



**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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10 May 2024

9TH MEETING OF THE SIGNATORY STATES
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Agenda Item 7.2

CAPACITY-BUILDING STRATEGY

(Prepared by the Advisory Committee)

1. Many recommendations over more than two decades of the IOSEA Marine Turtle MOU being in effect have been about capacity-building, and many related activities have taken place across the IOSEA range during that time. It is a topic that strongly features in national reports, which highlight both needs and relevant activities in response. Similarly, within the IOSEA Work Programme 2020-2024 there are many actions which fit within the scope of capacity building, and these have been identified, extracted, and categorized (see Annex 1).
2. Considering this emphasis on capacity-building needs, the Advisory Committee has developed a proposal on how beneficial MOU-related capacity building efforts can be guided in future.
3. Accordingly, the purpose of this document is to aid discussion for the development of an IOSEA Capacity-Building Framework to deliver capacity-building actions to relevant stakeholders across the IOSEA region.
4. Capacity Building can be defined in various ways. A useful definition is:

Capacity-building is defined as the process of developing and strengthening the skills, instincts, abilities, processes and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world.
(United Nations - <https://www.un.org/en/academic-impact/capacity-building>)
5. The objectives of this document are to provide discussion points for the development of an IOSEA Capacity-Building Framework including:
 - A list of some components of a capacity-building framework
 - An approach for the development of an IOSEA Capacity Building Framework
 - Potential categories identified for capacity-building actions

Considerations for developing a Capacity-Building Framework for the IOSEA Marine Turtle MOU

6. Capacity-building is complex and requires several key components. An example of this is shown below.

Table 1. An example of components of Capacity Building

Component	Detail
1. Assess current state of capacity	This can be organized into categories (1) structure; (2) competencies; (3) management systems; (4) enabling policies; (5) knowledge and learning (6) leadership.
2. Describe the desired state of capacity	This describes the desired improvements in each category and how could they be measured.
3. Scope of capacity development interventions	What strategies could be mapped out to achieve these goals.
4. Describe expected output	What are the expected outputs – e.g. people trained, workshops held, systems improved, etc.
5. Identify target recipients	Who are the beneficiaries of the Capacity-Building.
6. Define timeframes	Refers to the expected time frame (duration) and frequency of intervention.
7. Identify funding opportunities /resource requirements	Estimate the expected cost of cash and in-kind contributions required and identify sources of contributions.
8. Identify who is responsible	Who is responsible for the delivery of the action.
9. Support, expertise and technical assistance	Who are the internal and external stakeholders and experts who can provide the training, coaching, mentoring and technical assistance for the implementation of the capacity building actions.
10. Establish measure of success	Measure of success of capacity-building (outputs, outcomes) and the success of the intervention program (implementation performance measures).

7. Building of capacities can be done at three levels:
- *Individual* – improving individual skills, knowledge, and performance through training, experiences, motivation, and incentives;
 - *Organizational* – improving organizational performance through strategies, plans, rules and regulations, partnerships, leadership, organizational politics and power structures, and strengthening of organizational systems, processes, and roles and responsibilities;
 - *Enabling environment* – improving policy framework to address economic, political, environmental and social factors including the financial and political context, policy and legislative environment, and class and cultural aspects.

