. The document also outlines the modalities for collaboration among partners in addressing these needs, including modalities for matching needs with technical and financial resources that will be piloted under the matchmaking activities.

8. This approach to capacity-building is implemented through the IPBES capacity-building rolling plan, which will include details of activities that are being carried out in current years, together with indications of what activities will be undertaken in subsequent years, both by IPBES and by other organizations working in collaboration with IPBES. The task force will oversee the development of the rolling plan and contribute to its implementation. Institutions that fund, undertake or otherwise support relevant capacity-building activities will regularly be invited to register their interest in partnering with IPBES, including through the IPBES capacity-building forum. Cooperation will focus on the development and pilot implementation of the IPBES capacity-building rolling plan through online communication, regular joint face-to-face meetings and bilateral follow-up arrangements.

9. The Bureau, the Multidisciplinary Expert Panel and the Plenary will regularly consider the rolling plan and give directions for its further development and implementation. Meanwhile the description of the approach and the rolling plan itself will give impetus and direction to the work of the task force on capacity-building, encourage others to contribute, and facilitate tracking of progress.

## Principles

10. **Principle 1 – identifying needs:** Activities under the rolling plan will be developed in cooperation with IPBES subsidiary bodies, expert groups and their technical supporting units, so as to benefit from their understanding of capacity-building needs and opportunities gained during implementation of the IPBES work programme. Activities will also be delivered in close cooperation with these bodies where appropriate, in order to ensure effective focus on support for delivery of the IPBES work programme and increasing impact of work programme deliverables. Activities will necessarily be consistent with priority capacity-building needs adopted by the Plenary, as discussed below on in the section on “priorities and criteria”, and when they take place at the national level this will be in the context of needs identified by appropriate authorities.

11. **Principle 2 – building for the future:** Activities under the rolling plan will encourage the sharing of new understanding and experience, and seek to build new individual and institutional relationships, so that there is a greater pool to draw from in the future. This includes encouraging and supporting individuals who benefit from capacity-building activities to communicate their experience and share their skills with their peers and within their home institutions. The aim is to strengthen the pool of skilled and well connected professionals and institutions in support of the development and uptake of IPBES deliverables in knowledge generation and decision-making at national and regional levels.

12. **Principle 3 – leveraging impact:** In order to maximise use of available resources and build on existing experience and opportunities, the rolling plan will promote and facilitate the support of other organizations, including through: inviting in-kind support for capacity-building activities organized by or in cooperation with the task force on capacity-building; building strategic partnerships in order to support delivery of capacity-building activities; and endorsing other organizations' activities where they support delivery of the IPBES Capacity-building Rolling Plan.

13. **Principle 4 – learning lessons and ensuring quality:** The task force on capacity-building supported by its technical support unit will work closely with the secretariat, Bureau, Multidisciplinary Expert Panel, expert groups as well as partners to develop and implement the plan in a phased manner with appropriate coordination, quality control, and reporting of activities and impacts. In doing so the task force will seek to ensure that lessons learnt by IPBES and those with whom it is collaborating are built upon in future development and implementation of capacity-building in the context of IPBES.

## Strategy 1: Learning and engagement

14. This strategic approach draws on experience to date in supporting capacity-building for the implementation of the IPBES work programme. The level of support needed for the different programmes and initiatives varies substantively, with more time and effort being focused on the fellowship programme and the training and familiarisation programme. The primary focus is on support for implementation of the IPBES work programme itself, and for learning associated with that implementation. The strategy will contribute to the investment in IPBES deliverables, which are credible and relevant to all regions of the world. It focuses on building and developing capacity across disciplines and knowledge systems.

## IPBES Fellowship Programme

15. The fellowship programme will allow early career researchers and other professionals to engage with the Platform's activities, working alongside more experienced colleagues.<sup>10</sup> This is a non-sponsored fellowship scheme, and selected fellows are expected to work *pro bono* (as do the other experts), although expenses for attending working meetings and training workshops is provided for selected fellows from developing countries and countries with economies in transition.

16. Intended outcome: A significant number of early career researchers and other professionals will have gained experience through working alongside experts involved in the implementation of IPBES, while at the same time contributing to the achievement of IPBES. This will lead to a new generation of researchers trained to work at the science-policy interface, and at the same time increase understanding of the value of IPBES.

17. Approach: The programme is administered by the technical support unit with support from task force members. Activities are mainly supported from the IPBES trust fund and include support to cover fellows' travel expenses, but earmarked support from partners can also be solicited. This programme will be implemented through the following:

- (a) Managing a nomination and selection process for each IPBES assessment, working in cooperation with the management committees for the assessments;
- (b) Periodically identifying other areas where fellows could contribute to the work of IPBES, and managing a nomination and selection process working in cooperation with appropriate bodies;
- (c) Ensuring that each fellow has one or more assigned mentors working on the same topic, and that both mentors and fellows understand what is expected of the relationship;
- (d) Continuing to engage with fellows to ensure that they are contributing to their assigned topic and learning from their fellowship, and that they transfer knowledge gained within home institutions;
- (e) Periodically reporting on fellowships, including feedback on the contribution that fellows have made, what they have gained, and how well the mentoring programme has worked; and
- (f) Periodically following up with fellows in future years to see how they have benefited from their fellowship, and the extent to which they are still involved in related work and organizations

18. How partners can contribute: The programme is already underway, supported by the IPBES trust fund. However, the IPBES Fellowship Programme could be extended in a variety of ways with additional support. Opportunities for collaboration include:

- contributing to developing the fellowship further through financial support
- providing direct support to one or more fellows
- providing additional support to fellows (e.g. through mentoring, or involvement in other activities)
- promoting IPBES fellowship opportunities

## IPBES Training and Familiarisation Programme

19. The training and familiarisation programme is tailored to IPBES needs, and will enhance individual and institutional capacities for supporting development and use of IPBES deliverables. It is based on existing guiding material produced by IPBES, in particular the guide on assessments (work programme deliverable 2 a). It will be delivered through: training workshops; hands on capacity-building integrated into workshops and consultations for production of IPBES deliverables; and through webinars, e-learning tools and other online approaches.<sup>11</sup>

20. Intended outcome: Through a variety of approaches tailored to specific purposes, individuals will learn about IPBES and its deliverables, and be able to increasingly make use of this learning in their day-to-day work in science and/or policy making.

