UN environment programme | Global Framework on Chemicals

Capacity building and technology transfer strategy

Global Framework on Chemicals

For a planet free of harm from chemicals and waste

2026

1. Introduction and rationale

The Global Framework on Chemicals - For a Planet Free of Harm from Chemicals and Waste (GFC, hereafter the Framework) provides a multisectoral and multi-stakeholder platform for safe and sustainable management of chemicals and waste. Its effective implementation depends on strengthening capacities[1] and ensuring that all stakeholders are equipped to contribute meaningfully to this goal.

Recognizing this, the Framework (Article VIII, 60) calls for the International Conference to develop a strategy for capacity building and supporting technology transfer on mutually agreed terms[1]. This builds on lessons learned from the independent evaluation of the Strategic Approach to International Chemicals Management (SAICM) for the period 2006 to 2016, as well as stakeholder consultations in advance of the Fifth Conference on International Chemicals Management (ICCM5), which found that the extent and reach of capacity-building efforts under SAICM, despite some success, were limited in addressing the capacity needs within developing countries in particular and that the sustainability of the efforts was lacking. The evaluation identified various capacity challenges for national implementation, including ad hoc approaches and a lack of funding for capacity building, a lack of training and resources for national focal points (particularly for multisectoral approaches and engagement, and for languages other than English), insufficient administrative and technical capacity for complex chemicals management regimes, low numbers of qualified staff, and/or high staff turnover.

This strategy provides a structured approach to capacity building and supporting technology transfer on mutually agreed terms, recognizing that the chemicals manufacturing industries are profitable, and production is growing worldwide.[2] It sets out priorities and mechanisms to guide coordinated action by a broad range of stakeholders, including governments, private sector and civil society, at national, regional and global levels, and across varied sectors, such as environment, health, labour and industry. This strategy was created with a series of multistakeholder consultations in 2025, including a global review process open to all Framework focal points, among others.

2. Vision

All stakeholders are equipped with the necessary skills, knowledge and resources to advance national and sectoral chemicals management systems in support of achieving the strategic objectives and targets of the Framework.

3. Aim of the strategy

The aim of the strategy is to strengthen the capacity of countries and stakeholders to implement and achieve the objectives of the Global Framework on Chemicals, consistent with its principles and approaches and responsive to national circumstances.

The strategy identifies and supports cross-cutting capacity needs that enable implementation across the Framework, including in the areas of governance, knowledge and data, stakeholder engagement, innovation, and financing.

It builds on existing efforts and contributes to the effective use of supporting mechanisms, including the measurability structure and gender action plan.

[1] See Annex 2. Glossary of terms

[2] UNEP (2019). *Global Chemicals Outlook II*. Available at : https://www.unep.org/topics/chemicals-and-pollution-action/chemicals-management/global-chemicals-outlook

4. Strategic priority areas

Capacity building and technology transfer are needed to achieve the strategic objectives and targets of the Framework. Drawing on stakeholder consultations, this strategy sets out priority areas where capacity-building efforts can deliver the greatest impact. These priorities reflect common needs across countries and sectors, while remaining flexible to national contexts, recognizing the specific needs of developing countries and post-conflict contexts where institutional capacity and data systems are limited, and ensuring that capacity-building efforts are gender-responsive and inclusive with particular attention to disproportionately affected populations, including groups in vulnerable situations, youth, women, Indigenous Peoples, and workers. To guide coordinated action by governments, industry, civil society, and international organizations, the strategy focuses on the following areas, presented here without any particular order because their prioritization varies depending on national or regional context:

a. Support countries to strengthen and enforce legislation that: enables the safe and sustainable management of chemicals throughout their life cycle, such as national chemical management systems including the broader adoption of the Globally Harmonized System (GHS); better aligns with relevant international instruments and sectoral policies (such as environment, agriculture, health, labour, industry); and delivers specific product and consumer legislation depending on national circumstances.

b. Strengthen the ability to secure sustainable financing and resources at national levels and ensure that capacity-building efforts are adequately resourced for long-term sustainability.