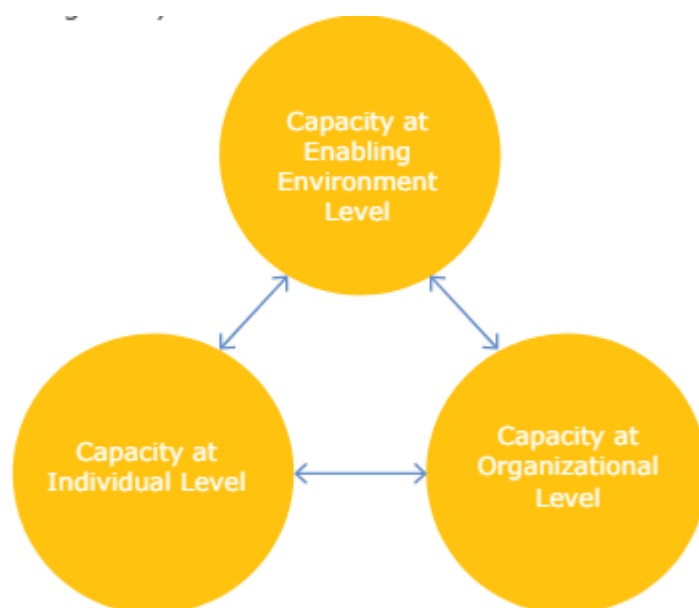


Fig 1. Diagram of the levels at which capacity building can be progressed. Source UNDG-UNDAF (2018) Companion Guidance – Capacity Building. United Nations Development Group (<https://unsdg.un.org/sites/default/files/UNDG-UNDAF-Companion-Pieces-8-Capacity-Development.pdf>)

Other considerations

8. Other considerations include:

- Actions should be prioritized
- Actions should be adaptable to local realities
- Activities should have flexibility to be scaled up or down to allow expansion and contraction of actions in relation to funding and resources
- Two-way learning – activities should allow for two-way learning with trainers, coaches and mentors to allow future improvements in delivery
- Multi-level benefits – benefits of capacity-building can be achieved throughout an entire network and through all levels of operations and governance from the on-ground operator to the leadership group.
- Actions should consider using a wide range of media and formats
- Action and systems should consider leaving a long-term, sustainable, and cross generational legacy

Who may benefit from capacity-building?

9. Within the IOSEA network capacity building could be useful at all levels including:

- Individuals
- Community groups
- Communities
- NGOs
- Industry/commercial sector
- Researchers/Scientists
- IOSEA Secretariat
- Universities
- IOSEA Focal Points
- Government officials/managers

- Intergovernmental bodies
- Sub regional Focal Points
- Marine Turtle Task Forces (MTTFs)
- IOSEA Advisory Committee Members

10. Capacity-building should always be considered as a two-way or multi-way communication and learning and not top down.

Who can deliver capacity-building?

11. Capacity-building is often delivered in top-down approaches but all stakeholders at all levels should consider their expertise and resources to assist with delivery. Most stakeholders have the ability to assist in some capacity.

What resources are available?

12. Resources to enable capacity-building include expertise, funding, operational support, efficient structures, and processes to match needs and delivery.

Measures of Success - Evaluation of Effectiveness

13. Two categories for measures of success should be considered: outputs and outcomes.

14. *Outputs* can be measured through documenting activities and products such as target groups, attendees, workshops, meetings, training days, webinars, education material, standard operating produces, methods manuals, assessments, reports, communication, partnerships, and cross jurisdictional management.

15. *Outcomes* can be measured at several levels. In the short term, dedicated assessments could be used, for example assessments could measure the level of knowledge transfer before and after training. However, longer term measures are extremely important to understand the effectiveness of actions (e.g., are the goals of the IOSEA Work Programme being achieved?). For the IOSEA, this could be measured within the IOSEA country reports, which will document changes in knowledge gaps, training needs, skilled people, and conservation impact across regions over time.

Progressing Capacity Building within the IOSEA network

16. There are several options for developing the Capacity-Building Framework. Ideally, ongoing activities within the framework of the MOU as well as outside, e.g. by other bi/multilateral environmental agreements (MEAs) and organizations, should be continued, strengthened, and linked up while additional specific needs are being identified and options to address them are being developed.

17. It is proposed that MOS9 establish a working group to lead the development of the Capacity-Building Framework. This working group would be led by the AC, and could be composed of representatives of Signatory States, and external experts, with support from the Secretariat. It would undertake the following tasks, some of which could be addressed in parallel:

1) Finalize a Capacity-Building Needs Assessment Questionnaire (see draft in Annex 2) and send it out to all relevant stakeholders through the Secretariat.