<sup>10</sup> IPBES has 49 fellows selected to work on IPBES assessments through a process developed by the task force, and implemented by the task force and its technical support unit working with assessment management committees. Fellows are assigned to specific assessments and assessment chapters, each has one or more assigned mentors, and each remains a fellow until completion of the assessment.

<sup>11</sup> Experience has been gained through one week-long training course for fellows organized by the technical support unit, one three-day training event on scenario analysis and modelling for assessment authors jointly planned with the technical support unit of the methodological assessment and delivered by them, and training and familiarisation session planned with the secretariat for first author meetings. Additionally, e-learning tools are being developed on the conceptual framework and the guide for assessments, and a webinar series has been initiated.

21. Approach: The programme is administered by the technical support unit with support from task force members, IPBES experts, and partners. Activities are mainly funded from the capacity-building component of the IPBES budget under the trust fund and include support for travel to workshops and development of training material. Activities also benefit from in-kind contributions and further support from partners can be solicited. This programme will be implemented through the following:

- (a) Periodically reviewing training and mentoring needs and opportunities with all other bodies involved in delivering the IPBES work programme, including *inter alia* management committees for work programme deliverables, secretariat, Multidisciplinary Expert Panel and Bureau;
- (b) Planning and implementing the following types of activities to address identified needs and opportunities, working in collaboration with relevant IPBES bodies and structures:
  - training workshops and opportunities for sharing experience
  - hands on experience working with necessary support
  - familiarization sessions (for example for newly selected experts)
  - webinars and other online presentations, and e-learning tools;
- (c) As necessary seeking additional resources to support implementation of training through calls for in-kind support, collaboration with partner organizations, and sourcing additional funding;
- (d) Establishing and periodically reviewing guidelines and criteria for recognising training opportunities provided by other organizations on behalf of IPBES or using the IPBES “branding”;
- (e) Providing ready access to webinars, e-learning tools and training materials online, and regularly communicating information on both training opportunities and the available resources;
- (f) Encouraging those trained to pass on their experiences to others so as to broaden the potential impact of training activities; and
- (g) Periodically monitoring, evaluation and reporting on implementation of the training programme, including drawing on feedback solicited on training activities.

22. How partners can contribute: A number of activities are under way, supported by the IPBES trust fund. However, there is potential for the programme to be significantly expanded. Opportunities for collaboration include:

- contributing financially to training and familiarisation activities planned and implemented by IPBES
- contributing technically to training and familiarisation activities planned and implemented by IPBES
- offering to host and run IPBES-related training and familiarization activities
- offering to include familiarization of IPBES deliverables and activities within the collaborators own training and familiarization activities
- developing e-learning tools and other resources on IPBES-related topics, in collaboration with appropriate IPBES experts

### **Promoting secondments and internships**

23. The aim of this initiative is to encourage and, as appropriate, support secondments and internships within the secretariat (including the technical support units) to foster shared knowledge and understanding and build experience, while contributing to the work of the secretariat.<sup>12</sup> This will involve individuals working for the secretariat for a period of time, whether based with the secretariat, or remaining in their home institution.

24. Intended outcome: The secretariat including its technical support units will benefit from increased support through secondments and internships, which provides further help in delivering the work programme. Those placed with the secretariat gain through increased knowledge and experience. Additionally, IPBES gains through having an increased number of professionals familiar with IPBES and its work.

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<sup>12</sup> The secretariat has benefited from secondment of three staff, one from United Nations Environment, one from the Government of China and one member from of the IPBES Asia Pacific technical support unit. In addition, a secondee from the capacity-building task force and University of Montreal is currently supporting the IPBES Africa technical support unit of the Africa regional assessment on biodiversity and ecosystem services. Moreover, the secretariat has benefited from the contribution of interns. These secondments and internships have been achieved to date without significant advertising. Generally, secondees are supported by their own organization and interns are self-supported.

25. Approach: While the initiative is promoted and overseen by the technical support unit with support from task force members, it is administered by the receiving and/or providing institutions. It is foreseen that activities will mainly be undertaken through contributions by partners. This initiative will be implemented through the following:

- (a) Periodically reviewing with the secretariat and others providing technical support for IPBES deliverables whether there are opportunities for secondments and/or internships
- (b) Working with the secretariat and interested organizations to develop terms of reference and legal agreements for secondments and/or internships, including approaches to mentoring and ways of promoting transfer of knowledge/experience to home institutions of secondees and interns;
- (c) As necessary working with the secretariat (including interested technical support units) to identify any procedural and legal issues that may pertain to receiving secondments and interns;
- (d) Working with the secretariat and relevant organizations to advertise and to send out calls for secondments and interns, including on the web-based matchmaking activities;
- (e) Periodically monitoring, evaluating and reporting on secondments and internships; and
- (f) Periodic follow up with interns in future years to see how they have benefited from their internship, and the extent to which they are still involved in related work and organizations.

26. How partners can contribute: Supporting this initiative will contribute to the implementation of the IPBES work programme, while at the same time building the experience of those involved. Opportunities for collaboration include:

- seconding staff to the IPBES secretariat (including technical support units), or to other organizations supporting IPBES
- hosting secondees/interns working on IPBES related activities, and supporting their learning
- promoting IPBES secondment and internship opportunities in-house and to relevant communities

### **Promoting exchange visits and study tours**

27. The aim of this initiative is to encourage and, as appropriate, support exchange visits and study tours among individuals and institutions relevant to the work of IPBES, which will promote peer-based learning and at the same time strengthen cooperation among institutions working on IPBES-related activities.

