MEMORANDUM OF UNDERSTANDING ON THE CONSERVATION AND MANAGEMENT OF MARINE TURTLES AND THEIR HABITATS OF THE INDIAN OCEAN AND SOUTH-EAST ASIA

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11TH MEETING OF THE ADVISORY COMMITTEE
Bonn, Germany, 8-11 December 2026
Agenda Item 5.6

A PROPOSED APPROACH TO PRIORITIZING CAPACITY-BUILDING SUPPORT

(*Prepared by the Advisory Committee*)

Mandate:

- WP #108: *Adopt a proactive process for identifying needs and providing training within the IOSEA region, including by:*
  a) *establishing an intersessional working group to develop a Capacity Building Strategy based on the Objectives of the CMP and activities in the Work Programme*
  […]

Summary:

- The enclosed draft Capacity Building Strategy provides a considered and systematic approach to strengthen the knowledge, skills, institutional capacity, partnerships and resources required to achieve the objectives of the IOSEA Marine Turtle MOU and its Conservation and Management Plan (CMP).
- The Strategy aims to:
  - Address priority capacity needs identified through regional needs assessments, national reports and stakeholder consultations.
  - Improve implementation of the IOSEA Conservation and Management Plan.
  - Facilitate equitable access to expertise and training across all IOSEA sub-regions.
  - Strengthen national and regional conservation outcomes.
  - Promote long-term collaboration among Signatory States and partners.

Action requested:

- Discuss and improve the draft “Strategy”
- Provide summarized comments and suggestions for consideration by the Capacity Building Working Group

IOSEA Marine Turtle MOU Capacity Building Strategy 2027-2032



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Inside cover

Inclusion and Participation

Effective capacity development depends on the meaningful participation of diverse stakeholders and the equitable sharing of knowledge, skills and opportunities. This Strategy promotes inclusive and accessible approaches that recognise the cultural, geographic, institutional and socio-economic diversity of the IOSEA region, and seeks to reduce barriers to participation wherever practical. By fostering broad engagement and collaboration, capacity development can strengthen regional ownership, enhance knowledge exchange and contribute to more effective and sustainable conservation outcomes.

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IOSEA Marine Turtle MOU Capacity Building Strategy 2027-2032

1. Purpose

The IOSEA Capacity Building Strategy provides a coordinated and adaptive mechanism to strengthen the knowledge, skills, institutional capacity, partnerships and resources required to achieve the objectives of the IOSEA Marine Turtle MOU and its Conservation and Management Plan (CMP).

The Strategy aims to:

- Address priority capacity needs identified through regional needs assessments, national reports and stakeholder consultations.
- Improve implementation of the IOSEA Conservation and Management Plan.
- Facilitate equitable access to expertise and training across all IOSEA sub-regions.
- Strengthen national and regional conservation outcomes.
- Promote long-term collaboration among Signatory States and partners.

2. Vision

A connected IOSEA community in which governments, researchers, NGOs, communities and regional partners can readily access expertise, training, mentoring and resources needed to effectively conserve marine turtles and their habitats throughout the Indian Ocean and South-East Asia region.

3. Background

Capacity building has been a core component of the IOSEA Marine Turtle Memorandum of Understanding since its inception, recognising that effective conservation and management of marine turtles depends not only on scientific knowledge, but also on the skills, institutions, partnerships, resources and governance arrangements required to implement conservation actions across the Indian Ocean and South-East Asia region.

The Conservation and Management Plan (CMP) recognises the importance of strengthening national, sub-regional and regional capacity to support implementation of conservation actions and improve conservation outcomes. However, capacity across the IOSEA region remains highly variable, with differences in technical expertise, institutional capability, access to training, financial resources and opportunities for professional development influencing the ability of Signatory States to implement conservation programs, respond to emerging threats and fulfil their obligations under the MOU.

Recognising these challenges, the Ninth Meeting of the Signatory States (MOS9) adopted a number of actions within the 2024-2028 Work Programme that collectively provide a mandate for a coordinated and strategic approach to capacity development. These actions recognise that capacity building should be needs-driven, responsive to regional priorities, supported through partnerships and evaluated to ensure effective transfer of knowledge and skills.

To support implementation of these commitments, a regional Capacity Needs Assessment was undertaken involving National Focal Points, Advisory Committee members, researchers, practitioners and partner organisations. The assessment identified priority needs in project planning and evaluation, funding acquisition, data management, biological monitoring, communication and stakeholder engagement, climate change adaptation, fisheries interactions, habitat management and practical conservation techniques. The assessment also highlighted the need for a more structured and transparent process for prioritising needs, mobilising expertise, selecting delivery mechanisms and evaluating outcomes.

The Needs Assessment further recognised that while the IOSEA Secretariat and Advisory Committee play important leadership, coordination and technical advisory roles, successful delivery of capacity-building activities depends upon a broader network of partners. This includes National Focal Points, Marine Turtle Task Forces, governments, universities, research institutions, non-government organisations, local communities and donor organisations.

This Capacity Building Strategy has therefore been developed as the operational mechanism through which the objectives of the Conservation and Management Plan,

the priorities identified through the regional Needs Assessment, and the capacity-building commitments contained within the 2024-2028 Work Programme can be delivered. The Strategy provides a structured pathway linking capacity needs, delivery streams, delivery partners and expected outcomes, while promoting collaboration, efficiency and adaptive management. It is intended to guide capacity-building activities during the period 2027-2032 and provide a transparent, scalable and partnership-based mechanism for strengthening marine turtle conservation capacity throughout the IOSEA region.

Table 1 Relevant Work Programme Actions

Work Programme Action	**Capacity Building Focus**
WP56	Application of best-practice and standardised methodologies and recognition of multiple knowledge systems.
WP108	Development of a Capacity Building Strategy, identification of needs, training delivery, co-funding opportunities, reporting skills, scientific and technical training, and evaluation of effectiveness.
WP110	Sub-regional capacity-building and technical workshops on priority conservation topics including nesting beach management, rehabilitation, site management and fisheries interactions.
WP111	Bycatch assessment, fisheries engagement, stakeholder participation and targeted follow-up capacity-building activities.

Together, these actions establish the strategic foundation for the IOSEA Capacity Building Strategy and its delivery pathways.

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from Steps 1 and 2.

4. Guiding Principles

The Strategy is guided by principles that promote effective, equitable, and sustainable capacity development across the IOSEA region. These principles provide a foundation for prioritisation and delivery while recognising the diverse ecological, cultural, governance, and socio-economic contexts of Signatory States and partners.

Demand Driven

Capacity-building activities will be guided by identified needs from Signatories, National Focal Points, Task Forces, practitioners and communities.

Regionally Coordinated, Locally Delivered

IOSEA will facilitate and coordinate support while recognizing that most implementation occurs at national and local levels.

Equity and Accessibility

Priority will be given to ensuring access by developing countries, small island developing states and under-resourced practitioners.