c. Enhance institutional long-term learning, coordination and governance through the development of mechanisms to support cross-sectoral collaboration (such as environment, agriculture, health, labour, industry, customs, and education) and to improve the effectiveness of focal points.

d. Strengthen multi-stakeholder and regional cooperation through various means, such as platforms, that convene regulators and other stakeholders to explore information sharing and collaboration, where appropriate, on regulatory approaches and to share experiences.

e. Strengthen human and technical capacities through expanded training and education, enhanced expertise, and improved laboratory infrastructure to support health and environmental risk assessment, risk management, monitoring, enforcement, and compliance, among others, underpinned by societal engagement and behaviour change.

f. Improve awareness, accessibility, and practical use of global tools[3] and promote stronger systems for data collection, information sharing, and risk communication.

g. Support the adoption of safer alternatives and innovative and sustainable solutions in product value chains, including chemical substitutes, alternative processes and technologies, particularly in high-use sectors such as agriculture, and promote knowledge exchange and technology transfer on mutually agreed terms.

[3] Examples of global tools include the IOMC Toolbox (https://iomctoolbox.org/), UNEP Law and Environment Assistance Platform (https://leap.unep.org/), GHS (https://unece.org/about-ghs)

5. Delivery models for capacity building and technology transfer

Capacity building and support for technology transfer can be implemented through a variety of approaches, with transversal application of the principles of the Framework including gender equality, among others. Delivery models should accommodate and respect diverse circumstances and sectoral needs, and remain flexible to reflect differences in institutional structures, technical capacities, digital literacy and access, and regulatory environments. They should blend internationally recognized tools with regional and national models, ensuring relevance to local contexts, and incorporate measures for sustainable results, such as training-of-trainers, digital repositories, and standardized curricula to retain knowledge and institutional memory over time. Diverse actors, from both the public and private sectors, may be part of developing, delivering, and receiving capacity building. The models outlined below draw on international practice and are intended as illustrative options that countries and/or stakeholders can adapt or combine according to their priorities and needs, including any identified barriers to capacity building or technology transfer.

a. **Learning and training**: Structured training programmes, blended and e-learning, mentorship schemes, and train-the-trainer approaches to build technical expertise and leadership skills across sectors. Training should draw on existing global resources such as the United Nations Institute for Training and Research (UNITAR)[4], InforMEA[5], the IOMC Internet-based Toolbox for Decision Making in Chemicals Management (IOMC Toolbox)[6], and the Knowledge Platform of the Strategic Approach to International Chemicals Management[7], among others, to avoid duplication and ensure coherence.

b. **Peer-to-Peer and exchange**: South–South, North–South, and triangular cooperation, as well as study tours, twinning/matchmaking arrangements, and professional networks to allow countries to learn directly from one another. These approaches can include small-scale, hands-on collaboration, guided technical support, and mentorship. These exchanges may benefit from strengthened foundations an expanded reach through collaboration with regional and subregional agencies, cooperation networks, and forums, such as the Intergovernmental Network on Chemicals and Waste for Latin America and the Caribbean, the Latin America Regulatory Cooperation Forum, or the ASEAN Regulatory Cooperation Platform.

c. **Institutional and regional support**: Establishing or strengthening centres of excellence and regional hubs to provide long-term, context-specific support that will increase inclusivity and foster national coordination. This may include working with existing mechanisms under the BRS and Minamata Conventions, or other multilateral environmental agreements, to build upon established expertise.

d. **Knowledge and information sharing**: Accessible online platforms, databases, and resource libraries, using existing where possible and considering the digital divide, to access guidance, tools, and case studies, complemented by cross-sector and multi-stakeholder policy discussions. To remain sustainable, these platforms should be regularly updated, translated into multiple languages, and integrated into national and regional training systems.[8]

[4] https://cwcourses.unitar.org/

[5] https://www.informea.org/

[6] https://www.iomctoolbox.org/

[7] https://saicmknowledge.org/

[8] Examples of such tools include the SAICM Knowledge Platform, OECD Best Practice Guide on Chemical Data Sharing Between Companiesv, the ICCA Plastic Additives Database (https://plasticscircularity.org/additives/), among others.

e. **Partnerships and resource mobilization**: Multi-stakeholder partnerships and financing mechanisms to mobilize resources and scale up best practices. Active involvement of the private sector, particularly the chemicals industry, can provide critical technical knowledge, innovation, and co-financing, when conducted in line with the Principles of the Framework.