- 2) Combine multiple sources of information (incl. responses to the questionnaire, national reports and measures included in the Work Programme) to generate a comprehensive list of capacity-building needs.
- 3) Compile details of ongoing and past (to the extent possible) of Capacity-Building Actions.
- 4) Develop criteria for prioritizing Capacity-Building Actions, including cost, likelihood of success, established measures of success and available expertise.
- 5) Investigate operational options to deliver capacity-building including funding sources and mechanisms to link up needs with expertise (e.g. compile a register of expertise that could assist in delivery). Liaise with other relevant entities, such as MEAs and NGOs, to identify opportunities for synergies.
- 6) Prioritize the list of capacity-building needs and support the delivery of the highest priority actions.
- 7) Capture measures of success by
 - Maintaining a register of completed Capacity-Building Actions or activities and outputs. This will include records of target groups, workshops, meetings, training days, webinars, education material, standard operating produces, methods manuals, assessments, reports, communication, partnerships, cross jurisdictional management;
 - Investigating outcomes though changes in capacity, changes in types of requests and structural change, and implementation success.]

Action requested of MOS9:

- Review the document and decide whether and how the development of a Capacity-Building Framework should be taken forward and reflected in the Work Programme 2024-2028 (see Doc.7.1)

Categories of Capacity Building

This table gives a first overview of the types of capacity-building that may be required across the region. Actions from the Work Programme 2020-2024 have been extracted and preliminarily categorized. This analysis will need to be repeated once the Work Programme 2024-2028 has been finalized and adopted.

Table 2. Capacity Building categories with specific actions from the Work Programme 2020-2024 identified by Measure/Item number in **Item 85a,b,c**.

Category	Types of advice	Methods/Strategies
Administration	<ul style="list-style-type: none"> IOSEA develops structure/framework for delivery of capacity building (Item 85a,b,c) System approaches to program management Links with other International Agreements (Item 89) IOSEA Site Network management Resources available for meeting attendance (Item 100) (Item 101) Assistance with Animal Ethics, wildlife permit procedures 	Review and advice
Legal framework mapping	<ul style="list-style-type: none"> Review of existing structure and legal framework (laws, polices, regulations, agencies etc) (Item 89) 	Review and advice
Dissemination of Previous knowledge	<ul style="list-style-type: none"> Academic Grey literature Methods 	Webpages Emails Manuals Workshops Training Shared bibliographies Journal sharing Multiway knowledge sharing
Planning	<ul style="list-style-type: none"> General planning (Item 86) Gap Analysis Prioritization Identification of threatening processes (Item 87) Assisting with planning projects Participatory mapping – (community views heard) Collation of existing information Collation of relevant scientific articles Advice of logistics, data management, skills required Assistance with National Action Plans (Item 62) 	On ground face to face Online Webinars Methods manuals
Funding	<ul style="list-style-type: none"> Advice on sources of funding (Item 102) Assistance with writing and submitting applications 	Online web

Category	Types of advice	Methods/Strategies
Implementation of projects (getting projects underway on ground)	<ul style="list-style-type: none"> • Onground project guidance (Item 85e) (Item 86) (Item 87) • Nesting beach • Foraging ground • Genetics • GIS Mapping • Provision of equipment • Strandings • Necropsies 	On ground training Online Webinars
Standardised procedures	<ul style="list-style-type: none"> • Best practice methods to be disseminated (Item 48) (Item 85e) (Item 86) • Nesting beach methodology (Item 87a) • Foraging ground methodology (Item 87a) • Socio Economic (Item 87) • Genetics (Item 44d) • Fisheries bycatch reduction (Item 87f) (Item 88) 	Development and provision of Methods manuals
Data Storage	<ul style="list-style-type: none"> • Examples of existing systems • Advice on implementation and set up (Item 85e) 	On ground face to face Methods manuals
Data analysis	<ul style="list-style-type: none"> • Analysing data (Item 85e) • GIS • Common presentation of data (Item 85e) • Genetics (Item 44e) 	On ground face to face Methods manuals Guidance documents
Education/ communication	<ul style="list-style-type: none"> • Education planning – identifying audience/stakeholders, matching resources to audience • Assistance with material development • Sub regional interactions (Item 64) • Curriculum Based school material • Encourage and facilitate online communications between Signatories and the Secretariat use online tools (Item 81) • Communication between Signatories (Item 85e) 	Online assistance
Socio Economic and Cultural	<ul style="list-style-type: none"> • Best practise techniques (Item 87a) 	Workshops Meetings
Management and Conservation	<ul style="list-style-type: none"> • Conservation (Item 85e) (Item 87) • Management of Hatcheries (Item 16) (Item 87a) • Exploitation of turtles (Item 27b) • Feral animal control • Marine debris • Climate change resilience • Egg protection on beaches (poaching) • Artificial Light (Item 87a) • Rescue and rehabilitation (Item 87c) • By catch reduction and handling techniques (Item 85e) (Item 87f) (Item 88) • Site Network management (Item 87d) 	Experts advice from experience practitioners