Partnership Based

Delivery shall utilise the expertise of governments, NGOs, universities, communities, the private sector and regional organisations.

Outcome Focused

Success will be measured by improved conservation outcomes rather than numbers of participants trained.

Adaptive Management

The Strategy will be reviewed periodically and updated based on changing needs and emerging conservation challenges.

Capacity Retention

Capacity development should strengthen and sustain skills, expertise and institutional knowledge beyond individual activities and participants.

5. Capacity Building Process

This Capacity Building Strategy provides a structured approach for strengthening the knowledge, skills, systems, partnerships, and resources needed to support effective marine turtle conservation across the IOSEA region.

Theory of Change

Marine turtle conservation across the IOSEA region depends not only on scientific knowledge, but also on the skills, institutions, partnerships, funding mechanisms, and governance systems required to apply that knowledge effectively. Capacity constraints remain a significant barrier to implementation of the IOSEA Conservation and Management Plan across many Signatory States.

This Strategy is based on the premise that if priority capacity needs are identified, appropriately prioritised, and addressed through targeted knowledge resources, mentoring, training, technical support and practical implementation assistance, then individuals, organisations and networks will be better equipped to plan, deliver and evaluate marine turtle conservation actions.

By strengthening technical expertise, institutional effectiveness, community engagement, regional collaboration and access to resources, Signatory States and partners will improve implementation of the Conservation and Management Plan, strengthen conservation governance and decision-making, and achieve more effective conservation outcomes for marine turtles and their habitats throughout the Indian Ocean and South-East Asia region.

The Strategy therefore provides a pathway linking identified capacity needs to targeted interventions, strengthened capability, improved implementation and measurable conservation outcomes.

Strategic Steps

The following are delivery steps that provides guidance.

Table 2 The following steps are outlined below to provide a guide through the processes of implementation Capacity Building Actions.

Step	Purpose
Step 1. Engage Stakeholders	To build ownership, partnerships and participation in identifying and addressing capacity development priorities.
Step 2. Assess Capacity Assets and Needs	To understand existing capacities and priority gaps that influence achievement of marine turtle conservation objectives.
Step 3. Formulate a Capacity Development Strategy	To define strategic, coordinated and sustainable responses to priority capacity development needs.
Step 4. Implement a Capacity Development Response	To strengthen the capacities of individuals, organisations and networks through targeted interventions and support mechanisms.
Step 5. Evaluate Capacity Development	To assess progress, demonstrate outcomes and inform adaptive management and future investment decisions.

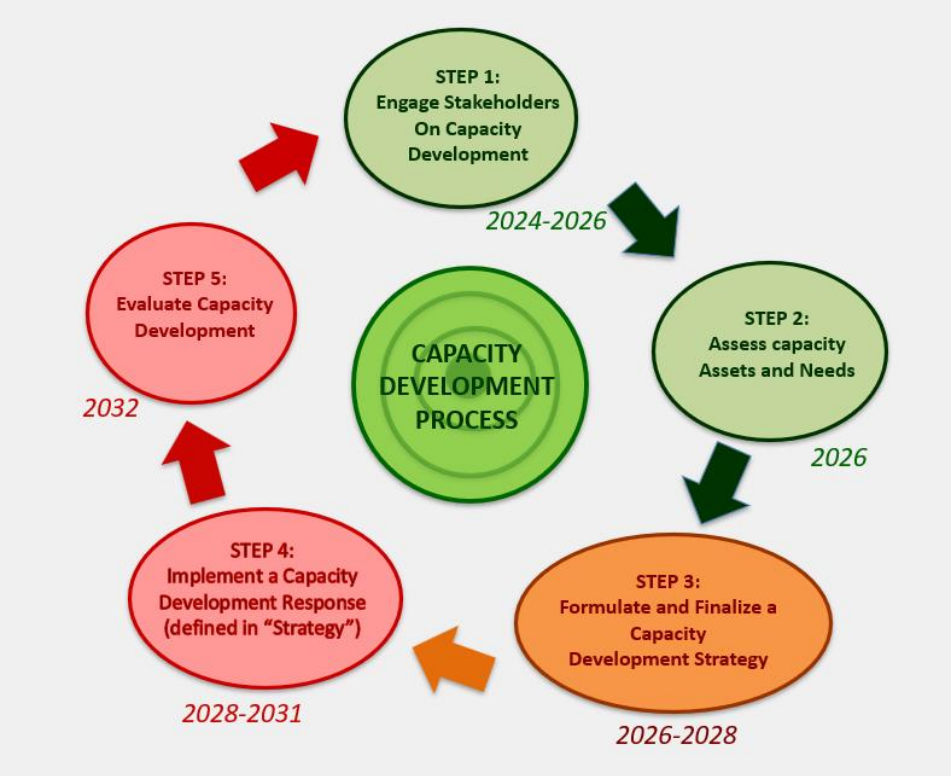

Figure 1. This Strategy is STEP 3 in the capacity Development cycle and was developed

Step 1 - Engage Stakeholders

Effective capacity development begins with meaningful stakeholder engagement. Engagement helps identify capacity needs, build ownership, establish partnerships and ensure that capacity development activities are relevant, coordinated and responsive to the priorities of Signatory States and stakeholders. Consistent with international capacity development approaches, stakeholder engagement supports the identification and mobilisation of relevant actors, promotes collaboration, facilitates knowledge exchange, and provides mechanisms to reconcile differing perspectives and priorities.

The IOSEA Marine Turtle MOU is supported by a range of established mechanisms that provide opportunities for stakeholder participation in identifying, prioritising and delivering capacity development activities. Engagement commenced prior to the development of this Strategy through the Capacity Needs Assessment process and will continue throughout implementation to ensure that capacity development remains responsive to evolving conservation challenges and opportunities.

Key mechanisms for stakeholder engagement include:

National Focal Points serve as the primary interface between the IOSEA Secretariat and Signatory States. They coordinate communication, facilitate country participation in Meetings of the Signatory States (MOS), support national reporting processes and engage relevant government agencies, research institutions, non-government organisations and other stakeholders within their jurisdictions.

Meetings of the Signatory States (MOS) provide an important forum for consultation, collaboration and knowledge exchange. Participation by Signatory States, observers, partner organisations and invited experts creates opportunities to identify emerging needs, share experiences and contribute to the development and implementation of capacity development priorities.

Task Forces and Technical Networks provide access to specialised expertise and broader stakeholder communities. These groups play an important role in identifying technical capacity needs, facilitating collaboration, supporting peer-to-peer learning and mobilising expertise to assist with implementation.

Capacity Needs Assessments, including the Capacity Needs Assessment Questionnaire and associated reporting processes, provide a structured mechanism for identifying priority capacity gaps, challenges and opportunities across the IOSEA region. Information collected through these assessments informs strategic planning, priority setting and the design of capacity development activities.

