
**Global Framework on Chemicals –
for a Planet Free of Harm from
Chemicals and Waste**

Distr.: General
20 May 2025
English only

**Open-ended Working Group of the
Global Framework on Chemicals – for a
Planet Free of Harm from Chemicals and Waste
First meeting**
Punta del Este, Uruguay, 24–27 June 2025
Agenda item 3(g) of the provisional agenda*
National focal points

National Focal Points

Note by the secretariat

The annex to the present note contains additional information on the development of the guidelines for national focal points. It is prepared by the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC) in consultation with the secretariat and is submitted as received.

The present note, including its annexes, has not been formally edited.

* UNEP/GFC/OEWG.1/1

Annex

I. Introduction

1. The Global Framework on Chemicals - For a Planet Free of Harm from Chemicals and Waste (GFC), adopted by the 5th International Conference on Chemicals Management (ICCM5) in Bonn in 2023, provides a vision for a planet free of harm from chemicals and waste, for a safe, healthy and sustainable future – where industry and private sectors are strategic actors to foster innovation, move towards sustainable business models and drive change. The Framework follows a multisectoral and multi-stakeholder approach that should be reflected in its implementation, through strengthened collaboration and coordination among stakeholders and building chemicals and waste management capacities in all countries (Resolution V/1).
2. The Framework calls for the following actions be undertaken:
 - a. Governments should establish arrangements such as national plans of action for implementation on an interministerial or interinstitutional basis, in consultation with stakeholders. They should designate a national focal point to facilitate communication and coordination at the national, regional and international levels with respect to the Framework.
 - b. Regions are encouraged to identify common priorities; develop regional implementation plans for the sound management of chemicals and waste, and to appoint a regional focal point to play a facilitative role in their regions.
3. At its fifth meeting in Bonn, Germany (25 to 29 September 2023), the International Conference on Chemicals Management adopted (Resolution V/7). The resolution, *inter alia*, requested the secretariat, to develop draft guidelines for consideration at the next session of the Conference. Additionally, the resolution also invited all stakeholders, including national focal points, and the relevant participating organizations of the Inter-Organization Programme for the Sound Management of Chemicals to provide input on the draft guidelines.
4. The secretariat developed draft guidelines for consideration by the Bureau of the Global Framework on Chemicals at its third meeting, held on 26 February 2024 (see Appendix I). The Bureau agreed that the guidelines were a good basis for strengthening and improving the effectiveness of national focal points and other focal points. It was suggested that, in addition to the guidance itself, there should be methodology on how the guidance could be implemented and an opportunity to test the guidance (referred to as roadmap thereafter). The process set out to respond to the suggestions by the Bureau is described in the next section.

II. Process for refinement of the guidelines and development of a roadmap for their implementation

5. An initial expert group consultation was held on 4 September 2024 to consider how to refine the draft guidelines, including the best ways to operationalize them in a practical, concrete and impactful manner; share best practices; develop a roadmap for the implementation of the guidelines; and secure additional human, technical and financial resources to implement the Global Framework.
6. Working with the United Nations Environment Programme World Conservation Monitoring Centre (UNEP-WCMC), in February 2025 the secretariat has initiated a more detailed process of refinement of the draft guidelines and preparation of the accompanying roadmap for the implementation. The work is being implemented through a consultative process that entails different stages.
7. An online meeting was carried out on 14 May 2025 with a regionally balanced group of experts composed of individuals including representatives from governments from Africa, Asia-Pacific, Central and Eastern Europe, Latin America and the Caribbean and Western Europe and Other States, as well as other stakeholder groups including civil society, youth and international organizations. The meeting had the following three main objectives: (i) introducing the work underway; (ii) defining the key areas for refinement of the guidelines for national focal points; and (iii) identifying useful approaches and content for development of the roadmap to support their implementation. Preliminary views on an improved structure and reorganization of content were discussed alongside approaches to be considered for the development of a roadmap to support implementation of the guidelines. See summary key outcomes from the meeting in Appendix II.
8. Prior to the Open-Ended Working Group, UNEP-WCMC a global meeting will be organized to share an overview of the work in progress and gather further feedback on the draft guidelines and the roadmap. Informal exchanges will be organized during the Open-Ended Working Group providing an additional

opportunity to provide feedback. A full draft of the guidelines and the roadmap will be completed after the first meeting of the Open-Ended Working Group with a view to making them available to the International Conference.