Category	Types of advice	Methods/Strategies
Reporting	<ul style="list-style-type: none">• Project reporting• Help with preparing IOSEA National Reports (Item 80) (Item 85d)• Public reporting	Training Webinars Online guidance Colleagues
Evaluation and Assessment	<ul style="list-style-type: none">• Assessing effectiveness of projects (Item 85e)	
Lists of experts and skills	<ul style="list-style-type: none">• Provision of list of experts and skills (Item 44f)	Web page

Draft Needs Assessment Questionnaire for Capacity-Building

NB. This draft questionnaire has been developed with topics for capacity-building selected from the [WP 2020-2024](#), the [List of IOSEA AC-endorsed research and other priorities](#), and the table contained in Annex 1 above. It seeks to allow feedback related to all skills required in order to implement actions foreseen in these documents. In addition, it includes use of some methods not (yet) recommended in the MOU context, such as skills required for aerial surveys (drones or planes) and stable isotope analysis.

DRAFT NEEDS ASSESSMENT QUESTIONNAIRE FOR CAPACITY-BUILDING

- 1) Is this assessment completed by an individual, group or workshop?
- 2) Please fill in contact details

Individual Name (optional)	Organization (e.g., Government, IOSEA Focal point, Environmental NGO, Private business, Research Institute, University, other (please specify))	Where are you from?	Contact (optional)
Example: Joe Bloggs	NGO - The YYY Foundation	UK	Bloggs@mail.com

- 3) In which country do you work in the IOSEA region? If applicable, which project do you work/collaborate with? *If you work with multiple projects/countries, please fill out a separate form for each project/country.*
- 4) For projects, please identify the location of the project within the country.
- 5) From the list of capacity-building topics below:
 - a) Please indicate the importance of receiving training on EACH topic for your project/country (5 being most important, 1 being least important).
 - b) Then, rank (in increasing priority with 1 being the lowest priority) all topics selected as « 5 ».
 - c) In the final column, please indicate, with a tick mark, any topics where you could provide training.
- 6) Are there any other topics – not covered by the questionnaire – for which training is required? Or for which you could provide training?

CAPACITY-BUILDING TOPICS	Comments	1	2	3	4	5	Rank topics scored as "5"	Indicate where you can provide training
INSTITUTIONAL DEVELOPMENT & PROJECT MANAGEMENT								
Administrative systems (e.g., finance, safety and liability, project management, infrastructure, and personnel)								
Strategic planning, budgeting, execution, and management (including gap analysis, prioritization, participatory mapping, desk top reviews)								
Accessing relevant scientific papers and reports								
Acquiring national permits								
Understanding wildlife and human ethics in projects								
Identifying sources of funding								
Proposal development, grant applications, project reporting								
Assessment of project effectiveness/success								
DATA & INFORMATION SHARING								
Data management systems, tools, and software for the collection and archiving of all types of relevant turtle data								
Nesting beach, in-water, or any other biological data analyses (please specify)								
Genetic analyses (analysing genetic samples, determining genetic stocks (management units); mixed stock analysis, etc.)								
Human-centric data analyses (interviews, socioeconomics, etc.)								
Public presentations (preparing a PPT/media, public speaking)								
Writing for science journals								
Social media and writing for the public (popular articles)								