In applying these models, governments and other stakeholders are encouraged to follow a stepwise approach presented in Figure 1. A phased approach may help to recognize differences in levels of institutional capacity and avoid disproportionate administrative burdens.

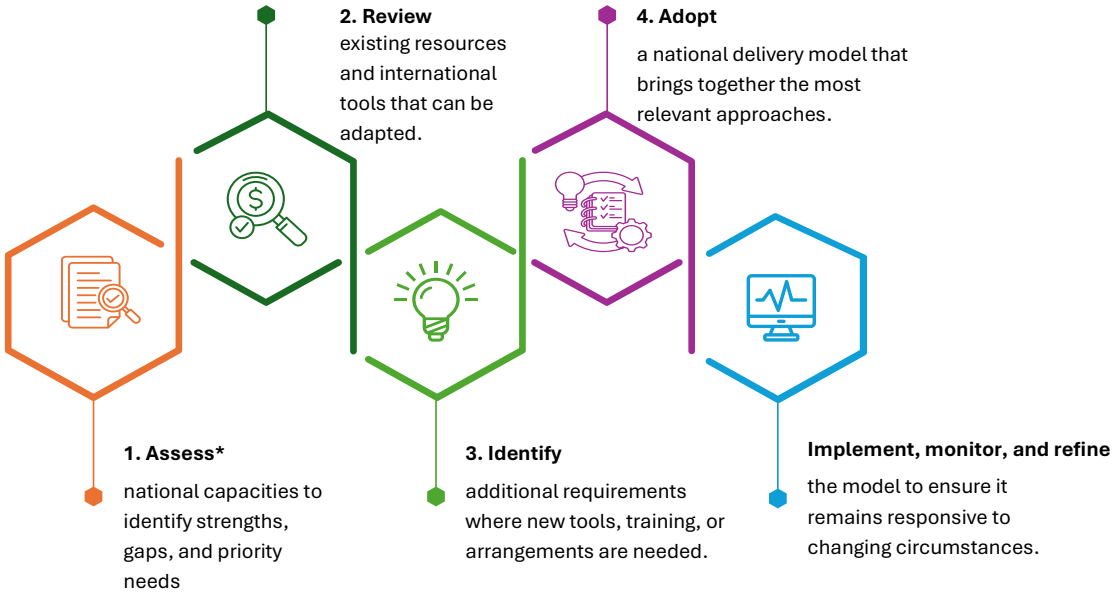


Figure 1. Stepwise approach to capacity building

**See Annex 1 for a sample capacity assessment tool*

6. Roles and responsibilities for implementation of the strategy

The strategy aims to engage all stakeholders involved in the use and management of chemicals and wastes within the scope of the Framework, in line with the Principles and approaches of the Framework. The roles and responsibilities of different actors involved in building capacity to implement the Framework include:

Stakeholder	Roles & responsibilities
International Conference	Provides strategic oversight of the capacity-building strategy; reviews progress and assesses its impact and effectiveness, ensuring regional experiences feed into global guidance; considers stakeholder needs; considers recommendations adopts updates; and maintains accountability across stakeholders.
Open-Ended Working Group, when agreed by the International Conference	Reviews implementation progress; recommends updates to the strategy and instruments; submits recommendations for revisions to the International Conference for approval; identifies emerging capacity-building needs and flags gaps early.
Bureau	Provides oversight on strategy implementation and related instruments; ensures balanced representation of regions and stakeholder groups as well as gender-balanced representation.
Secretariat	Facilitates strategy implementation; liaises with stakeholders; builds partnerships; explores fundraising options for capacity-building delivery; ensures the maintenance of a repository of tools, case studies, and lessons learned to avoid duplication; promotes accessibility of materials and dissemination; supports stakeholder-led initiatives and, where appropriate and if agreed by the International Conference, may directly deliver manageable capacity-building activities within its capacity.
Governments	Lead implementation and technology transfer on mutually agreed terms; allocate resources; develop domestic cost-recovery and sustainability models; ensure cross-sectoral coherence; share experiences with other countries; create and implement relevant national policy instruments and/or integrate capacity building into national policy frameworks; donor countries may voluntarily support foundational capacity-building efforts.
National Focal Points	Coordinate nationally; contribute to needs assessments; engage stakeholders; report progress; facilitate communication across sectors; collaborate with regional and sectoral focal points; safeguard continuity through knowledge retention despite staff turnover.
Private Sector (Chemicals Industry & Value Chain)[9]	Respond to requirements of national policy framework and legislation; build awareness and provide capacity building, including in small and medium size enterprises, such as through training, technical support, and peer learning; contribute to structured regulator-industry dialogue; assist in resource access and outreach to manage across the life cycle of chemicals, in particular for products and wastes that they produce; contribute to innovation in sustainable chemistry.
Regional Economic Integration Organizations	Support harmonization of regulatory approaches (such as inventories in compliance with the Globally Harmonized System of Classification and

[9] Private sector engagement should be conducted in an open and accountable manner, aligned with the public interest and national policy objectives.

Stakeholder	Roles & responsibilities
	Labelling of Chemicals); convene and coordinate regional capacity-building initiatives; facilitate access to resources for capacity building.
UN and other Intergovernmental Organizations	Offer technical support; and standardized training packages adapted to regional realities; align actions across multilateral environmental agreements and international frameworks; facilitate resource access; provide platforms for collaboration, knowledge sharing, learning and monitoring.
Financial institutions / donors	Provide financial resources through grants, blended finance, and innovative mechanisms; support development of domestic cost-recovery and sustainability models; align funding with national and regional capacity-building priorities.
NGOs & Civil Society	Contribute to needs assessments; co-design and deliver capacity-building initiatives; engage diverse stakeholder groups including youth, women, and groups in vulnerable and marginalized situations.
Regional & Multi-stakeholder Forums and Networks	Contribute to facilitating capacity building and structured cooperation between regulators, industry, and other stakeholders; co-develop practical guidance and share peer-to-peer lessons across countries; contribute to the development and dissemination of joint guidance and training materials; anchor regional contributions into the global capacity-building process.

7. Resource mobilization and financing

Capacity building for the safe and sustainable management of chemicals and waste requires adequate, sustained and predictable financing. Resourcing for capacity building is a component of the broader means of implementation of the Framework (see Article VIII paragraph 57), in line with the resource mobilization strategy for the Framework and with Resolution V/3 on financial considerations including the creation of the Global Framework on Chemicals Fund. Sustainable, predictable financing could be secured through an integrated approach to financing:

- Mainstreaming into national budgets and development plans;
- Private sector involvement, consistent with paragraph 68 of the Framework; and
- Dedicated external financing, including the Global Framework on Chemicals Fund, Special Programme on Institutional Strengthening, Global Environment Facility, multilateral and bilateral donors, and relevant MEA mechanisms.

National focal points may need capacity building to successfully access resources, including the Global Framework on Chemicals Fund. It is important to ensure that resource mobilization strategies do not create excessive or disproportionate burdens on developing countries.

Effective resource mobilization requires a coordinated approach that brings together governments, international organizations, development partners, and the private sector, including financial institutions. Resourcing should recognize both financial and in-kind contributions across sectors to ensure inclusivity and ownership. Global instruments and capacity-building tools should be adaptable to national regulatory specificities.

Aligning financing with national priorities and regional cooperation mechanisms will help ensure that capacity-building efforts are not only well-funded but also sustainable, equitable, and adapted to local realities. Efforts should be adapted to context-specific needs, drawing on existing funding mechanisms and complemented by options such as multisectoral partnerships, public–private partnerships, industry contributions, or cost-recovery measures.

