



Cross-Cutting Capacity Development Strategy

The challenge of the cross-cutting capacity development projects lie in their inherent complexity, as sectoral institutions attempt to structure and regulate interacting and evolving financial, economic and environmental systems. The objective of these projects is to address those important capacity needs that will enhance a country's ability to meet its obligations under the Conventions by creating synergies, while at the same time catalyzing the mainstreaming of multilateral environmental agreements (MEAs) into national policy, management or financial and legislative frameworks. Targeting specific components of the environmental governance system should allow for a more practicable approach towards meeting Rio Convention objectives and achieving environmental sustainability.

Cross-cutting capacity development projects will provide resources for reducing, if not eliminating, the institutional bottlenecks (e.g., barriers to data gathering) to the synergistic implementation of the Rio conventions. The expected outcomes of these projects are therefore to strengthen multi-sectoral processes that promote policy harmonization, realize cost-efficiency, and enhance operational effectiveness in Convention obligations. To this end, cross-cutting capacity development projects would focus on the environmental governance system and mainstreaming global environmental issues into national development programs, implemented through four programmatic frameworks.

PROGRAMMING FRAMEWORKS

Each country would select a capacity development priority on the basis of the NCSA prioritization process (identified in the NCSA's Capacity Development Action Plan), using the cross-cutting capacity development programming frameworks as a guide to develop these into a medium-size project. While such a project may seek, for example, to strengthen the policy coordination framework to maximize a country's ability to meet their obligations under the Rio Conventions and delivering global benefits among other MEAs, another country may wish to use a different approach to help meet the goal of environmental protection, such as incorporating natural resource valuation into the environmental impact assessment process.

While most MSPs will be national projects, a few regional/global cross-cutting capacity development MSPs or FSPs are envisaged; facilitating enhanced regional partnerships to build on recognized regional frameworks such as the New Partnership for Africa's Development (NEPAD), the Barbados Programme of Action (BPOA), South Asia Poverty Alleviation Programme (SAPAP), the United Nations Poverty-

Environment Initiative (UN-PEI), and the United Nations Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD), among others.

The elaboration of programming frameworks to structure the formulation of cross-cutting capacity development projects is on-going. As part of GEF's programming document for GEF-5, the frameworks for capacity development falls under five main objectives:

- A. To enhance the capacities of stakeholders to engage throughout the consultative process
- B. To generate, access and use information and knowledge
- C. To strengthen capacities to develop policy and legislative frameworks
- D. To strengthen capacities to implement and manage global convention guidelines
- E. To enhance capacities to monitor and evaluate environmental impacts and trends



CROSS-CUTTING CAPACITY DEVELOPMENT STRATEGY OBJECTIVE 1

A: ENHANCING THE CAPACITIES OF STAKEHOLDERS TO ENGAGE THROUGHOUT THE CONSULTATIVE PROCESS

Capacity development under this framework will be implemented through the GEF Country Support Programme (CSP) and National Dialogue Initiative (NDI). Through these two programmes, seminars, national consultations and dialogues will take place to enable all key stakeholders to participate in consultative processes to deliver global environmental benefits. The aim is to establish or strengthen consultative mechanisms for proactive and constructive engagement of all stakeholders. This consultative mechanism will be used for countries to coordinate in-country GEF investments and include the following activities:

- GEF constituency-level workshops/meetings
- Country dialogue workshops and seminars
- Constituency meetings organized through the Small Grants Programme's National Steering Committee
- National Focal Groups actively participating in GEF national coordination mechanisms

While this framework is not eligible as a separate medium-size project, countries wishing to strengthen their consultative process to meet global environmental commitments may develop a targeted cross-cutting capacity development project under Framework D, *Strengthening capacities to implement and manage global convention guidelines*.

CROSS-CUTTING CAPACITY DEVELOPMENT STRATEGY OBJECTIVE 2

B: GENERATING, ACCESSING AND USING INFORMATION AND KNOWLEDGE

These types of cross-cutting capacity development projects target the important need for improvement management information and decision support systems for the global environment. This was identified as a serious capacity constraint and need from 90% of the countries who undertook an NCSA. The outcome of a cross-cutting capacity development under this Framework would seek to improve decision-making for the global environment through improved use of information and knowledge.

B.1 A cross-cutting capacity development project under this Framework would harmonize existing information systems, integrating internationally accepted measurement standards and methodologies, as well as consistent reporting on the global environment. These projects would help countries to create valid baseline studies against which to measure achievements towards global environmental objectives. This Framework is targeted to the development of capacities at the individual and organizational level, strengthening technical skills to collect data and transform information into knowledge. This Framework should be implemented as one of two components that include Framework E.

B.2 Alternatively, a country could target the development and/or piloting of innovative tools for decision-making, such as an economic valuation of the global environment increment of natural resource goods or services in order to make more informed decisions to generate increased global environmental benefits.