I. Background

1. The 5th session of the International Conference on Chemicals Management (ICCM5), took place from 25 to 29 September 2023 in Bonn, Germany and produced the following outcomes:
 - Global Framework on Chemicals – For a Planet Free of Harm from Chemicals and Waste,
 - Bonn Declaration – for a Planet Free of Harm from Chemicals and Waste,
 - Global Framework on Chemicals Fund, and
 - A set of other Conference resolutions focused on the implementation of the Framework.
2. The Global Framework on Chemicals – For a Planet Free of Harm from Chemicals and Waste (Paragraph 27) states that “Each Government should designate a national focal point to facilitate communication and coordination at the national, regional and international levels with respect to the Framework. The national focal point should, among other duties, disseminate information, develop a network or a mechanism for coordinating national views that includes consultations with all relevant sectors and stakeholders, attend meetings, and be representative of the country’s interministerial and/or inter-institutional arrangements, where such arrangements exist.”
3. The International Conference on Chemicals Management Resolution V/7 on development of guidelines for national focal points requests the Framework secretariat to develop guidelines for national focal points for consideration at the next session of the International Conference including on how to build the capacity of national focal points, as well as on how national focal points can promote multisectoral collaboration and cooperation, coordinate such collaboration, and promote risk communication and awareness-raising.

II. Purpose of the guidelines

4. The guidelines offer general advice on an approach for implementing the Framework but are not intended to be an exhaustive handbook. The guidelines propose possible responsibilities and activities to enhance the role of national focal points and deliver more effective implementation of the Framework by promoting a good understanding of the key issues, barriers, solution finding strategies, resourcing, and aspects for efficient planning.
5. They are meant for personnel with the responsibility to act as the national focal point.
6. Whilst intended for governmental national focal points, other stakeholders of the Framework including NGOs, IGOs, not-for-profit organisations and private companies may, and are encouraged to have their own focal points under the Framework.
7. One of the main purposes of these guidelines is to address the gaps highlighted in the report “Independent Evaluation of the Strategic Approach to International Chemicals Management from 2006 to 2015”¹. The report noted that several factors constrained national focal points’ ability to fulfil their role. National focal points have a significant role in the successful implementation the Framework, as well as other ICCM5 resolutions.
8. While the Global Framework on Chemicals process will regularly communicate with non-governmental organizations’ focal points and governmental focal points, these guidelines will focus on national focal points.

III. Designation of the national focal points of the Global Framework on Chemicals

9. The national focal point should be nominated officially by the Ministry of Foreign Affairs. It is recommended that the nomination follows a process of consultation with relevant ministries such as agriculture, environment, health, industry and labour, or with existing focal points of other chemicals conventions such as the Basel, Rotterdam and Stockholm Conventions and the Montreal Protocol. Other stakeholders may be consulted, as appropriate. Countries may wish to copy a written communication of their designation to other entities, including, if present, their Permanent Mission in Geneva, Nairobi or New York.
10. Some countries may choose to designate two focal points at the national level, one political and one technical. The responsibility of being the national focal point is to serve as a hub for common areas of priority requiring concerted action through a coordinated and participatory process. Where possible, the individual should be in a stable post within their institution.
11. The location of the national focal point and the institution in which it sits will depend on each national government’s institutional arrangements. Operationally, the national focal point for the Framework is best placed in a

¹ SAICM/ICCM.5/INF/1.

function/role that allows for regular liaison and collaboration between the key ministries, as mentioned above, and other relevant institutions and stakeholders. The focal point should be supported by members from other ministries/institutions/stakeholder groups or associations.