28. Intended outcome: Staff of technical support units and others responsible for supporting implementation of the IPBES work programme, including national focal points and relevant national organizations, will have visited other relevant organizations, building understanding and developing relationships that will help them in their work. Where appropriate reciprocal visits will also have been made.

29. Approach: While the initiative is promoted and overseen by the task force, it would be administered by the receiving and/or providing institutions. It is foreseen that activities will mainly be undertaken through contributions by partners. This initiative will be implemented through the following:

- (a) Promoting the concept of exchange visits and study tours amongst those responsible for implementing IPBES, periodically identifying opportunities and level of interest;
- (b) Promoting development of a programme of exchange visits and study tours, and where necessary, seeking additional resources (financial or in-kind) for its implementation;
- (c) Ensuring that there is effective follow up to exchange visits and study tours where this is necessary and appropriate, which may include further visits, mentoring etc.; and
- (d) Periodically monitoring, evaluating and reporting on secondments and internships.

30. How partners can contribute: Unlike secondments and internships this does not involve individuals moving to work with another organization, however, there are still opportunities for mutual learning. Opportunities for collaboration include:

- hosting and participating in study tours and exchange visits so as to increase understanding and experience of those working on IPBES-related activities
- providing financial support to assist those undertaking study tours and exchange visits

## Strategy 2: Facilitating access to expertise and information

31. This strategic approach should primarily aim to draw on other IPBES deliverables, and in particular the work of task forces and expert groups, in order to increase access to expertise and information for both supporting implementation of the IPBES work programme and increasing the reach and impact of work programme deliverables.

### Building and supporting communities of practice

32. The aim of this initiative is to encourage and, as appropriate, support the development of communities of practice among experts, policymakers and practitioners based on IPBES work programme deliverables.<sup>13</sup>

33. **Intended outcome:** Increased use of IPBES products and the further development and sharing of associated information and experience by individuals and institutions taking part in the communities of practice. This will contribute to expanding stakeholder involvement in efforts to strengthen the science-policy interface.

34. **Approach:** Under this initiative, partners will be invited to help develop communities of practice based on IPBES deliverables such as the guidance on scenarios and models, the guidance on the conceptualisation of values, the catalogue of policy support tools, and completed assessments. It is foreseen that activities will mainly be undertaken through contributions by partners. This initiative will be implemented through the following:

(a) Working with other technical support units to identify where communities of practice can be used to help increase the reach and impact of IPBES deliverables;

(b) Identifying whether to engage with existing communities of practice or to develop new ones, so as to effectively build on what already exists;

(c) Developing and implementing plans for training and familiarisation, mentoring and linking alumni around identified communities of practice; and

(d) As necessary and appropriate supporting the development of proposals for seeking technical and financial support for initiation and facilitation of communities of practice.

35. **How partners can contribute:** This is likely to work through training and/or familiarisation in key areas, and then facilitating interaction amongst those trained and those involved in the training/familiarisation activities. Opportunities for collaboration include:

- providing financial and/or technical support for building a community (or communities) of practice around IPBES guides and methodological approaches
- providing financial and/or technical support for building a community (or communities) of practice around other IPBES deliverables where appropriate
- sharing information on existing communities of practice so that IPBES can learn from the experience, and also build on what already exists
- offering to host and facilitate communities of practice on behalf of IPBES, or to ensure that existing communities of practice deliver on IPBES needs

### Bridging with indigenous and local knowledge systems

36. The aim of this initiative is to provide capacity-building support for the effective use of indigenous and local knowledge in assessments and other relevant deliverables, and for dialogue among different knowledge systems. This would be carried out in support of the work of the task force on indigenous and local knowledge systems, responding directly to priority needs identified by the Plenary acknowledging *“the special capacity-building needs related to the development and strengthening of indigenous and local knowledge approaches and procedures”*.

37. **Intended outcome:** Indigenous and local knowledge systems are more effectively used in developing IPBES deliverables, and at the same time recognition is increased of the potential value of such knowledge systems to national decision-making processes relating to biodiversity and ecosystem services.

38. **Approach:** The initiative will be developed jointly by the task force on capacity-building, and by the task force on indigenous knowledge systems, with responsibilities for implementation mutually agreed. Activities may be administered by interested partner institutions with support from the matchmaking activities, and it is foreseen that

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<sup>13</sup> The Biodiversity and Ecosystem Services Network of the United Nations Development Programme has indicated an interest in promoting “dialogues” between knowledge holders, policy makers and practitioners on the use of IPBES products. In addition, the task force is working with the Sub-Global Assessment (SGA) Network, which is an existing community of practice amongst ecosystem assessment practitioners.

activities will mainly be undertaken through contributions by partners. This initiative will be implemented through the following:

- (a) Dialogue among the two task forces to identify and scope out necessary activities relevant to the mandates and priorities of each, working as appropriate with other deliverables;
- (b) Developing joint proposals for capacity-building activities, including identification of any relevant partner organizations who will support implementation;
- (c) Where appropriate implementing agreed activities through other areas of work within the rolling plan on capacity-building; and
- (d) Seeking resources for implementation through the matchmaking activities, and where necessary, supporting subsequent implementation.