The Capacity Building Strategy itself provides an ongoing platform for engagement by establishing transparent processes for identifying priorities, developing partnerships, coordinating resources and evaluating outcomes. The Strategy may be disseminated

through a variety of formats, including summary documents and translated materials, to improve accessibility and encourage broader participation across the region.

Collectively, these engagement mechanisms support a collaborative and evidence-based approach to capacity development, helping to ensure that activities are informed by stakeholder needs, aligned with regional priorities and supported by a broad network of partners and practitioner

Step 2 – Assess Capacity Assets and needs

Institutional Capacity

This section provides a summary of the institutions involved in delivering and supporting capacity building under the IOSEA Strategy, together with their respective responsibilities, assets, and comparative advantages. Understanding these roles highlights how existing structures, expertise, networks, and relationships can be leveraged to strengthen marine turtle conservation across the region, while helping to identify where coordination, partnerships, and investment can deliver the greatest value.

The Secretariat's principal role is to facilitate and coordinate capacity development across the IOSEA network rather than directly deliver training. Technical expertise, mentoring, and implementation support are expected to be drawn from the collective strengths of the Advisory Committee, Task Forces, National Focal Points and delivery partners (See Appendix 1).

Funding and Model for Delivery

The Strategy adopts a blended funding model that aligns funding mechanisms with the scale and complexity of activities being delivered. This approach recognises that many coordination and knowledge-sharing functions can be supported through existing IOSEA resources, while larger capacity-building initiatives will require partnerships and external investment (See Appendix 1).

Step 3 - Develop a Plan

A. Objectives

The strategy objectives define the core areas where capacity development can contribute to improved marine turtle conservation and management and were developed from the priorities of the ***Needs Assessment Report*** and other documents such as the annual signatory reports and species reviews. They provide a common focus for investment, collaboration, and action while ensuring capacity-building efforts remain aligned with regional conservation priorities.

Objective 1 -Strengthen project planning, management and institutional effectiveness.

To improve the ability of Signatory States and partner organisations to design, implement, evaluate and sustain effective marine turtle conservation programs. This objective focuses on building organisational capability, improving project governance, strengthening monitoring and evaluation, and increasing access to funding and strategic planning tools.

Priority topics include:

- Assessment of project effectiveness
- Funding identification
- Proposal development and grant writing
- Reporting
- Communication Strategy
- Strategic planning
- Adaptive management
- Monitoring and evaluation
- Focal Point effectiveness
- # Blue indicates within top 15 in Needs Assessment

Objective 2 Strengthen technical and scientific capacity.

To enhance the scientific knowledge, technical skills and analytical capability required to support evidence-based conservation and management decisions. This objective seeks to improve the collection, analysis, interpretation and application of biological, ecological and spatial information relevant to marine turtle conservation

Priority topics include:

- Data management systems, tools and software
- Marine plastic pollution assessment
- Biological data analysis
- GIS and spatial assessment
- Identifying critical habitats
- Threat assessment
- Climate change evaluation
- Critical habitat identification
- Monitoring methodologies
- Genetics
- Fisheries bycatch assessment

Blue indicates within top 15 on Needs Assessment

Objective 3 Practical Conservation Implementation

To strengthen the operational skills and field-based competencies needed to address priority threats to marine turtles and their habitats. This objective supports the application of best-practice conservation techniques, threat mitigation measures and adaptive management approaches at local, national and regional scales

Priority topics include:

- Nesting beach management

- Habitat monitoring
- Bycatch mitigation
- Climate adaptation
- Marine pollution management
- Law enforcement
- Fisheries engagement
- Protected area management
- # Blue indicates within top 15 in Needs Assessment

Objective 4 - Strengthen community engagement and social outcomes.

To build the capacity of practitioners, organisations and communities to effectively engage stakeholders, incorporate social and cultural considerations into conservation programs, and foster community support for marine turtle conservation. This objective recognises that long-term conservation success depends upon meaningful participation, communication and shared stewardship.

Priority topics include:

- Conservation communication
- Behaviour change theory
- Community based project management and participation
- Alternative livelihoods
- Cultural values and traditional knowledge
- Citizen science
- # Blue indicates within top 15 in Needs Assessment

Objective 5 Strengthen regional cooperation and information exchange.

To facilitate collaboration, knowledge sharing and coordinated conservation action among Signatory States and partners throughout the IOSEA region. This objective promotes the exchange of expertise, lessons learned, data and best practices to improve collective capacity and strengthen implementation of the IOSEA Marine Turtle MOU and Conservation and Management Plan.

Priority topics include:

- Data sharing
- Expert networking
- National reporting
- Site Network development
- Transboundary conservation
- Regional learning exchanges
- # Blue indicates within top 15 in Needs Assessment

B Prioritization Tool (Optional- used for selecting projects)

The prioritisation step provides a structured approach for assessing and ranking competing capacity-building needs when resources, time or delivery capacity are limited. While not required for every decision, it can be particularly valuable for the IOSEA Secretariat, Advisory Committee, Task Forces and National Focal Points

when multiple activities or topics have been identified and choices must be made regarding which activities should receive priority attention.

The prioritisation process uses a decision-support tool that scores pre-defined criteria against each proposed activity or capacity-building need. The approach is based on widely used project prioritisation methods and can be adapted to suit different situations, scales and decision-making groups. Importantly, the tool is intended to inform discussion and support decision-making rather than replace professional judgement.

The prioritisation process may be applied at any stage of the Strategy and does not need to follow a fixed sequence. It can be used to prioritise topics identified through a Needs Assessment, select annual workplan activities, evaluate funding proposals, identify regional workshop themes or determine where limited Secretariat resources should be directed. For details see Appendix 2.

Table 3 Steps in the prioritisation process.

Step	Action
1. Define Criteria	Establish the criteria that will be used to assess each activity or capacity-building need.
2. Agree on a Scoring System	Select an appropriate scoring scale (e.g. 0-3, 1-5 or 1-10).
3. Apply Weighting	Assign relative importance to criteria through weighting factors where appropriate.
4. List projects or activities for scoring	List the activities that need scoring
4. Undertake Scoring	Invite suitable stakeholders or experts to independently score activities against the agreed criteria.
5. Calculate Scores	Combine scores and weightings to determine overall rankings.
6. Review Results	Use the results to guide discussion and support informed decision-making.

Benefits of a Prioritisation Process

The use of a structured prioritisation tool provides several benefits:

- Improves transparency and consistency in decision-making.
- Supports collective agreement among multiple stakeholders.
- Provides a documented and auditable decision-making process.
- Helps direct limited resources towards activities with the greatest strategic value.
- Facilitates comparison of diverse capacity-building needs using a common approach

- Creates an archived record that can be revisited as circumstances, resources or priorities change.
- Reduces the influence of individual bias and promotes objective discussion.