Sustainable domestic financing can play a role in supporting and sustaining capacity-building efforts. Countries are encouraged to explore options such as cost-recovery mechanisms and other innovative approaches that generate predictable in-country resources. Guidance such as the UNEP-led LIRA initiative[10] demonstrates how domestic resource mobilization strategies can be leveraged to strengthen chemicals and waste management without over-reliance on external sources.

8. Monitoring, evaluation and learning

Capacity building is a continuous process that must be monitored and adapted over time. As provided for in the Framework (Article VIII, para. 61), the International Conference will periodically review the effectiveness of the capacity-building strategy, assess stakeholder needs, and decide on improvements. Assessing the implementation of capacity building is part of the measurability structure for the implementation of the Framework as a whole. Monitoring the effectiveness of capacity building should be linked to the Framework's strategic objectives and targets, using indicators to capture outputs, outcomes, and impacts. Monitoring results should be systematically evaluated to adjust and improve capacity-building approaches as an adaptive learning strategy, ensuring that interventions remain relevant, practical, and responsive to context-specific needs.

Countries and stakeholders are encouraged to carry out regular voluntary self-assessment to identify priorities for capacity building efforts and to document changes in capacity needs over time (see Annex 1: Sample Capacity Assessment Tool) and to use the results to guide national planning and inform collective stocktaking under the Framework.

[10] **L**egal and **I**nstitutional infrastructures for the sound management of chemicals and measures for **R**ecovering costs of national **A**dministrations; https://www.unep.org/resources/report/lira-guidance

Annex 1. Sample Capacity Assessment Tool

Prioritizing actions for capacity building:

A voluntary self-assessment may be a useful way to identify priorities for capacity-building efforts and document changes in capacity needs over time. It is also possible to cooperate among countries or at the regional level to identify needs and priority next steps. The questions here reflect capacities across the Framework. Respondents may choose which factors to consider in their own assessment, depending on their contexts. Those using the tool may also choose whether and how to share their results with the Framework Secretariat or other countries.[11]

Using the tables below, it is possible to rank each area in terms of its importance and the status of existing implementation. Those actions with higher degrees of importance and lower degrees of implementation may be considered high priority for capacity-building action. Numerical scoring is not mandatory; ranking categories are provided as an option to facilitate prioritization, such as in support of strategic planning.

Importance: Based on local context, rank as high, medium, or low importance for capacity building action.

Rating the status of implementation:

- 1 = Not in place
- 2 = Planned but not implemented
- 3 = Partially implemented
- 4 = Mostly implemented
- 5 = Fully implemented. "Implemented" means that all planned elements have been put in place (that is, processes, tools, policies, etc., exist).
- 6 = Fully implemented and functional. "Functional" means that those elements are working as intended, producing results, and being used properly.

Section 1: Status of national governance and institutional arrangements for managing chemicals and waste, and linkages to the Framework

Importance	Assessment area / Key questions	Implementation status	Comments / evidence
	Are there legislative authorities in place for chemicals management?		
	Are there national policies or policy instruments, including laws, aligned with the Framework? Do the policies and policy instruments explicitly address the principles of the Framework? Please consider providing the names of the policy or instrument, its target (such as chemicals or waste), and its scope.		
	Are there institutional arrangements (such as interdepartmental working groups, state/municipal participation, stakeholder committees, etc.) that already exist for chemicals management?		

[11] In the expert consultation and review used to develop this Capacity Building Strategy and assessment tool, a national focal point suggested a coordinated approach, with countries in a region working together to ensure a set of representative assessments were completed to specify capacity needs for that region.

	Does your country currently have a chemicals management system in place to protect human health and safety and the environment?		

Section 2: Understanding and ownership of the Framework

Importance	Assessment area / Key questions	Implementation status	Comments / evidence
	Are key stakeholders aware of the Framework's scope, goals, and targets?		
	Do those stakeholders understand their potential roles in implementation?		
	Are there materials to communicate the Framework's themes, objectives, and resulting actions nationally, including chemicals management plans, strategies, and targets? Are these available in the needed language(s) and for diverse audiences?		
	Are there strategies and tools for communicating chemical risks?		
	Are awareness campaigns conducted regularly (at uniform intervals of time)?		