39. **How partners can contribute:** IPBES would welcome support in building on and applying IPBES guidance relating to indigenous and local knowledge. Working with the technical support unit of the task force on indigenous and local knowledge systems in planning such activities would be essential. Opportunities for collaboration include:

- supporting participation of knowledge holders from indigenous peoples and local communities
- supporting activities that mobilize indigenous and local knowledge, helping to bring it into IPBES process
- supporting initiatives facilitating dialogue and understanding across knowledge systems
- supporting and facilitating key issues into other training and facilitation activities

### **Facilitating access to data, information and knowledge**

40. The aim of this initiative is to achieve increased access to data, information and knowledge through developing the necessary capacities. This would be carried out in support of the work of the task force on knowledge and data.

41. **Intended outcome:** Data, information and knowledge are more readily accessible to those involved in working on IPBES deliverables as set out in the strategies of the IPBES data and information management Plan,<sup>14</sup> and are accessible more widely for those involved in decision-making processes relating to biodiversity and ecosystem services.

42. **Approach:** The initiative would be developed jointly by the task force on capacity-building, and by the task force on knowledge and data, with responsibilities for implementation mutually agreed. Activities may well be administered by interested partner institutions with support from the matchmaking activities, and would mainly be funded by earmarked support from partners. This initiative will be implemented through the following:

- (a) Dialogue between the technical support units of the two task forces to identify and scope out necessary activities that are relevant to the mandates and priorities of each;
- (b) Developing proposals for implementing agreed activities, including identification of any relevant partner organizations who will support implementation;
- (c) Where appropriate implementing agreed activities through other areas of work within the rolling plan on capacity building; and
- (d) Seeking resources for implementation through the matchmaking activities, and, as necessary, supporting subsequent implementation.

43. **How partners can contribute:** IPBES would welcome offers of support that build on IPBES guidance and deliverables, and increase access to data and information relevant to IPBES deliverables. Working with the technical support unit of the task force on data and knowledge in planning such activities would be essential. Opportunities for collaboration include:

- supporting enhanced access to data and publications for the contributing experts of IPBES assessments
- providing support to those responsible for implementation of the IPBES data and information management plan
- providing training in key areas relating to access to data, information and knowledge necessary for the implementation of the IPBES work programme

<sup>14</sup> The IPBES data and information management plan was agreed in decision IPBES-3/1, and is set out in annex II to that decision.



### **Strategy 3: Strengthening national and regional capacities**

44. This strategic approach will draw heavily on the experience of partner organizations, and will be implemented with their substantive support. Support will mainly be achieved through partnerships and matchmaking activities on the part of IPBES aimed at addressing the approved priority capacity-building needs, and in particular the second priority area on “*enhancing the capacity to undertake, use and improve national assessments of biodiversity and ecosystem services*”.

#### **Promoting and facilitating national capacity self-assessment**

45. The aim of the initiative is to encourage and, as appropriate, support national capacity self-assessment, including capacities for locating and mobilizing financial and technical resources in the science-policy interface as it relates to biodiversity and ecosystem services.

46. **Intended outcome:** Increased understanding at the national level of where priority capacity-building needs relevant to IPBES are, and how they can be addressed, at the same time providing evidence to potential supporters of nationally-recognised need.

47. **Approach:** The task force members will develop an approach to self-assessment working with appropriate organizations, which will then be available for use by the appropriate national authorities with the support, where necessary, of interested partner institutions. Where necessary, support could be sought through the matchmaking activities. It is foreseen that activities will mainly be undertaken through contributions by partners. This initiative will be implemented through the following:

- (a) Completing guidance on national self-assessment, including on the benefits of carrying out such assessment, and periodic review based on experience of its application at the national level;
- (b) Promoting use of the national self-assessment guidance through appropriate IPBES channels (including potential training), and through partner and other like-minded organizations;
- (c) Identifying partner organizations who would be in a position to support national self-assessment as necessary; and
- (d) Where necessary and appropriate, supporting relevant national organizations in developing proposals for technical and financial support to address identified gaps.

48. **How partners can contribute:** IPBES would welcome offers of financial or in-kind support in hosting or running training activities relating to the development and use of national capacity self-assessment, following guidance to be provided by IPBES. Opportunities for collaboration include:

- supporting the development of an approach for carrying out national capacity self-assessment
- promoting and assisting countries in carrying out their national capacity self-assessment
- supporting the mobilisation of relevant individuals/experts in carrying out the assessment

#### **Promoting and facilitating national and sub-regional ecosystem assessments**

49. The aim of this initiative is to promote and facilitate the development, implementation and use of national and sub-regional assessments of biodiversity and ecosystem services by the relevant national and sub-regional authorities, in order to encourage response to the priority capacity-building needs identified by the Plenary.

50. **Intended outcome:** Improved capacity at national and, where relevant, sub-regional levels to undertake national and sub-regional assessments of biodiversity and ecosystem services, and to effectively use their findings. This will necessarily include engagement of all relevant stakeholders and relevant sectors.

51. **Approach:** The task force will consider ways to promote and facilitate national and sub-regional assessments, in particular through the forum and the matchmaking functions. It is foreseen that activities will mainly be undertaken through contributions by partners. This initiative will be implemented through the following:

- (a) Identifying partner organizations IPBES would work with or through in promoting and facilitating national and sub-regional assessments, and developing appropriate partnership agreements;
- (b) Considering opportunities for IPBES to actively promote the development, implementation and use of national and sub-regional assessments, including use of the forum and matchmaking activities;
- (c) Where necessary and appropriate, supporting national and sub-regional authorities in developing proposals for assessments, and seeking resources for their implementation; and
- (d) Promoting use of the IPBES guide for assessments and the IPBES catalogue of assessments as key resources, and engagement with relevant communities of practice.