Governance and Decision Making

The prioritisation process is intended to support transparent and evidence-based decision-making; however, it does not replace professional judgement. Final decisions regarding annual priorities, resource allocation and activity selection will be made by the IOSEA Secretariat in consultation with the Advisory Committee and, where appropriate, relevant Task Forces, National Focal Points and delivery partners.

In making these decisions, consideration may be given to strategic priorities, available resources, geographic representation, equity considerations, partnership opportunities and emerging conservation needs in addition to prioritisation scores.

C. Delivery Streams

The delivery model provides a structured process for translating identified capacity needs into targeted capacity-building activities and measurable conservation outcomes. Capacity needs vary in complexity, scale and resource requirements, requiring different approaches to delivery and support. To address this diversity, the Strategy uses four complementary delivery streams that range from sharing knowledge and developing skills to supporting practical implementation and long-term capacity development. This approach enables the IOSEA Secretariat, Advisory Committee and partners to select the most effective, efficient and scalable mechanism for addressing priority capacity needs across the region.

Stream A: Knowledge Resources

This stream focuses on sharing, curating and promoting access to existing knowledge, guidance and best-practice resources that support marine turtle conservation across the IOSEA region. By making proven tools, methodologies and reference materials more accessible, it enables practitioners and organisations to learn from existing experience, avoid duplication of effort and apply consistent approaches to conservation challenges.

Purpose: Provide broad access to information and guidance.
Products:

- Guidance documents
- Technical fact sheets
- Standard operating procedures
- Templates
- Toolkits
- Recorded webinars
- Online resource library

Lead: Secretariat and Advisory Committee

Examples:

- Funding guides
- Assessment of project effectiveness toolkit
- Data management guidelines
- National report preparation guides

Resource requirement: Low
Reach: High

Stream B: Online Learning and Mentoring

This stream builds technical knowledge and professional skills through direct engagement with experts and peers. It provides flexible and cost-effective learning opportunities that strengthen individual capability while fostering regional networks and collaboration.

Purpose: Develop skills through direct interaction with experts.
Methods:

- Webinars
- Virtual workshops
- Expert clinics
- Communities of practice
- Mentoring programmes
- Peer-to-peer exchange

Lead: Secretariat, Advisory Committee and expert partners
Examples:

- Grant writing workshops
- Data analysis training
- Climate assessment webinars
- Communications and outreach training

Resource requirement: Low to Medium
Reach: High

Stream C: Regional and Sub-regional Training

This stream develops technical and operational competencies through practical, interactive training activities tailored to regional conservation priorities. It promotes knowledge exchange, peer learning and the application of best-practice conservation techniques in real-world settings.

Purpose: Develop technical and operational skills through a variety of delivery mechanisms
Methods:

- Regional workshops
- Task Force training
- Training-of-trainers courses
- Demonstration projects

Lead: Task Forces, governments, universities, NGOs and specialist organisations
Examples:

- Bycatch assessment workshops
- Nesting beach management training
- Fisheries observer training
- Rehabilitation and rescue training

Resource requirement: Medium to High
Reach: Moderate

Stream D: Field-Based Capacity Development

his stream strengthens long-term conservation capability through hands-on implementation, technical assistance and practical experience. It focuses on translating knowledge into action by supporting site-based initiatives, institutional development and measurable conservation outcome

Purpose: Build operational capability through practical implementation.
Methods:

- In-country technical missions
- Exchange visits
- Pilot projects
- Site-based coaching
- Long-term partnerships
-

Lead: National agencies and delivery partners
Examples:

- Development of monitoring programmes
- Establishing databases
- Habitat restoration projects
- National Action Plan development

Resource requirement: High
Reach: Targeted

Step 4 - Implement a Delivery Response

Using the structure outline in Step3 plan and delivery a response. This will require decisions on who will deliver the activity, how it will be funded and what will be delivered. Appendix 1 provides an outline of the institutional capacity and funding assets

Who will deliver the activity?

It is important to understand the institutional capacity and what their responsibilities are. A summary is provided below with a more detailed assessment in Appendix 1

Table 4 The actors involved in delivery the Strategy

Institution	Primary Role	Key Responsibilities
IOSEA Secretariat	Coordination and facilitation	Coordination, administration, communications, resource library management, matching expertise with need, monitoring implementation and supporting partnerships.
IOSEA Advisory Committee	Technical leadership and quality assurance	Technical guidance, expert advice, training content development, mentoring support and quality assurance.
Marine Turtle Task Forces and Sub-regional Chairs	Regional coordination and delivery support	Identification of sub-regional priorities, organisation of regional learning activities, maintenance of expert networks and follow-up support.
National Focal Points	National coordination and implementation	Identification of national needs, coordination of participation, implementation support and national reporting.
Delivery Partners (Governments, Universities, NGOs, Communities, Scientific Networks and Private Sector)	Activity delivery and technical support	Co-design and delivery of capacity-building activities, mentoring, applied research and technical assistance.

How will the activity be funded?

A funding model is essential to consider in a strategy. There are three main models considered here (See Appendix 1).

Funding Stream	Primary Funding Source	Typical Activities	Scale of Investment
Core Activities	IOSEA Secretariat resources	Coordination of activities, communications, webinars, resource libraries, guidance materials, expert	Low

Funding Stream	Primary Funding Source	Typical Activities	Scale of Investment
		networks, knowledge-sharing platforms and administration.	
Partnership Activities	In-kind and financial contributions from partner organisations	University training courses, NGO workshops, technical exchanges, mentoring programmes, fellowships, study tours and specialist technical support.	Medium
Strategic Investment Activities	External grants and project funding	Regional training programmes, sub-regional initiatives, innovation projects, long-term mentoring programmes, institutional strengthening and large-scale capacity-building interventions.	High

What delivery Streams to Use

This requires selecting the STREAM (A, B, C, or D or a mixture of several) for delivery of the activities.

A framed approach is most suiting to planning , tracking progress, reporting and monitoring and evaluating the activities. See two examples below when this strategy has been used to plan for themes prioritised in the Need Assessment Report.

These plans can be developed by a single organisation, a consortium, a community group or community members. These can be achieved through participatory planning techniques or the use of AI to help sort out ideas.

Examples of Work Plans

To assist in planning for activities some Draft Plans have been developed. Example 1 – Workflow for “Conservation Project Planning and Delivery –(need); Example 2 Workflow: Threat Assessment, Critical Habitat Identification and Marine Turtle Monitoring

Example 1 – Workflow for "Conservation Project Planning and Delivery –(need)

Table 5 Example 1 – Workflow for "Conservation Project Planning and Delivery -taken from step 1."