CROSS-CUTTING CAPACITY DEVELOPMENT STRATEGY OBJECTIVE 3

C: STRENGTHENING CAPACITIES TO DEVELOP POLICY AND LEGISLATIVE FRAMEWORKS

These types of projects would target the policy, legislative and/or regulative framework for improved management of the global environment. Whereas Framework A targets the capacities at the individual level, this Framework focuses on strengthening organizational and systemic level capacities. These cross-cutting capacity development projects would seek to eliminate the unintended consequences of policy implementation, as applied within the broader framework of environmental governance. They would seek to maximize synergies among the policies, rules and decision-making procedures governing the management of biodiversity, climate change and land degradation, among other environmental issues. This Framework is thus about environmental mainstreaming, with the cross-cutting capacity development project seeking to integrate global environmental priorities into national policies, plans and programs, particularly macro-economic and poverty reduction strategies/ programs.

C.1 At the systemic level, a cross-cutting capacity development project would focus on formalizing the institutional linkages between heretofore separate and distinct program activities and on-going core activities of existing organizations. The rationale of such a project is that global environmental benefits can be more efficiently delivered by integrating relevant activities into those that set out to meet other national environmental and development goals. For example, projects could harmonize natural resource management policies to improve the effectiveness and efficiency of multilateral environmental agreement (MEA) implementation at the national level.

C.2 At the organizational level, a cross-cutting capacity development project could focus on improved management and compliance to multilateral environmental agreements. Such a project would strengthen relevant organizational capacities to create economies of scale and eliminate inefficiencies in enforcement structures and mechanisms. For example, the current implementation of separate protected area management systems for forest ecosystems, archaeological sites, and marine ecosystems may in fact result in conflicting or mutually exclusive management policies and procedures. This Framework focuses on harmonizing and reconciling overlapping management approaches, which would be complemented by a sufficient baseline of capacities to monitor and evaluate implementation and compliance (Frameworks B.1 and E).



CROSS-CUTTING CAPACITY DEVELOPMENT STRATEGY OBJECTIVE 4

D: STRENGTHENING CAPACITIES TO IMPLEMENT AND MANAGE GLOBAL CONVENTION GUIDELINES

This type of cross-cutting capacity development project would focus on improving the synergistic implementation of the three Rio Conventions. Project activities would focus on one of the following: a) improving cross-institutional coordination and strengthening capacities to employ an integrated approach to implementing shared provisions of the three Rio Conventions; b) developing standards of good environmental management; or c) strengthening sustainable financing mechanisms in support of the global environment.

D.1 Activities of a cross-cutting capacity development would be directed to improving organizational structures and mechanisms that catalyze coordination of multi-sectoral environmental policies and programs, and improve their associated governance structures. For example, the staffing complement of government departments responsible for reporting to the Rio Conventions are often limited and undertaking their responsibilities in an uncoordinated manner. By restructuring organizational relationships, forging stronger relationships, partnerships and commitments, improved coordination and collaboration should reduce overlap and duplication of activities, catalyze the effective and efficient exchange of information, and improve the country's implementation of the three Rio Conventions.

D.2 A cross-cutting capacity development project may target the improvement of sound standards for good environmental management. Whereas Framework B.1 looks are measurement standards, these types of projects would focus on strengthening the adaptive collaborative management of the environment. These standards would be built upon process criteria for the design and implementation of management responses to global environmental objectives, with a view to supporting the long-term development of program indicators of delivered global environmental benefits. These types of projects must therefore be constructed and implemented in a manner consistent with an acceptable baseline of capacities that satisfy Frameworks B.1 and E.

D.3 This type of project would focus on critical financial, fiscal and/or economic aspects of countries' capacities to meet their obligations under the three Rio Conventions. Projects would target particular institutional structures and mechanisms that will produce cost-effective and long-term sustainability of environmental programs and plans that serve to meet national and global environmental priorities. For example, projects could identify and develop innovative financial strategies for the joint implementation of key provisions of the three Rio Conventions. Projects could seek to explore undertaking environmental fiscal reform measures to further the global environmental goals. Projects could undertake the commodification of natural resources to create greater incentives for environmentally sound and sustainable development, resulting in global environmental benefits under the three Rio Conventions.



CROSS-CUTTING CAPACITY DEVELOPMENT
STRATEGY OBJECTIVE 5

**E: ENHANCING CAPACITIES
TO MONITOR AND EVALUATE
ENVIRONMENTAL IMPACTS AND
TRENDS**

Whereas Framework B.1 targets the strengthening of individual and organizational capacities for improved management information and decision support systems for the global environment, Framework E targets a more holistic construct of monitoring and evaluation systems. Building upon a sufficient level of capacities under B.1, activities under this Framework would strengthen the institutionalization of these systems as a means to feed lessons learned and best practices from projects and interventions under the Frameworks A through D.