52. **How partners can contribute:** Activities need to be consistent with IPBES capacity-building priorities (see the section below on “priorities and criteria”), and where appropriate such activities should draw on IPBES guidance and deliverables. Opportunities for collaboration include:

- supporting location of financial and technical resources for carrying out assessments
- supporting location of technical experience, and opportunities to learn from the experience of others
- providing training and networking support specifically tailored to the needs of assessments
- supporting promotion and use of IPBES guides and catalogues in planning and carrying out assessments

### **Promoting and facilitating national and regional platforms and networks**

53. The aim of this initiative is to encourage and, as appropriate, support the development of national and regional platforms and networks on biodiversity and ecosystem services, drawing on existing experience. These platforms would both support engagement in IPBES and its work programme, and support the development, implementation and use of national and sub-regional assessments.

54. **Intended outcome:** National and regional platforms facilitate increased cooperation and collaboration amongst scientists and other knowledge holders, policy- and decision-makers, and practitioners and other stakeholders, leading to more effective knowledge generation and use of knowledge in decision-making.

55. **Approach:** The task force will consider ways to promote and facilitate development of national and regional platforms, in particular through the forum and the matchmaking functions. It is foreseen that activities will mainly be undertaken through contributions by partners. This initiative will be achieved through the following:

- (a) Identifying and working with partner organizations who are promoting and facilitating national and regional platforms and networks, and developing appropriate partnership agreements;
- (b) Considering opportunities for IPBES to actively promote the development and use of national and regional platforms and networks, including use of the forum and matchmaking activities; and
- (c) Where necessary and appropriate, supporting relevant national and regional organizations in developing proposals for establishing platforms and networks.

56. **How partners can contribute:** Activities would need to be consistent with IPBES capacity-building priorities (see the section below on “priorities and criteria”) and where appropriate draw on IPBES guidance and deliverables. Opportunities for collaboration include:

- supporting the location of necessary financial and/or technical support for local and regional networks of experts, practitioners and knowledge holders
- supporting the location of necessary technical experience, and opportunities to learn from the experience of others
- supporting activities that facilitate the uptake of IPBES findings in national and international policy
- contributing to the work of transforming knowledge into a local context

### **Priorities and criteria for implementing the strategies**

57. The IPBES Plenary has identified priority capacity-building needs, but in doing so it has also recognised that further prioritization will be necessary in order to ensure that the most important and pressing needs relating to implementation of the IPBES work programme are addressed.<sup>15</sup> In order to address this, the task force has developed a set of criteria based on the agreed priority capacity-building needs. The intention is that these criteria can be used reviewing proposed activities and offers of technical and financial support prior to their acceptance as IPBES-relevant activities. These criteria are not intended as a reinterpretation of the priorities set by the Plenary, but as an operationalisation of these priorities in a pragmatic manner for each of the three strategies described above and operationalised through the rolling plan.

58. **Strategy 1 - Learning and engagement.** The primary focus of activities should be those supporting implementation of the IPBES work programme itself, and for learning associated with that implementation. In order to *“focus on the ability to participate in Platform deliverables, primarily addressed through the proposed fellowship,*

<sup>15</sup> The IPBES Plenary adopted priority capacity-building needs in decision IPBES-3/1, and these are set out in annex I to the decision. Subsequently, the IPBES Plenary requested in decision IPBES-4/1 that the task force on capacity-building *“further prioritize the list of capacity-building needs with regard to those needs most important and pressing with a view to the implementation of the first work programme of IPBES”*.

*exchange and training programme, with the priority placed on Platform regional assessments"* (wording from decision IPBES-3/1), criterion 1 should apply, and at least two of the other criteria:

**Criterion 1:** Proposed activities should be consistent with strategy 1 of the capacity-building rolling plan, and with one or more of its programmes and initiatives;

**Criterion 2:** Proposed activities should directly support capacity needs relating to achieving implementation of the IPBES work programme, and in particular the regional assessments on biodiversity and ecosystem services;

**Criterion 3:** Proposed activities should be consistent with and complement the work of IPBES subsidiary bodies, expert groups, task forces, and secretariat, including technical support units; and

**Criterion 4:** Proposed activities should directly arise from the work of the IPBES task force on capacity-building, helping to pilot, demonstrate and further communicate the work that they are undertaking.

59. **Strategy 2 - Facilitating access to expertise and information.** The primary focus of activities should be drawing on other IPBES, and in particular the work of task forces and expert groups, in order both to increase access to expertise and information for supporting implementation of the IPBES work programme and to increase the reach and impact of work programme deliverables. In order to "*focus on the development and implementation of pilot or demonstration activities addressing other categories of needs*" (wording from [decision IPBES-3/1](#)), one or more of the following criteria should apply:

**Criterion 5:** Proposed activities should promote multi-stakeholder engagement and networking in implementation of the work programme, including for facilitating use of IPBES deliverables;

**Criterion 6:** Proposed activities should build and/or support communities of practice directly arising from the work of one of the following IPBES expert groups, helping to pilot and demonstrate application of their guidance:

- IPBES expert group on scenarios and models;<sup>16</sup>
- IPBES expert group on conceptualisation of values;<sup>17</sup>
- IPBES expert group on policy support tools and methodologies<sup>18</sup>

**Criterion 7:** Proposed activities should facilitate consideration of indigenous and local knowledge, drawing on the work of the IPBES task force on indigenous and local knowledge systems, helping to pilot, demonstrate and further communicate the work that they are undertaking thereby addressing "*the specific capacity-building needs related to the development and the strengthening of the participatory mechanism and indigenous and local knowledge approaches and procedures*" (wording from decision IPBES-3/1);

**Criterion 8:** Proposed activities should facilitate access to data, information and knowledge, drawing on the work of the IPBES task force on knowledge and data, helping to pilot, demonstrate and further communicate the work that they are undertaking.