Capacity Need	Strategy Objective	Delivery Stream	Example Activities	Delivery Partners	Expected Outcome
Understanding strategic planning processes	Objective 1: Organisational and Institutional Effectiveness	Stream A: Knowledge Resources	Strategic planning guide, project design templates, examples of National Action Plans, recorded webinars	Secretariat, Advisory Committee	Increased awareness of planning frameworks and best practice
Developing project concepts and work plans	Objective 1: Organisational and Institutional Effectiveness	Stream B: Online Learning and Mentoring	Project design workshops, mentoring sessions, theory of change training, development of project logic models	Secretariat, Advisory Committee, experienced practitioners	Improved ability to develop conservation projects
Writing competitive grant proposals	Objective 1: Organisational and Institutional Effectiveness	Stream B: Online Learning and Mentoring	Grant writing workshops, peer review clinics, donor briefings, proposal mentoring	Secretariat, donors, NGOs, experienced grant recipients	Increased success in securing external funding
Implementing funded conservation projects	Objective 3: Practical Conservation Implementation	Stream C: Regional and Sub-regional Training	Project management training, budgeting, procurement, stakeholder engagement training	Governments, NGOs, universities, Task Forces	Improved project delivery and management capability
Applying project management skills in-country	Objective 3: Practical Conservation Implementation	Stream D: Field-Based Capacity Development	On-site coaching, project implementation support, exchange visits, technical assistance missions	National agencies, NGOs, project partners	Effective implementation of conservation activities

Measuring conservation outcomes	Objective 1: Organisational and Institutional Effectiveness	Stream A & B	Monitoring and evaluation guidance, indicator development training, reporting templates	Secretariat, Advisory Committee	Improved monitoring and reporting capability
Evaluating and adapting delivery	Objective 1 and Objective 5	Stream D: Field-Based Capacity Development	Evaluation missions, project reviews, lessons learned workshops	National partners, Secretariat, donors	Evidence-based improvement and knowledge sharing

Table 6 Example 2 Workflow: Threat Assessment, Critical Habitat Identification and Marine Turtle Monitoring

Capacity Need	Strategy Objective	Delivery Stream	Example Activities	Lead Delivery Partners	Expected Outcomes
Understanding threats to marine turtles and their habitats	Objective 2: Technical and Scientific Capacity	Stream A: Knowledge Resources	Threat assessment guidelines, best-practice manuals, case studies, recorded webinars, regional threat databases	Secretariat, Advisory Committee	Improved understanding of key threats and standardised approaches to threat assessment
Building capability to undertake threat assessments	Objective 2: Technical and Scientific Capacity	Stream B: Online Learning and Mentoring	Virtual training, expert-led workshops, mentoring on risk assessment methodologies, threat prioritisation exercises	Advisory Committee, researchers, universities	Increased technical capacity to identify and assess threats at site and national scales
Identifying and mapping critical habitat	Objective 2: Technical and Scientific Capacity	Stream B: Online Learning and Mentoring	GIS training, habitat mapping webinars, spatial analysis mentoring, critical habitat assessment techniques	Universities, researchers, GIS specialists	Improved ability to identify, assess and prioritise critical habitat for protection and management
Applying habitat assessment methods in a regional context	Objective 3: Practical Conservation Implementation	Stream C: Regional and Sub-regional Training	Regional workshops on habitat assessment, site network training, participatory mapping exercises, field demonstrations	Task Forces, NGOs, government agencies, researchers	Consistent application of habitat assessment methods across the region
Strengthening monitoring of nesting beaches, foraging habitats and migration corridors	Objective 2: Technical and Scientific Capacity	Stream C: Regional and Sub-regional Training	Monitoring workshops, tagging protocols, survey techniques, standardised monitoring methods, training-of-trainers courses	Advisory Committee, researchers, Task Forces	Improved monitoring skills and adoption of standardised monitoring protocols

Expanding expertise in monitoring all life stages	Objective 2: Technical and Scientific Capacity	Stream D: Field-Based Capacity Development	In-country mentoring, site-based coaching, collaborative monitoring programs, exchange visits to established monitoring sites	National agencies, researchers, NGOs	Increased practical expertise in monitoring hatchlings, juveniles and adults across different habitats
Using monitoring data to inform conservation management	Objective 3: Practical Conservation Implementation	Stream D: Field-Based Capacity Development	Technical assistance, adaptive management planning, data interpretation workshops, conservation planning exercises	Government agencies, NGOs, research institutions	Monitoring data incorporated into management decisions and conservation planning
Evaluating effectiveness of habitat protection and threat mitigation actions	Objective 1: Organisational and Institutional Effectiveness	Stream A & B	Monitoring and evaluation processes, indicators, reporting templates, lessons learned reviews		

Implementation Cycle

This strategy will work on a 4 year implementation cycle.

Year 1

- Needs Assessment Questionnaire and Report
- Capacity Building Strategy finalised and Approved
- Specific Delivery knowledge resource activities
- Will establish baseline information against selected indicators to enable future evaluation of progress and effectiveness.
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Year 2

- Deliver priority online and regional training
- Expand mentoring and exchanges
- Deliver training workshops

Year 3

- Continue delivering activities

Year 4

- Evaluate outcomes and emerging needs
- Review effectiveness
- Develop draft “Updated Strategy”
- Prepare recommendations for next MOS cycle

Risk Management

Successful implementation of the Capacity Building Strategy will depend upon the availability of resources, active participation by partners, and the ability to adapt to changing regional circumstances. A range of risks may influence implementation, including funding limitations, changes in institutional capacity, staff turnover, competing national priorities, language barriers, political instability and emerging conservation challenges.

To minimise these risks, the Strategy adopts a diversified delivery model that utilises multiple delivery streams, promotes partnerships, encourages co-investment, supports training-of-trainers approaches, and emphasises the development of enduring knowledge resources and professional networks. Capacity-building priorities and delivery mechanisms may be adjusted through the adaptive management process to respond to changing circumstances, emerging opportunities and lessons learned.

Risk considerations should be reviewed periodically during implementation and incorporated into annual planning, prioritisation and evaluation processes.

Table 7 Identified risks and potential responses.

Risk	Potential Response
Funding shortfalls	Diversified funding approach. Strategies with limited funds
Limited participation	Early engagement through Focal Points and Taskforces
Staff turnover through out the network	Training-of-trainers and resources
Political instability	Distributed regional delivery
Loss of institutional memory	Knowledge repository
Language barriers	Translation software and regional mentors
Limited internet access	Mix of online and face-to-face delivery

Step 5 - Evaluate Capacity Development - Monitoring and Evaluation

Monitoring and evaluation are essential to ensuring that capacity-building activities result in meaningful and lasting improvements in marine turtle conservation capacity across the IOSEA region. This strategy adopts a results-based approach that measures not only the delivery of activities, but also the extent to which knowledge and skills are applied, institutional capability is strengthened, and conservation outcomes are achieved.