POLICY AND PROGRAM LINKAGES

Early in the formulation of the cross-cutting capacity development project, a review of the NCSA Final Report and Action Plan is to be undertaken alongside a review of international, regional and national policy frameworks. In order to meet GEF eligibility requirements, the project objectives must be strongly correlated with the following international environmental agreements, at a minimum:

- Convention on Biological Diversity (CBD)
- Convention to Combat Desertification and Drought (CCD)
- Framework Convention on Climate Change (FCCC)

The project should specifically identify the articles of the three conventions to which the project objectives help implement, as well as the relevant guidance from the respective Conferences of the Parties. The relevant MDGs should be identified in the same manner. The project identification form (PIF) should also reference the extent to which the project will help implement the recommendations of the national reports to the three Rio Conventions and their respective action plans.

Regional environmental agreements, such as the Barbados Programme of Action, and the 2003 Protocol on Strategic Environmental Assessment should also be identified and tied to the project. Particular attention should be given to how the proposed project builds upon the lessons learned and best practices by similar types of activities by countries in the same region. The project should also identify and pursue opportunities for regional cooperation in the same vein.

Programme linkages are also to be explored and developed, within UN and international organizations. Two key programs include the **Poverty-Environment Initiative (PEI)** and the **UN Collaborative Programme on Reducing Emissions from Deforestation and Forest Degradation in Developing Countries (UN-REDD)**. These are but two programs of potentially strong relevance to the achievement of the proposed CD MSP objectives.

TABLE 8: CROSS-CUTTING CAPACITY DEVELOPMENT RESULTS FRAMEWORK

Objectives	Expected Outcomes	Core Outputs and Indicators
Objective 1 (A): Enhance capacities of stakeholders for engagement through consultative process	Consultative mechanism established for proactive and constructive engagement of all interested stakeholders (<i>Number of mechanisms and stakeholders</i>)	<p>Established platform (seminars, national consultations and dialogs) for enabling all key stakeholders to participate</p> <p>Consultative frameworks established in all countries to coordinate GEF investments</p> <p>GEF constituency level workshops/meetings organized (<i>Number</i>)</p> <p>Country dialogue workshops and seminars organized (<i>Number</i>)</p> <p>Constituency meetings organized (<i>Number</i>)</p> <p>SGP National Steering Committees established and National Focal</p> <p>Groups in participating countries actively participating in GEF National coordination mechanisms (<i>Number</i>)</p>
Objective 2 (B): Generate, access and use of information and knowledge	<p>2.1 Institutions and stakeholders have skills and knowledge to research, acquire and apply information collective actions</p> <p>2.2 Increased capacity of stakeholders to diagnose, understand and transform complex dynamic nature of global environmental problems and develop local solutions</p> <p>2.3 Public awareness raised and information management improved</p>	<p>Institutions and stakeholders trained how to use different tools available to manage information</p> <p>Stakeholders are better informed via workshops and trainings about global challenges and local actions required</p> <p>Ability of stakeholders to diagnose, understand and transform information and knowledge into local actions increased and retained in 16 countries</p> <p>Knowledge platform established to share lessons learned among CBOs and CSOs across SGP participating countries (<i>Number</i>)</p> <p>Public awareness raised through workshops and other activities (<i>Number</i>)</p>
Objective 3 (C): Strengthened capacities for policy and legislation development for achieving global benefits	3.1 Enhanced institutional capacities to plan, develop policies and legislative frameworks for effective implementation of global conventions	<p>National plans, policies and legal frameworks developed (<i>Number</i>)</p> <p>Institutional capacities enhanced in recipient countries to implement global conventions (<i>Number of institutions strengthened</i>)</p>

TABLE 8: CROSS-CUTTING CAPACITY DEVELOPMENT RESULTS FRAMEWORK

(CONTINUED)

Objectives	Expected Outcomes	Core Outputs and Indicators
Objective 4 (D): Strengthened capacities for management and implementation on convention guidelines	4.1 Enhanced institutional capacities to manage environmental issues and implement global conventions	Institutional capacities for management of environment strengthened (<i>Number</i>)
	4.2 Good environment management standards defined and adopted	Standards developed and adopted
	4.3 Sustainable financing mechanisms in place at national level	Management capacities for implementation of convention guidelines and Reporting enhanced countries (<i>Number</i>)
		Capacities of CSOs and CBOs as SGP partners, strengthened (<i>Number</i>)
		Sustainable financing mechanisms developed (<i>Number</i>)
		Financing mechanisms for environment created (<i>Number</i>)
Objective 5 (E): Capacities enhanced to monitor and evaluate environmental impacts and trends	5.1 Enhanced skills of national institutions to monitor environmental changes	Monitoring systems established (<i>Number</i>)
	5.2 Evaluation of programs and projects strengthened and improved against expected results	Evaluation system for programs and projects established (<i>Number</i>)
	5.3 Increased capacity for evaluation	Learning system established to provide feedback to policy, strategies and management decisions from evaluation reports (<i>Number</i>)
		Capacities for monitoring of projects and programs developed (<i>Number</i>)
		Learning and knowledge management platform established to share lessons learned among CBOs and CSOs across SGP participating countries (<i>Number</i>)