60. **Strategy 3 - Strengthening national and regional capacities.** Activities will mainly be carried out and facilitated through partnerships and matchmaking activities. In order to "*focus on enhancing the capacity to undertake, use and improve national assessments of biodiversity and ecosystem services*" (wording from decision IPBES-3/1), criteria 9 and 10 should apply, and either criterion 11 or criterion 12:

**Criterion 9:** Activities should demonstrate how all relevant IPBES guidance, processes and procedures would be taken into account in planning and implementation;<sup>19</sup>

**Criterion 10:** Activities in support of national efforts should demonstrate a national need, and where appropriate, be undertaken in consultation with the relevant IPBES national focal point(s);

**Criterion 11:** Activities should address the undertaking and using of national and sub-regional assessments of biodiversity and ecosystem services or similar approaches (including the promotion of national and regional platforms and networks) which have the following characteristics:

- cover all ecosystems within a country or other geopolitical unit or be clearly defined as a thematic or methodological assessment at the appropriate level;
- demonstrate involvement of all relevant stakeholders during all stages;

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<sup>16</sup> Reference to the assessment report on scenarios and models and to the Guide on assessments to be included when published.

<sup>17</sup> Reference to the Guide on conceptualisation of values and to the Guide on assessments to be included when published.

<sup>18</sup> Reference to the Guide on policy support tools and methodologies and to the Guide on assessments to be included when published.

<sup>19</sup> Detailed guidance to be included when published.

- demonstrate how indigenous and local knowledge will be considered.

**Criterion 12:** Activities should address national capacity-self assessments, including capacities for locating and mobilizing financial and technical resources.

## **Approach to building collaboration and engagement**

61. A wide range of institutions are currently involved in capacity-building activities that relate directly to the IPBES work programme and to the priority capacity-building needs approved by the IPBES Plenary. In many cases this is part of these institutions' response to the wider biodiversity agenda. This includes *inter alia*: part of the work that happens with the support of Official Development Assistance through both multilateral channels and bilateral cooperation; private sector investments in a range of key areas (often mutually supportive of other activities); and the many national and international public, private and non-profit institutions, which provide technical assistance and support capacity-building of relevance to IPBES.

### **IPBES task force on capacity-building**

62. At its second session the Plenary established an **IPBES task force on capacity-building**, and defined its terms of reference.<sup>20</sup> The task force comprises two Bureau members and three members of the Multidisciplinary Expert Panel (between them covering the five United Nations regions), and up to 20 further experts selected from amongst those nominated by governments and other stakeholders. 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. The task force is supported in its work by a **technical support unit** established at the Norwegian Environment Agency. This unit is provided by the Government of Norway as part of its in-kind support for implementation of the IPBES work programme. The unit works in close cooperation with other members of the secretariat providing technical and management support for other IPBES deliverables, with the aim of ensuring appropriate levels of support to all IPBES deliverables. The task force, with the support of its technical support unit, has overseen development of this framework or approach, and oversees the development and implementation of the rolling plan. In doing so it works closely with the resource persons and partner organizations who can contribute to its effective implementation.

### **IPBES capacity-building forum**

63. The **IPBES capacity-building forum** is a key vehicle for increasing engagement and facilitating cooperation among partners for the implementation and further development of the rolling plan. The strategy of the forum is to serve as an effective arena for cooperation between IPBES and other institutions that fund, undertake or otherwise contribute to relevant capacity-building activities. Work under the forum will aim at advancing the common agendas of partners and at facilitating longer term strategic alignments of relevant ongoing programmes and activities among partners. Partners at the forum will be invited to: periodically provide feedback on the orientation of the rolling plan for capacity-building and the programmes and initiatives it contains; make offers of technical and financial support which could support implementation of the plan and be reflected in it; and consider the modalities for future work by partners under the auspices of the forum, including the modalities of future meetings of the forum.

64. In developing and implementing the forum, the task force will work closely with the Bureau on the following in order to ensure that it meets the strategies identified:

- (a) Regularly invite institutions that fund, undertake or otherwise support relevant capacity-building activities to register their interest in partnering with IPBES through the capacity-building forum;
- (b) Develop the list of invitees and an engagement strategy for promoting their involvement in the forum well in advance of each meeting of the forum;
- (c) Through online communication, joint face-to-face meetings of partners, and bilateral follow-up arrangements, invite contributions from forum participants to the development and pilot implementation of the rolling plan as supported by the matchmaking activities;
- (d) Develop and implement appropriate communication and follow-up to the meetings of the forum to further strengthen engagement in IPBES-related capacity-building initiatives; and
- (e) Regularly review the effectiveness and modalities of work under the capacity-building forum together with partners.

<sup>20</sup> The terms of reference of the task force on capacity-building were agreed in decision IPBES-2/5, and are set out in annex II to that decision.

## IPBES matchmaking

65. The strategies, programmes and initiatives set out in this document, and the activities set out in the IPBES capacity-building rolling plan, will help frame cooperation among partners on how to match identified priority needs with financial and technical resources. IPBES first work programme makes reference to “a web-based matchmaking facility”. Efforts have gone into the development and piloting of a prototype web-based matchmaking facility as requested by the Plenary. During the initial work on the matchmaking facility, a trial open call for projects and pledges was made in order to help guide its development<sup>21</sup>. The web-based prototype matchmaking facility has been developed further in considering possible structures and functions. Some of the elements of the beta version, related in particular to the webinars and the fellowship programme, were further developed and are hosted on the IPBES website. Aside from these two elements, other components were not sufficiently advanced to enable the completion of this web-based prototype.

66. The focus on matchmaking has seen a gradual shift from an attempt to develop a prototype facility to an incremental development of the matchmaking functions and their web-based support structures. This slight refocusing is based on the experience to date and feedback received, including from both meetings of the capacity-building forum. It is intended that the strategies, programmes, initiatives and activities set out in the rolling plan will help frame cooperation among partners on matching identified priority needs with financial and technical resources. It is envisaged that the matchmaking functions will be developed in dialogue with similar initiatives<sup>22</sup> to avoid any duplication of efforts, and to learn from the experience of others. While it is currently not intended to make further open general calls for project submissions as was done in the trial call, specific calls under the rolling plan may be developed in collaboration with strategic partners representing both implementers and conventional and potential sources of funding.