Monitoring and evaluation will occur at three levels: outputs, which measure what activities were delivered; outcomes, which assess changes in knowledge, skills and organisational capacity; and impacts, which evaluate longer-term contributions to conservation management and implementation of the Conservation and Management Plan. Lessons learned will be used to inform future capacity-building priorities, improve delivery approaches and support adaptive management of the Strategy

Table 8 Monitoring and Evaluation Indicators

Level	Indicator	Example Measure
Outputs	Activities delivered	Number of training courses, workshops, webinars, mentoring activities, exchanges or technical assistance activities completed.
Outputs	Countries participating	Number of Signatory States and partner organisations participating in capacity-building activities.
Outputs	Resources developed	Number of training materials, guidance documents, toolkits, online resources and case studies produced.
Outputs	Experts engaged	Number of technical experts, mentors and institutions contributing to delivery activities.
Outputs	Diversity indicator	Percentage participation by women, early-career practitioners and representatives from developing Signatory States.
Outcomes	Application of skills acquired	Evidence that participants have applied new skills, knowledge or tools in their professional roles.
Outcomes	Development of national initiatives	Number of national projects, programmes, policies or capacity-building initiatives established
Outcomes	Improvement in reporting quality	Improved completeness, quality and timeliness of national reporting against IOSEA commitments.
Outcomes	Increased funding secured	Amount and number of grants, partnerships or investments leveraged through capacity-building activities.

Level	Indicator	Example Measure
Outcomes	Improved implementation of CMP actions	Increased delivery of priority actions under the IOSEA Conservation and Management Plan (CMP).
Impacts	Improved conservation management	Evidence of stronger management practices, governance arrangements and decision-making processes.
Impacts	Improved collaboration	Increased regional cooperation, partnerships, information sharing and joint initiatives.
Impacts	Enhanced monitoring systems	Strengthened monitoring programmes, data management systems and reporting mechanisms.
Impacts	Reduced priority threats	Measurable reductions in threats such as bycatch, habitat loss, marine debris or unsustainable harvest.
Impacts	Measurable conservation outcomes	Demonstrated improvements in marine turtle conservation outcomes, population status or habitat condition where attributable.

Establishing Baselines

Where practical, baseline information should be established during the initial implementation phase of the Strategy. Baseline data may include existing levels of participation, access to expertise, availability of resources, reporting performance, implementation of Conservation and Management Plan actions, and other indicators relevant to capacity development. Establishing baseline conditions will assist in measuring progress, demonstrating effectiveness and supporting adaptive management throughout the life of the Strategy.

Delivery Model against the Workplan

The following table provides the pathway for delivery against the Work Programme items.

Table 9 Delivery against WP Activities

Work Programme	Focus	Strategy Response	Delivery Stream	Lead Partners
WP56	Best practice methods & knowledge systems	Guidance, standards, communities of practice	Knowledge Resources	Secretariat, AC, Researchers
WP108a	Needs-based capacity building strategy	Needs assessment,	All Streams	Secretariat, AC, Focal Points

		prioritization, training, M&E		
WP108b	Co-funding opportunities	Partnership and Funding Model	Knowledge resources	Secretariat, AC partners
WP108c	Needs-based Training	Needs Assessment → Prioritisation Process	Regional and Subregional, Field based	Secretariat, AC, Focal Points
WP108d	Country Reporting Skills	Secretariat-led reporting workshops	Knowledge Resources	Secretariat
WP 108e	Technical Skills Development	Mentoring, Webinars, Workshops, Expert Networks	Regional and Subregional, Field based	Secretariate assistance
WP 108f	Follow-up Evaluation	M&E Strategy and Post-training Assessments		Secretariat, Ac and partners
WP110	Technical workshops	Regional and sub-regional training	Workshops & Technical Training	MTTF, NGOs, Universities
WP111	Bycatch assessment & stakeholder engagement	Fisheries capacity pathway and follow-up activities	Field Projects & Workshops	Bycatch WG, MTTF, Fisheries Agencies

6. References

United Nations Development Programme (UNDP) 2009, Capacity Development: A UNDP Primer, United Nations Development Programme, New York.

United Nations Development Programme (UNDP) 2008, Capacity Assessment Methodology: User's Guide, United Nations Development Programme, New York.

United Nations Development Programme (UNDP) 2009, Supporting Capacity Development: The UNDP Approach, United Nations Development Programme, New York.

Appendix 1 Assessment of Existing Capacity - Institutional and Funding Assets

Institutional Capacity

This section provides a summary of the institutions involved in delivering and supporting capacity building under the IOSEA Strategy, together with their respective responsibilities, assets, and comparative advantages. Understanding these roles highlights how existing structures, expertise, networks, and relationships can be leveraged to strengthen marine turtle conservation across the region, while helping to identify where coordination, partnerships, and investment can deliver the greatest value.

The Secretariat's principal role is to facilitate and coordinate capacity development across the IOSEA network rather than directly deliver training. Technical expertise, mentoring, and implementation support are expected to be drawn from the collective strengths of the Advisory Committee, Task Forces, National Focal Points and delivery partners.

Table 10 A summary of Institutional Roles, Assets and Comparative Advantages for Capacity Building

Institution	Primary Role	Key Responsibilities	Key Assets	Comparative Advantage
IOSEA Secretariat	Coordination and facilitation	Coordination, administration, communications, resource library management, matching expertise with need, monitoring implementation and supporting partnerships.	UN affiliation and credibility; network of 35+ Signatory States; established communications channels; access to national reporting processes; online platforms, databases and mailing lists; convening power across governments, NGOs, academia and donors.	Coordination, knowledge management, partnership development, resource mobilisation, and linking expertise to identified capacity needs.
IOSEA Advisory Committee	Technical leadership and quality assurance	Technical guidance, expert advice, training content development, mentoring support and quality assurance.	Internationally recognised expertise in marine turtle biology, ecology, conservation management, policy, monitoring, research and capacity development.	Technical leadership, mentoring, curriculum development, peer review and quality assurance.
Marine Turtle Task Forces and Sub-regional Chairs	Regional coordination and delivery support	Identification of sub-regional priorities, organisation of regional learning activities, maintenance of expert networks and follow-up support.	Established professional networks; understanding of regional contexts; common language groups; shared conservation challenges; existing collaboration mechanisms.	Delivery of peer learning, regional knowledge exchange, collaboration and sub-regional coordination.
National Focal Points	National coordination and implementation	Identification of national needs, coordination of participation, implementation support and national reporting.	Government access; policy implementation experience; national coordination mechanisms; legislative knowledge; understanding of institutional barriers and opportunities.	Supporting national implementation, strategy development, inter-agency coordination, reporting and long-term institutional strengthening.
Delivery Partners (Governments, Universities, NGOs, Communities, Scientific Networks and Private Sector)	Activity delivery and technical support	Co-design and delivery of capacity-building activities, mentoring, applied research and technical assistance.	Specialist expertise, training facilities, field programs, implementation experience, local knowledge and access to funding opportunities.	Practical delivery of training, mentoring, applied conservation activities and long-term support for implementation.