CAPACITY-BUILDING TOPICS	Comments	1	2	3	4	5	Rank topics scored as "5"	Indicate where you can provide training
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PROJECT IMPLEMENTATION (objectives, methods, results)								
Nesting population monitoring								
Nesting habitat monitoring (habitat availability, beach profile, temperature, sand composition, impact of development, etc.)								
In-water population monitoring								
In-water habitat monitoring								
Sex ratios (nests, in-water)								
Age determination								
Genetics/stable isotope sampling								
Satellite telemetry								
GIS mapping								
Strandings data collection								
Necropsies								
Aerial surveys: beaches and/or in-water (planes, drones)								
Turtle diet sampling								
Turtle health assessment								
Bycatch monitoring and assessment: artisanal fisheries								
Bycatch monitoring and assessment: commercial fisheries								
IUU fishing assessment								
Light pollution assessment								

CAPACITY-BUILDING TOPICS	Comments	1	2	3	4	5	Rank topics scored as "5"	Indicate where you can provide training
Marine plastic pollution assessment: quantity, ingestion and entanglement rates, oceanographic features of dispersal								
Underwater noise and offshore extractive industries' impact assessment								
Threats assessment/analysis								
Environmental Impact Assessments								
Climate change impact evaluation								
Designing and conducting interviews & surveys with stakeholders								
Educating/empowering/integrating stakeholders (please specify)								
CONSERVATION AND MANAGEMENT								
Threat assessment, spatial risk assessment and prioritization of management actions								
Understanding marine turtles: their biology and conservation								
<i>In-situ</i> nest protection (feral animals, high sand temperatures, flooding/erosion, natural predation, etc.)								
Hatcheries (when to implement and hatchery management)								
Feral animal control								
Light pollution mitigation								
Bycatch artisanal fisheries: turtle handling and release techniques, bycatch mitigation strategies/technologies								
Bycatch commercial fisheries: turtle handling and release techniques, bycatch mitigation strategies/technologies								
IUU fishing mitigation measures								
Ghost net /discarded fishing gear mitigation measures								

CAPACITY-BUILDING TOPICS	Comments	1	2	3	4	5	Rank topics scored as "5"	Indicate where you can provide training
Climate change resilience								
Marine pollution mitigation and determining socio-economic drivers/barriers/opportunities for management								
Illegal wildlife trade mitigation (domestic and international)								
Turtle rescue and rehabilitation								
Management of nesting and coastal habitats								
Management of in-water habitats (seagrass, coral reefs, mangroves)								
Mitigation of offshore resource extraction impacts								
Building the capacity of law enforcement agencies								
Strengthening the national legislation and judicial process								
Designing and implementing a communication strategy based on conservation communication and behaviour change theory								
Understanding and incorporating the social, economic, and cultural aspects of human-turtle interactions								
Designing appropriate and effective educational materials for the targeted audience (please specify)								
Designing and implementing culturally and socially appropriate alternative livelihood strategies and community empowerment programmes								
Marine turtle ecosystem services / putting a value on marine turtles								
Identifying Critical Habitats for management								
Establishing and managing a (Marine) Protected Area								
Drafting a Strategy for the Conservation and Management of Marine Turtles (local and/or national)								

CAPACITY-BUILDING TOPICS	Comments	1	2	3	4	5	Rank topics scored as "5"	Indicate where you can provide training
INTERNATIONAL/REGIONAL AGREEMENTS & INITIATIVES								
Working with CITES								
Working with RFMOs								
Integrating turtle management into the Ramsar Convention/Sites								
Coordinating with other International/Regional Agreements or Initiatives (please specify)								
IOSEA MARINE TURTLE MOU								
Focal Point responsibilities and effectiveness								
Preparing IOSEA National Reports								
Effective use of National Committees/Networks to involve and encourage the cooperation of Government institutions, NGOs and the private sector in marine turtle conservation programmes								
Preparing a Site Network application								
Site Network management								
Using IOSEA online tools								