## Options for organizations wishing to contribute

67. Institutions may choose to fund, undertake or otherwise support relevant capacity-building activities in order to help support implementation of the IPBES capacity-building rolling plan directly or indirectly through one or more of the following approaches.

### Contribution to the IPBES trust fund

68. What: Parts of the work described in the plan are directly supported by the IPBES trust fund through the budget agreed by Plenary. In particular, these parts include activities aimed at building capacities for the implementation of the work programme, and priority has been given to the fellowship programme and the training and familiarisation programme. These programmes are overseen by the task force on capacity building. Activities typically require close cooperation with the management and support structures established under IPBES for the work programme deliverables they are associated with. Contributions to the rolling plan can therefore be made through:

(a) Indirect funding through contributions to the IPBES trust fund at large – Further contributions to the trust fund will help strengthen the financial situation of IPBES in general, and may allow for increased resources to be made available for supporting capacity-building activities.

(b) Direct funding through earmarked contributions to the IPBES trust fund – The financial procedures for IPBES<sup>23</sup> state that “...*additional contributions for specific activities approved by the Plenary may be accepted. Single contributions in excess of 300,000 United States dollars per contributor per activity require approval by the Plenary. Single contributions not exceeding 300,000 United States dollars per contributor per activity require approval by the Bureau*” (IPBES financial procedures, Rule 10).

69. How: Any institution wishing to provide direct funding through earmarked contributions to the IPBES trust fund should contact the IPBES secretariat, expressing its wishes and then follow the guidance provided by the secretariat. While the institution is free to announce what it is doing in the IPBES Plenary or through the capacity-

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<sup>21</sup> The trial call for projects and pledges of support for the matchmaking facility resulted in 94 submitted projects involving activities in 95 countries. The projects were reviewed based on the criteria set out in this document, and a more detailed scorecard developed for the review process. The projects found to be in line with the identified priority-capacity-building needs will be made available to potential donors as opportunities for investment in capacity building of relevance to IPBES arise. IPBES is also piloting partnerships with institutions to enable funding for projects. UNEP-WCMC has for instance in their capacity as secretariat to the Sub-Global Assessment Network worked in cooperation with project proponents and submitted the six proposals on national ecosystem assessments for funding to the German International Climate Initiative.

<sup>22</sup> Such initiatives include the Biodiversity and Ecosystem Services Network of the United Nations Development Programme, the Convention on Biological Diversity Bio-bridge initiative and the United Nations Convention to Combat Desertification Marketplace.

<sup>23</sup> The IPBES financial procedures have been adopted by the Plenary in decisions IPBES-2/7 and IPBES-3/2.

building forum, acknowledgement of contributions to the trust fund is primarily through the report of the Executive Secretary to the Plenary on the trust fund.

### **In-kind contribution to the capacity-building work of IPBES**

70. **What:** Institutions may wish (a) to provide partial or complete support to capacity-building activities under the rolling plan that are being administered by the technical support unit or otherwise organized by IPBES; or (b) to offer to administer or undertake activities themselves working in collaboration with IPBES. The latter is particularly important for activities under the IPBES

capacity-building rolling plan which go beyond the implementation of the IPBES work programme. For example, an institution may wish to: organize a training course; offer to host capacity-building activities; manage a community of practice; support the development of national and regional platforms and networks; support travel/daily subsistence allowance of training workshop participants; directly support fellows or fellowship activities that can be associated with the rolling plan.

71. **How:** The institution wishing to provide in-kind contribution(s) should contact the technical support unit for the task force on capacity-building, identifying how it wants to contribute, and how such a contribution (or contributions) would relate to the IPBES capacity-building rolling plan and the priority capacity-building needs approved by the Plenary. The type and extent of contributions are expected to vary. This is discussed further in the section below on “options for collaborating through in-kind contribution”.

### **Providing direct technical or financial support to other institutions**

72. **What:** Institutions may wish to provide direct support (for example to organizations in other countries) to enable them to more effectively address priority capacity-building needs. This might be through the provision of funding, provision of technical support, or both. The activities may be explicitly identified in the IPBES capacity-building rolling plan's regularly updated list of activities that IPBES plans to undertake alone and in collaboration with partners (such as types of training, or support for fellows), or inferred from the descriptions of the capacity-building approaches described above (for example support for national ecosystem assessments).

73. **How:** It is envisioned that the IPBES matchmaking activities currently being developed will promote and facilitate opportunities for providing technical and financial cooperation, and identification of where this is needed. As these activities are still under development, any suggestions from potential partners on them would be welcomed.

### **Alignment of activities**

74. **What:** Institutions already carrying out capacity-building relevant to the IPBES objective and functions may wish to consider how their capacity-building activities can take more account of the objectives, deliverables and ongoing work of IPBES.

75. **How:** Alignment of interests can be done through, for instance, supporting uptake and use of any IPBES guides, methodological assessments and other deliverables. There is no expectation that institutions will inform IPBES of their alignment, but it would be helpful if they did so, and this could be done through communication to the IPBES Chair or Executive Secretary, or through announcement to the IPBES Plenary or IPBES capacity-building forum. The IPBES task force can provide support upon request to all institutions requiring increased understanding of IPBES objectives, activities and deliverables with regard to capacity-building, and help institutions to consider how to align their own activities with those of IPBES. The IPBES capacity-building forum will also provide opportunity for further exploring modalities for achieving alignment of activities.

### **Further options for collaborating through in-kind contribution**

76. The task force on capacity building have immediate responsibility for overseeing development and implementation of the IPBES capacity-building rolling plan, including the overall approach, working with the secretariat and with oversight from the Bureau and Multidisciplinary Expert Panel. Various degrees of involvement are possible in the implementation of the different types of capacity-building activities identified, but there are two basic approaches.