Section 3: Institutional capacity, cross-sectoral collaboration, and stakeholder engagement

Importance	Assessment area	Implementation status	Comments / evidence
	Is there a formally designated National Focal Point (NFP)?		
	Is the NFP resourced adequately for the planned duties?		
	Are there institutional policies or policy instruments, such as funds or sectoral action plans, aligned with the Framework? Please consider providing the names of the policy or instrument, its target (such as chemicals or waste), and its scope.		
	Are chemicals and waste issues integrated into national development plans or other national or sectoral policy frameworks? Examples may include economic or environmental development plans, national budgets, gender action plan,		

	and/or Poverty Reduction Strategies and Plans.		
	Has a stakeholder mapping exercise been conducted? Was it gender-responsive?		
	Are there intersectoral coordination structures or processes in place to address the management of chemicals and waste? Are the roles and responsibilities of key institutions defined?		
	Are there regular consultations with stakeholders, in line with Framework principles? Is there a platform for regular cross-sector dialogue?		

Section 4: Technical and technological capacity

Importance	Assessment area / Key questions	Implementation status	Comments / evidence
	Are systems in place to collect, manage, and share disaggregated[12] chemicals data? Examples of data include data pertaining to the use, sales, import/export of chemicals, among others; see the Framework's measurability structure.		
	Are the data collected publicly available and accessible to the extent possible?		
	Are there trained personnel and tools for conducting risk assessments, including responsiveness to gender and groups in vulnerable situations? Are there national capacities to assess chemical risks?		
	Emergency preparedness: Are there protocols and trained teams for chemical incidents, to prevent and to respond to chemical incidents in a sound manner to protect the environment and human health? Does the country have a poison centre?		
	Are institutions within the country conducting research on chemical risks and management? Does such research align with the Principles of the Framework?		
	Is laboratory capacity available with adequate technologies for chemicals and waste management, in accordance with national priorities?		

[12] See Framework Target B7: *By 2030, stakeholders generate, to the extent possible, and make available comprehensive and accessible monitoring and surveillance data and information on concentrations and potential exposure sources of chemicals in humans (disaggregated by sex, age, region, other demographic factors, and other relevant health determinants as feasible), other biota and environmental media.*

Section 5: Human capacity

Importance	Assessment area / Key questions	Implementation status	Comments / evidence
	Do relevant agencies have sufficient trained staff to implement the planned national activities for chemicals and waste management? Note: May consider legislative, environmental, health and/or economic elements of chemicals and waste management.		
	Are there ongoing training and capacity development initiatives to support sound chemicals and waste management in the country? Are these initiatives in line with the Principles of the Framework, including addressing human rights, groups in vulnerable situations and gender equality?		
	Are capacity building tools and mechanisms in place or previously used, e.g. are national actors aware and using existing materials such as the IOMC toolbox?		
	Are there mechanisms to retain institutional knowledge?		
	Are educational, training and public awareness programmes gender-responsive (see Target B5)?		

Section 6: Resources and sustainability

Importance	Assessment area / Key questions	Implementation status	Comments / evidence
	Are national funds allocated for implementation of the Framework, including capacity building? Are funds allocated for implementation of chemicals management systems?		
	Is the country accessing international technical or financial support?		
	Are there strategies for sustaining capacity over time?		
	Is there in-country capacity to develop proposals and manage donor relations?		

Section 7: Thematic priorities

Importance	Assessment area / Key questions	Implementation status	Comments / evidence
	Is there a national mechanism for prioritizing chemicals for management responses?		
	Are there capacities to address emerging issues, such as, among others: • nanomaterials, • highly hazardous pesticides, • environmentally persistent pharmaceutical pollutants, • endocrine-disrupting chemicals, • chemicals in plastics, and/or • lead in decorative paints • _____		
	Are there preventive measures and controls for illegal traffic and trade of chemicals and wastes? (e.g. import of hazardous waste disguised as used electrical and electronic equipment)		
	Are there national efforts towards a GFC gender action plan, which may include the development of a national gender action plan or any other relevant actions? (See GFC Resolution V/4)		
	Are there inventories and disposal plans for obsolete chemical products and wastes, such as obsolete pesticides?		
	Is a standardized chemical labelling and classification system, such as the Globally Harmonized System of Classification and Labelling of Chemicals[13], implemented and enforced?		
	Are there systems for monitoring chemicals in the environment and drinking water?		
	Are data and information on concentrations and potential exposure sources of chemicals in humans available? Are the data disaggregated, including by sex, age, region and other demographic factors (see Target B7)?		
	National priorities: Please add, as appropriate.		