Asset Assessment - IOSEA Secretariat

The IOSEA Secretariat represents one of the most important enabling assets available to support capacity building across the region. While the Secretariat has limited resources to directly deliver training, it possesses significant institutional strengths, networks, partnerships, communication systems, and convening power that can be leveraged to facilitate collaboration, mobilise expertise, coordinate delivery, and support implementation of the Capacity Building Strategy. The Secretariat's greatest value lies in its ability to connect people, organisations, knowledge, and resources across the IOSEA network to achieve outcomes that would be difficult for individual countries or institutions to deliver independently.

Table 11 Capacity Building Assets of the IOSEA Secretariat

Asset Category	Existing Assets and Capabilities	Capacity Building Value
Institutional Credibility	UN-backed mandate through the Convention on Migratory Species (CMS); recognised regional coordination role for marine turtle conservation.	Provides legitimacy, visibility, and confidence for regional initiatives and donor engagement.
Regional Network	Formal network spanning more than 35 Signatory States and a broad range of partner organisations.	Provides direct access to governments, conservation agencies, researchers, NGOs and practitioners across the region.
Communications Infrastructure	Established communication channels with National Focal Points, mailing lists, databases, websites, and online information platforms.	Enables rapid dissemination of information, training resources, opportunities and technical guidance.
Convening Power	Ability to bring together governments, NGOs, academia, donors and regional organisations through Meetings of Signatory States, Task Forces and working groups.	Facilitates collaboration, peer learning, partnerships and knowledge exchange.
Knowledge Management Systems	Access to national reports, technical documents, work programme outputs, conservation guidance and resource libraries.	Supports development of repositories, online learning resources and dissemination of best practices.
Strategic Partnerships	Established relationships with CMS, UNEP, CITES, Ramsar Convention, regional fisheries bodies and other international conservation mechanisms.	Creates opportunities for joint initiatives, technical support and resource mobilisation.
Regional Coordination Mechanisms	Oversight of National Focal Points, Advisory Committee processes, Task Forces, Working Groups and implementation reporting.	Supports alignment of capacity-building activities across countries and regions.

Asset Category	Existing Assets and Capabilities	Capacity Building Value
Resource Mobilisation	Ability to engage donors, development agencies and partner organisations around regional priorities.	Helps identify funding opportunities and connect investment with priority needs.
Comparative Advantage	Coordination, facilitation, partnership development, knowledge management and connecting expertise with need.	Most effective when acting as an enabler and broker rather than as a direct training provider.

Asset Assessment - IOSEA Advisory Committee

The current Advisory Committee collectively provides expertise spanning biological sciences, fisheries, law, governance, socio-economics, coastal development, sustainability, training and conservation management. As a result, the Committee represents one of the IOSEA region's most significant existing assets for technical guidance, mentoring, peer learning, quality assurance and the delivery of specialist capacity-building support.

Table 12 Technical and Capacity Building Assets of the IOSEA Advisory Committee

Capability Area	Expertise Available within the Advisory Committee	Capacity Building Application
Marine Turtle Biology and Ecology	Population assessment, nesting beach monitoring, in-water monitoring, demographic modelling, genetics, migration ecology, habitat use, reproductive biology, climate change impacts and conservation science.	Technical training, field mentoring, monitoring programme design, research supervision and development of standardised methodologies.
Fisheries Interactions and Bycatch Reduction	Fisheries technology, bycatch assessment, mitigation techniques, fisheries management and interactions between marine turtles and commercial fisheries.	Development of bycatch reduction programmes, fisheries training workshops and technical guidance for fisheries agencies.
Conservation Planning and Protected Area Management	Species recovery planning, protected area design, marine spatial planning, habitat protection, environmental impact assessment and adaptive management.	Strategic planning support, management effectiveness assessments and development of conservation action plans.
Marine Resource Management	Integrated marine resource management, ecosystem-based management and conservation programme implementation across diverse governance settings.	Strengthening national management systems, institutional capacity and implementation of marine turtle conservation strategies.
Coastal Development and Environmental Assessment	Environmental impact assessment, coastal development planning, infrastructure development impacts,	Capacity building for government agencies responsible for development

Capability Area	Expertise Available within the Advisory Committee	Capacity Building Application
	offshore development management and mitigation planning.	approvals and environmental regulation.
Law, Policy and Governance	Environmental governance, international conservation agreements, policy development, regulatory systems and implementation of multilateral environmental agreements.	Support for legislative reform, policy development and improved governance arrangements.
Socio-economics and Human Dimensions	Community-based conservation, social science, livelihoods, behaviour change, stakeholder engagement and conservation incentives.	Training in community engagement, social impact assessment and participatory conservation approaches.
Conservation and Sustainability Science	Integrative conservation, sustainability science, political ecology and interdisciplinary conservation planning.	Supporting complex conservation challenges that require both ecological and social solutions.
Data Analysis and Scientific Communication	Statistical analysis, monitoring frameworks, reporting, scientific writing and publication development.	Building national capacity in data interpretation, reporting and communication of conservation outcomes.
Training, Mentoring and Professional Development	University teaching, postgraduate supervision, technical mentoring, curriculum development and professional training.	Delivery of mentoring programmes, training-of-trainers initiatives and long-term professional development pathways.
Regional and International Networks	Strong professional connections across government agencies, universities, NGOs, UN bodies, research institutions and conservation programmes throughout the Indian Ocean and South-East Asia region.	Mobilisation of experts, peer-learning networks, collaborative projects and technical partnerships.
Quality Assurance and Technical Review	Independent scientific review, assessment of methodologies, evaluation of conservation programmes and technical oversight.	Ensuring consistency, credibility and technical quality across capacity-building activities and conservation initiatives.

Funding Model for Capacity Building Delivery

The Strategy adopts a blended funding model that aligns funding mechanisms with the scale and complexity of activities being delivered. This approach recognises that many coordination and knowledge-sharing functions can be supported through existing IOSEA resources, while larger capacity-building initiatives will require partnerships and external investment.

Table 13 Capacity Building Funding Model

Funding Stream	Primary Funding Source	Typical Activities	Scale of Investment
Core Activities	IOSEA Secretariat resources	Coordination of activities, communications, webinars, resource libraries, guidance materials, expert networks, knowledge-sharing platforms and administration.	Low
Partnership Activities	In-kind and financial contributions from partner organisations	University training courses, NGO workshops, technical exchanges, mentoring programmes, fellowships, study tours and specialist technical support.	Medium
Strategic Investment Activities	External grants and project funding	Regional training programmes, sub-regional initiatives, innovation projects, long-term mentoring programmes, institutional strengthening and large-scale capacity-building interventions.	High

Table 14 Strategic Investment Funding Categories

Funding Category	Potential Sources	Typical Applications
Multilateral and Intergovernmental Funding	GEF, GCF, Adaptation Fund, World Bank PROBLUE, Asian Development Bank, African Development Bank	Large-scale regional programmes, climate adaptation, biodiversity conservation, institutional strengthening and capacity development.
UN and Convention-linked Opportunities	UNEP, CMS, Ramsar, FAO, UNESCO	Technical assistance, regional coordination, policy implementation, wetlands conservation, fisheries management and knowledge-sharing initiatives.
Philanthropic Foundations	Oak Foundation, Pew Charitable Trusts, Arcadia Fund, Gordon and Betty Moore Foundation, Marisla Foundation, Prince Albert II Foundation and associated conservation foundations	Innovation projects, leadership development, mentoring programmes, conservation capacity building and community-based conservation.