12. National focal points may be officials working in any of the main disciplines in the social, economic, health, agriculture, labour and environmental sciences, in particular those with experience related to the Framework's areas of influence.
13. The Global Framework on Chemicals secretariat accepts nominations on an ongoing basis. Any changes should be notified to the secretariat. If the secretariat is not informed of changes, the incumbent will remain until a revised official nomination through the Ministry of Foreign Affairs is received.
14. The notification should be sent to unep-gfc.secretariat@un.org and should include the full name, position and department/institution of the nominated national focal point as well as their e-mail address. This information will be published on the Framework website, under the list of national focal points.
15. The secretariat has developed a national focal point nomination letter and a Framework national focal point nomination form to facilitate the nomination. These forms are also available and adapted to non-governmental organization focal points and intergovernmental organizations focal points. The forms can be found at: <https://www.chemicalsframework.org/page/gfc-focal-points>

IV. Objectives, roles and activities of the national focal points

IV.1 Objectives of the national focal points

A. Knowing the mission and ultimate objective

16. The national focal point is expected to influence and shape, where relevant, national strategies, leverage national political commitment, and represent the country in matters related to chemicals management.
17. National focal points should promote the integration of the strategic objectives, principles and elements of the Framework and the Bonn Declaration in their development plans, sector strategies, work plans and/or local level implementation programmes, as appropriate. Strong and sustainable institutional coordination is vital for effective national action, and it is recommended to build on what already exists and strengthen local and national coordination, action, and progress.

B. Mainstreaming

18. National focal points should communicate and promote the aims and strategic objectives of the Framework across ministries, with a view to mainstreaming them into national policy planning. The multistakeholder and multisectoral approach should remain an important element to implementing the Framework to achieve sustained effective chemicals management. National focal points are encouraged to work closely with a variety of government departments such as the ministry of environment, health, agriculture, labour, Presidential Office, Cabinet Office, or Ministry of Foreign Affairs, among others.

C. Reaching the unreached

19. The unique role of the national focal point should allow them to reach strategic actors including industry and the private sector to foster innovation, move towards sustainable business models and drive change and other stakeholders, otherwise unreachable. Relevant information should be disclosed to all national stakeholders for effective and informed decision-making.

D. Linking to other Multilateral Environmental Agreements and the Sustainable Development Goals

20. The implementation of the Framework at the national level and enhancing national actions supports the implementation, and complements the achievement, of other existing relevant chemicals and waste related United Nations multilateral agreements, standards, and commitments as well as, treaties on climate change, and biodiversity, among others.

IV.2 Roles and responsibilities

21. Among other duties, national focal points designated by governments should disseminate information, develop a network or a mechanism (e.g., a multisectoral committee comprised of government, NGOs, industry, academia) for coordinating views, actions plans and implementation activities within the country. This could include facilitating consultations with relevant sectors and stakeholders, attending relevant meetings, and being representative of the country's interministerial and/or inter-institutional arrangements, where such arrangements exist.
22. The national focal point should be able not only to address short-term issues but also to develop long-term activities with the aim of implementing the Framework.
23. To facilitate communication, nationally and internationally, the national focal point should act as an effective conduit for communication on Framework matters.

24. National focal points are encouraged to liaise with and be the contact point of the Bureau regional focal points in the implementation of the Framework.
25. Learning and sharing experiences among other national focal points of the Framework is a key opportunity for the national focal point to achieve the strategic objectives and targets of the Framework.
26. For any projects approved by the Executive Board of the Global Framework on Chemicals Fund in the country, the national focal point is expected to follow-up with the national implementing partner(s). The role of the national focal point may vary from case to case. In some instances, and due to the unique experience of some, the national focal point might be an integral actor in such projects. In other cases, the national focal point may not formally be included in the project. In all cases, the national focal point should be aware of and copied into the preparation and implementation phases of relevant projects to mainstream the outcomes.
27. The national focal point should be the entry point for the establishment of arrangements such as national plans of action for implementation on an interministerial or inter-institutional basis, in consultation with stakeholders, such that the interests of concerned national departments and stakeholders are represented and all relevant substantive areas are addressed.