### **Offering support for activities planned or initiated by IPBES**

77. In this case institutions provide partial or complete support to capacity-building activities under the IPBES capacity-building rolling plan organized by IPBES or on behalf of IPBES. Examples of such support might include instances where:

- the capacity-building activity is led by IPBES, but carried out with technical and/or financial support of one or more partner institutions;
- the capacity-building activity is jointly led by IPBES and one or more partner institutions; or

- the capacity-building activity is led by one or more partner institution, with technical and/or financial support from IPBES.

78. As the activity is essentially being carried out at the request of IPBES then there is already a clear understanding of the priority capacity-building need being covered, and any in-kind support concerns delivery of that activity. Collaborating institutions may influence planning, direction and delivery, to a greater or lesser extent, but they are supporting delivery of an IPBES activity.

### **Offering to deliver complementary capacity-building activities**

79. In this case institutions offer to deliver the same or similar activities themselves working in collaboration with IPBES. Examples of such support might include instances where:

- institutions identify activities they would like to carry out in order to support delivery of the IPBES capacity-building rolling plan, and wish to seek acknowledgement or endorsement from IPBES for doing so; or
- institutions wish to have an activity that is already planned or being carried out formally recognised as a contribution to delivery of the IPBES capacity-building rolling plan.

80. IPBES endorsement or acknowledgement in these instances will require a review of the proposed activity order to ensure that it aligns with IPBES priority capacity-building needs, operating principles and relevant procedures. Acknowledgement or endorsement by IPBES of capacity-building activities proposed by others will therefore require:

- confidence that the proposed capacity-building activity is consistent with the IPBES capacity-building rolling plan and addresses priority capacity building needs identified by the Plenary;
- confidence that the capacity-building activity will be of an appropriate quality, and includes an appropriate level of oversight;
- assurance that appropriate IPBES experts will be involved in planning and/or delivery of the proposed activity (which may also address the previous point);
- confidence that the IPBES operating principles and any relevant IPBES guides and procedures will be appropriately applied in delivering the proposed capacity-building activity; and
- clear understanding of how the relationship between IPBES and the activity will be promoted, including with respect to use of the logo, and a clear process for reporting back.

81. In order to achieve this the technical support unit for the task force on capacity-building has created an application form which can be provided on request, but which will ultimately be available on the web. Submissions will be reviewed by following procedures agreed with the Bureau and Multidisciplinary Expert Panel so as to ensure that the issues identified above in paragraph 80 are addressed, together with the relevant criteria in paragraphs 0-0. This review process will involve as appropriate the task force, the secretariat and where necessary the Bureau and/or Multidisciplinary Expert Panel.

82. Within the context of activities proposed by others, it is important to recognise that the IPBES secretariat is responsible for the use of the IPBES logo. If capacity-building activities are led by or on behalf of IPBES then the IPBES logo can be used on materials directly relating to that activity. For any other activity explicit permission for use of the logo would need to be obtained through the IPBES Secretariat.

### **Agreement on collaborative arrangements and acknowledgement**

83. Collaborative arrangements can take a number of forms based on the degree of involvement of both parties. IPBES guidance on the development of strategic partnerships and other collaborative arrangements<sup>24</sup> sets out a number of the key considerations, as well as the types of collaboration that may be necessary for supporting IPBES implementation. The following considerations are directly relevant to agreement on collaboration to support capacity-building as described above.

- Intent to collaborate might be established through a *letter of agreement* or *memorandum of understanding* which can be used for defining strategic alliances, declaring agreement on intent, on areas of common interest and on cooperation in terms of project and programme implementation. While in a number of cases *memoranda of understanding* would involve the transfer of funds to support a particular set of tasks, this is not necessarily always the case. *Letters of agreement* and *memoranda of understandings* could also be established with no implied exchange of funds. In some cases it would be assumed that the legal entities involved would provide the necessary resources for

<sup>24</sup> IPBES guidance on the development of strategic partnerships and other collaborative arrangements was agreed in decision IPBES-3/4, and is set out in annex III to that decision.

their own activities (which may be activities that they intended to carry out anyway). Agreements might also be used as a vehicle to help find additional funding from elsewhere, and this should be considered when they are drafted.

(b) In order to operationalize such agreements, consideration might be given to drawing up a *project document* of some form, or a *jointly agreed programme of work*, which would spell out how the intent to collaborate would be realized. Such documents would provide more detailed definitions of activities, timetables and deliverables, and would be likely to include implementation plans and potentially also budgets. These more detailed documents may cover the whole period of the agreement or could be periodically updated while the agreements are in force.

(c) There may also be cases where a legal agreement in the form of a *contract* such as between a partner and the technical support unit is necessary in order to ensure timely delivery of a product or service necessary for the efficient implementation of the capacity-building activity.

84. In other words the form of the agreement would depend on the activities to be undertaken and whether or not funds were changing hands, but nevertheless some form of agreement (even if only an exchange of letters) is important for ensuring a common understanding. Amongst other things, this is important for also making clear how support will be acknowledged. The support of organizations in carrying out IPBES-related capacity-building activities will be acknowledged through the following channels where appropriate:

(a) Both financial and in-kind support to IPBES are reported on to the Plenary in documents developed by the secretariat.

(b) The secretariat reports to the Plenary on all capacity-building activities carried out under the auspices of IPBES.

(c) Information on specific activities is also promoted through the IPBES website and regular communication activities.

85. In addition, appropriate acknowledgment would be given in association with relevant events or as part of specific deliverables, as appropriate to the circumstances, and the level of support provided. However, any further acknowledgement would need to be considered on a case-by-case basis, with the advice of the Bureau.