[13] See: https://unece.org/about-ghs

Section 8: Monitoring and evaluation of capacity building actions

Importance	Assessment area / Key questions	Implementation status	Comments / evidence
	Is there a mechanism to identify key capacity gaps related to chemicals and waste management?		
	Have key capacity gaps been identified across sectors? Please consider listing the identified gaps.		
	Are there mechanisms to prioritize capacity-building actions based on risk and feasibility?		
	Is there a framework for monitoring and evaluating capacity building efforts regarding chemicals and waste management?		
	Are indicators related to capacity building defined and tracked regularly? Are indicators and data disaggregation gender-responsive?		
	Are lessons learned used to improve implementation of capacity building through an adaptive process?		

Annex 2. Glossary of terms

The following terms and working context-related definitions are provided to support a common understanding for identifying and delivering capacity-building interventions in support of the implementation of the Framework.

a. *Capacity*: Capacity can be defined as the ability of people, organizations, and society as a whole to manage their affairs successfully.[14]

b. *Capacity building*: Capacity building is defined as the process of developing and strengthening the skills, abilities, processes, and resources that organizations and communities need to survive, adapt, and thrive in a fast-changing world.[15] There has been a shift towards the term "capacity development" in different circumstances, and various definitions of capacity development exist in the literature[16] and the context of development agencies.[17] The United Nations Development Group defines capacity development as "the process whereby people, organizations, and society as a whole unleash, strengthen, create, adapt and maintain capacity over time."[18] This involves, at the country level, support to national and subnational entities "in developing their capacities to lead, manage, achieve and account for their development priorities."[19]

e. *Capacity-building approaches*: Capacity-building approaches refer to the manner in which capacity-building interventions are planned to achieve a desired outcome(s).

f. *Gender-responsive*: Gender-responsive approaches strengthen gender equality. For further guidance, see the Gender & Chemicals Partnership, Gender Glossary. MSP Institute has developed the "Gender and Chemicals Road Map" (2021), a guidance document with proposed process steps and inspiring questions for development of a gender mainstreaming process in a country, sector, or organization: http://gender-chemicals.org/road-map.

g. *Technology transfer on mutually agreed terms:* refers to the sharing of technology, knowledge, and expertise between entities, where all parties agree to the specific conditions of the transfer. The Framework (VIII, para 60) indicates 'the International Conference will develop a strategy for capacity building and supporting technology transfer on mutually agreed terms'.

h. *Institutional arrangements*: National institutional arrangements for chemicals and waste management may be defined as formal and informal cooperation structures that support and link public and private institutions and or organizations to help to fulfil their mandate and which are used to establish the legal, organizational, and productive frameworks to allow for sound chemicals and waste management and implementation of the Global Framework on Chemicals.

[14] United Nations Development Group, "UNDG Capacity Assessment Methodology, User Guide for national capacity development" Report, February 2008.