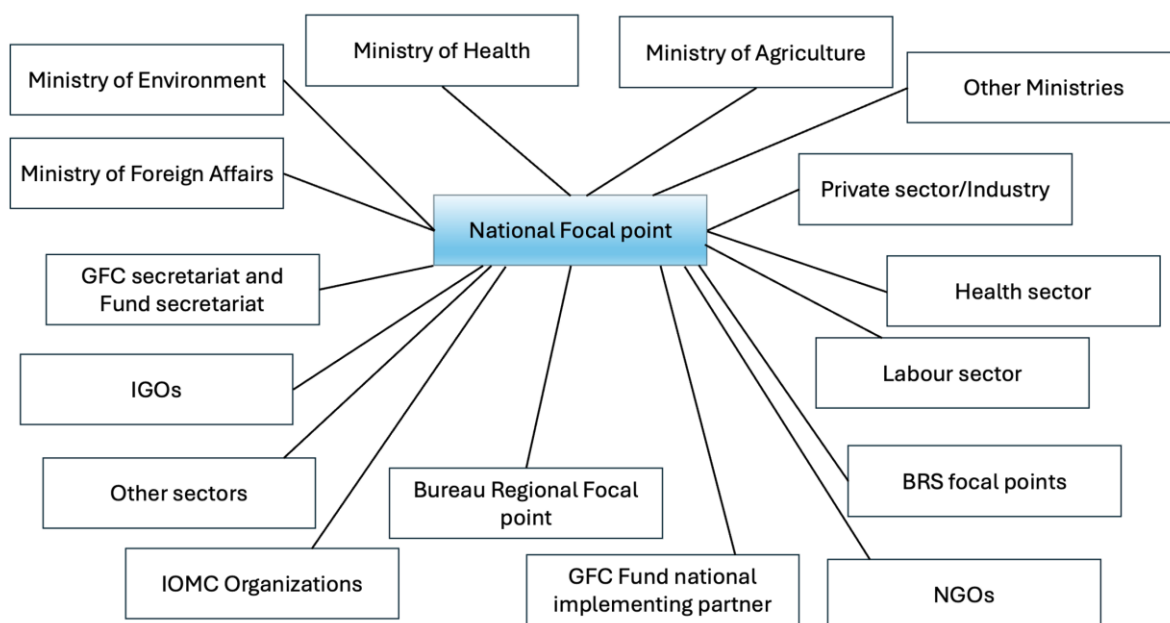


Figure 1: National focal points institutional arrangements

IV.3 Activities of the national focal points

28. Communicate the aims and objectives of the framework across government to support their mainstreaming into national planning.
29. When possible, create awareness of the importance of safe and sustainable chemicals management among relevant ministries, enforcement officials, industry associations and other targeted groups by participating and servicing in national workshops. Provide guidance to the most senior executive and legislative decision makers.
30. Promote synergies, especially with thematic sectors such as climate change and biodiversity as well as other multilateral environmental agreements agencies.
31. Encourage and facilitate the submission of progress reports to the regional focal point and the International Conference on implementation of the Framework. Consolidate input from relevant stakeholders and sectors where relevant.
32. Identify potential experts to fill identified gaps in expertise in support of implementation of the Framework and reach out to secure their participation.
33. Coordinate with the relevant Foreign Affairs office to select funded delegates that will participate in-person in the relevant Framework meetings. Nominate experts for participation in workshops and other activities, with due regard for gender balance and the multisectoral and multistakeholder nature of the framework.
34. Assist in the organization of national workshops and any other Framework meeting, where appropriate.
35. Be prepared to answer questions regarding queries relating to the Framework from stakeholders at the national level, and, where appropriate, share the nature of requests for information with the secretariat of the Framework, to

aid in the development of standard responses.

36. Maintain exchanges and cooperate with multilateral environmental agreement national focal points and those of other organizations and processes that may have useful insights or experiences that might benefit the implementation of the Framework.
37. Develop a good relationship with the Global Framework on Chemicals secretariat for guidance as required.

V. Capacity Building Mechanisms

38. The above-mentioned report of the independent evaluation identified the lack of training and capacity of the national focal point. It also identified insufficient administrative capacity and low numbers of qualified staff compounded by high staff turnover which added to the challenges faced by the national focal points in fulfilling their role. It is recommended, when possible, that national focal points are supported by experienced and qualified staff and that capacity constraints (including lack of administrative capacity and staff turnover) are reduced as much as possible.
39. The Global Framework secretariat will commit to putting in place mechanisms to engage with and train national focal points. For example, setting up a community of practices, regular training on how to negotiate, and updating research and policy information. Training for all focal points, especially from low and middle-income countries (LMICs), is planned to occur on a regular basis and not just before international meetings.
40. Other more specific training could be focused on: technology transfer and capacity-building activities, especially in relation to health and environmental protection; capacity building exercises related to EPI/IoC; capacity building on chemicals safety / for chemicals management through the preparation of guidelines for proper handling of hazardous chemicals; training and capacity building of end-users of chemicals; capacity-building programmes in chemicals management; and GHS implementation.
41. Other actions could be a self-evaluation form to be submitted by the national focal point and online training sessions for national focal points provided by the secretariat.