Funding Category	Potential Sources	Typical Applications
Corporate and Blue Economy Partners	Shipping companies, port authorities, seafood companies, tourism operators, offshore renewable energy developers	Bycatch mitigation, ghost-net removal, plastic pollution initiatives, habitat restoration and community livelihood programmes.
Research and Academic Funding	Universities, research councils, science foundations and international research programmes	Research training, postgraduate scholarships, fellowships, monitoring programmes, technical innovation and knowledge generation.

Table 15 Illustrative Funding Opportunities by Investment Theme

Capacity Building Need	Most Suitable Funding Sources
Regional coordination and knowledge exchange	IOSEA Secretariat, UNEP, CMS, Ramsar
Technical training workshops	Universities, NGOs, foundations, development agencies
Mentoring and fellowship programmes	Foundations, universities, research grants
Monitoring and data management systems	GEF, PROBLUE, research funding programmes
Climate adaptation and habitat protection	GCF, Adaptation Fund, UNEP, development banks
Fisheries bycatch reduction	FAO, seafood industry partners, fisheries agencies, foundations
Community-based conservation	Tourism sector, philanthropic foundations, development agencies
Marine debris and ghost-net initiatives	Shipping sector, port authorities, corporate partners, foundations
Research and innovation projects	Research councils, science foundations and universities

Table 16 Potential Funding Sources

Source Type	Examples
Multilateral Funds	Global Environment Facility (GEF), GEF Small Grants Programme, Green Climate Fund (GCF), Adaptation Fund, World Bank PROBLUE, Asian Development Bank, African Development Bank
UN and Convention Mechanisms	UNEP Project Funding, CMS Small Grants Initiatives, Ramsar-linked Funding, FAO Fisheries Programmes, UNESCO Coastal and Biosphere Initiatives

Source Type	Examples
Philanthropic Foundations	Oak Foundation, Pew Charitable Trusts, Arcadia Fund, Gordon and Betty Moore Foundation, Marisla Foundation, Leonardo DiCaprio Foundation Partners, Prince Albert II Foundation
Corporate and Blue Economy Partners	Shipping companies, port authorities, tourism operators, seafood companies, offshore renewable energy developers
Research and Academic Funding	Horizon Europe, UK Research Council Funding, Australian Research Programmes, National Science Foundations, International Development Research Funds

Appendix 2 – Prioritization Framework

The following is a list of the components of Prioritisation framework.

Step	Action
1. Define Criteria	Establish the criteria that will be used to assess each activity or capacity-building need.
2. Agree on a Scoring System	Select an appropriate scoring scale (e.g. 0-3, 1-5 or 1-10).
3. Apply Weighting	Assign relative importance to criteria through weighting factors where appropriate.
4. List projects or activities for scoring	List the activities that need scoring
4. Undertake Scoring	Invite suitable stakeholders or experts to independently score activities against the agreed criteria.
5. Calculate Scores	Combine scores and weightings to determine overall rankings.
6. Review Results	Use the results to guide discussion and support informed decision-making.

Criteria

Criteria will need to be selected and described. They will need to be clear and understandable to the scorers to score relevance or importance. A range of criteria can be found online to assist in selecting projects.

Table 17. Example – Draft Criteria for project level actions – where projects might be competing for resources or funds

Criteria	Score low	Score high
Alignment with Needs Assessment or other IOSEA documents	Those project areas that have not been recognized or listed in the needs assessment, country reports or species assessments	This project areas that have score highly in the needs assessment or have been common themes in other IOSEA documents
Clear pathway to Conservation Impact	This projects where the conservation benefit is tenuous or reliant on many other factors for success.	Those project where pathways for conservation benefits are clear and commonly agreed.
Cost /funding ratio Cost in itself is not prohibitive, but alignment between cost and foreseeable funds should be scored.	If the disparity between costs and foreseeable funds is great, then this would score low. This does not mean that this could be revisiting if the funding landscape changes or very valuable projects cannot not be earmarked for seeking special funds to	If the costs and foreseeable funding align then this would score highly.

Clear and doable pathway for delivery (considering available expertise, barriers, political landscape, this could be based on milestone steps	If the pathway for delivery if not clear of difficult then this would score low	If the
Regional Relevance /Number of range State Beneficiaries	One range state would score lowest	Higher number of range states would score higher
Catalytic effect Will this enable additional conservation, funding, partnerships or capacity beyond the immediate activity? What flow on effect will happen because of the activity and after the activity?		
Sustainability- capacity building is often long term. This should consider long term projects, or short-term projects with legacy benefits. Eg data systems project could have legacy benefits but would also need ongoing support.	Projects would score lowly of the actions are fleeting and future actions cannot be envisaged	Projects that have a longer future of there is a clear legacy or longer-term vision.
Overall project risk – score overall risk including funding security, political,	High risk	Low risk
Funding Leveraging partnership opportunities		Projects that will attract other funding or resources that will enhance the outcome
Additional criteria the IOSEA secretariat may use		
Does the IOSEA Sec/AC add value? Is this an area where IOSEA can add unique value through coordination, expertise or networking?		
Feasibility -with Sec/AC/interns/ experts. Can meaningful progress be achieved largely through Secretariat, advisory and volunteer effort rather than substantial funding?		

Prioritisation matrix

An example of a prioritisation matrix is shown in Table 1. Under this scenario Project 4 scored the highest overall, even though it did not have the highest alignment with the Needs Assessment.

Table 18 Example of a prioritization matrix for selecting projects from a suite of competing projects

	Alignment with Needs Assessment or other IOSEA other documents (country reports etc)	Clear pathway to Conservation Impact	Cost /funding ratio	Clear and doable pathway for delivery	Regional Relevance /Number of range State Beneficiaries	Sustainability-capacity building	Funding Leveraging - partnership opportunities	TOTAL
	20%	15%	15%	15%	10%	20%	10%	
Project 1/ Activity 1	5	5	1	2	5	3	3	3.6
Project 2/ Activity 2	5	3	3	3	3	3	5	3.75
Project 3/ Activity 3	3	2	3	4	4	2	2	2.95
Project 4/ Activity 4	4	5	4	5	2	4	4	4.3