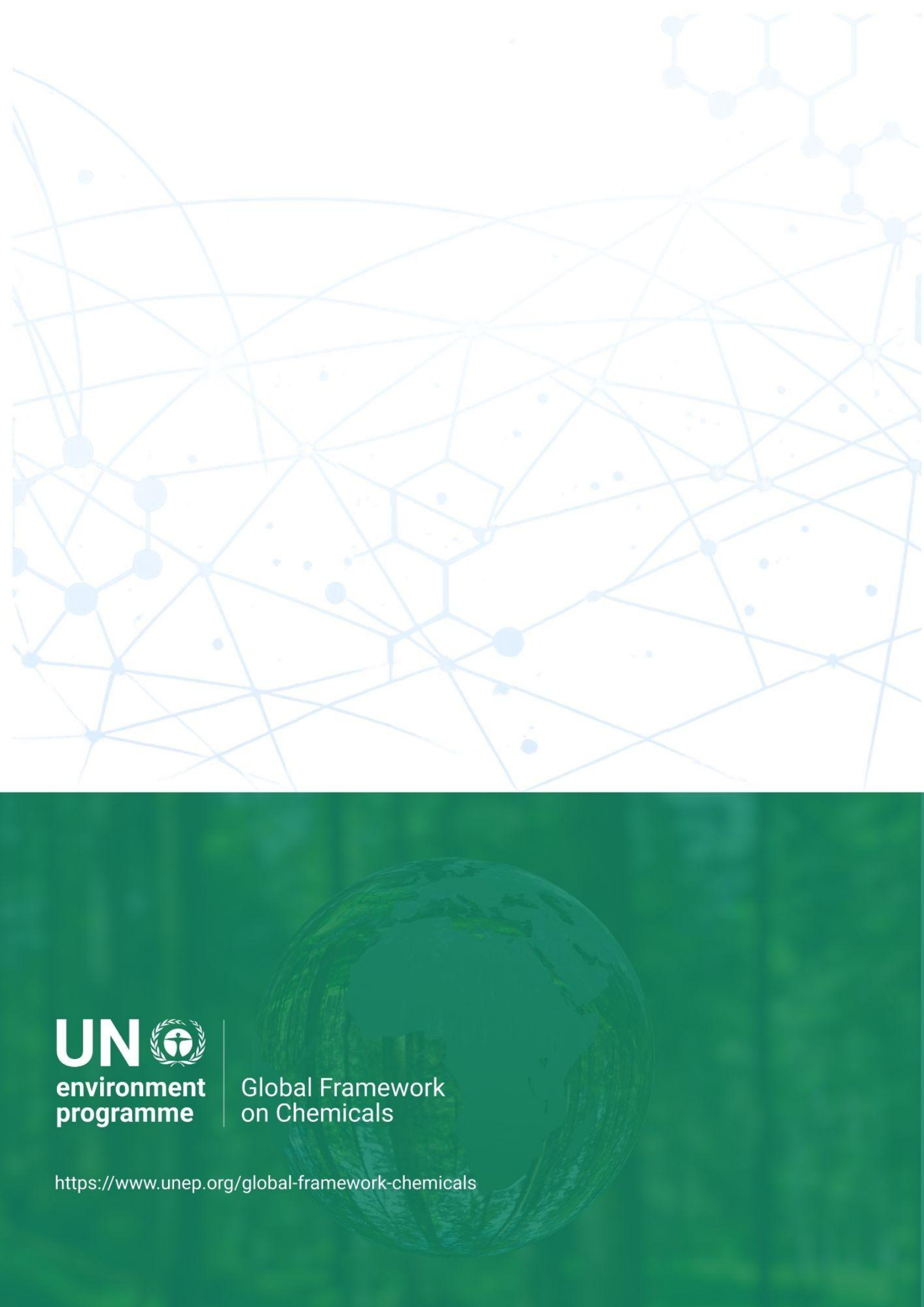
[15] For more information, see the United Nations Academic Impact page dedicated to capacity-building (www.un.org/en/academic-impact/capacitybuilding).

[16] See, for example, Kempe Ronald Hope, "Capacity Development and Good Governance" in International Development Governance, Ahmed Shafiqui Huque and Habib Zafarullah, eds., vol. 19 (Milton Park, Routledge, 2009); Farhad Analoui and Joseph Kwadwo Danquah, Critical Capacity Development (Cham, Palgrave Macmillan, 2017); Müller et al, "Capacity Development" in Protected Area Governance Management, Worboys et al, eds (Canberra, ANU Press, 2015).

[17] European Parliamentary Research Service, Understanding capacity-building/capacity development: A core concept of development policy (Brussels, European Parliamentary Research Service, 2017).

[18] United Nations Development Group, "UNDG Capacity Assessment Methodology, User Guide for national capacity development" Report, February 2008.

[19] UNDG, 2008.


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