VI. Tasks of the secretariat *vis a vis* national focal points

42. The contact point for all national focal points will be the secretariat of the Global Framework on Chemicals. The secretariat will:
 - i. Share information with national focal points at regular intervals regarding the Framework and the progress of the activities and meetings.
 - ii. Share information received directly from some stakeholders of a specific country, with their consent.
 - iii. Share information materials and other tools produced by the secretariat.
 - iv. Engage, virtually, with focal points, at intervals to be determined in consultation with nominated focal points.
 - v. Communicate with the Permanent Missions to the United Nations in Geneva, copying the relevant national focal point.
 - vi. Collect and process information from national focal points and share it with the Bureau and other relevant groups.
 - vii. Provide a centralized source of information on the Framework targeted to the national focal points.
 - viii. Provide national focal points with a list of relevant documents for capacity building.

Appendix: Check list for Global Framework on Chemicals national focal points**Get equipped!**

- ✓ Be aware of and in contact with supervisors, officials and government colleagues connected with the job, in the relevant ministries including economy and finance, environment, trade, industry, health, labour and agriculture.
- ✓ Expand networks to include the non-governmental specialists and organizations who work on chemicals and waste management issues.
- ✓ Be familiar with the website of the Global Framework on Chemicals including the Knowledge Management (www.chemicalsframework.org) site and other related ones. In addition, have a full working knowledge of the text of the Framework, the resolution texts, the Bonn Declaration, as well as the Rules of Procedure.
- ✓ Reach out and introduce yourselves to your respective regional representative and members of the Global Framework on Chemicals Bureau.
- ✓ Know and engage with the contact point at the Global Framework on Chemicals secretariat.
- ✓ Actively participate in briefings and meetings and make yourselves available for ad-hoc working groups and experience sharing. Consider engaging and undertaking training and, where appropriate, propose yourself to co-chair working parties and group processes. Become a key negotiator or a regional representative.
- ✓ Check with superiors if any provision of an annual budgetary allocation would support your work and position. Further financial support would also facilitate your training and participation in relevant meetings.
- ✓ Have alternates and, if possible, these alternates should be from other ministries/departments/institutions.

Build your knowledge!

- ✓ Be aware of your country's current situation in terms of chemicals across the lifecycle. Contribute to and help to coordinate your government's current position on issues after appropriate consultation with relevant stakeholders and government officials and liaise with the other focal points from your region to understand any regional positions.
- ✓ Learn how other multilateral environmental agreements and related treaties are active in your country and coordinate with them on issues of mutual interest.
- ✓ Keep up to date on the latest reports and the other documents of the Global Framework on Chemicals, Bureau meetings and other important Framework meetings and events.
- ✓ Prepare for meetings to inform about your national and regional positions and actions.
- ✓ If your country is a member of the Global Framework on Chemicals Bureau or is a regional representative, liaise closely with relevant individuals.
- ✓ Attend relevant training in support of your negotiating skills.
- ✓ During negotiations, check that any statements have been reflected accurately in the reports of the meetings.

Development of national focal point guidelines and an accompanying roadmap for The Global Framework on Chemicals

Introduction and objectives

The meeting had the following objectives:

- i) Introduction of the work undertaken;
- ii) Define the key areas for refinement of the guidelines for national focal points;
- iii) Identify useful approaches and content for development of roadmap to support their implementation

The meeting was structured around three sessions that covered different aspects of the work underway. Mentimeter was the main tool used to gather inputs. Participants were also encouraged to make contributions via the chat and their microphones.

Session 1: Guidelines for national focal points and the roadmap for their implementation

The session covered a range of aspects including potential structure of the guidelines and roadmap and key roles performed by national focal points in relation to different actors.

Regarding **approaches to structure the guidelines and roadmap**, the majority of experts suggested that they should primarily be structured around key functions/activities that national focal points undertake², with different actors/stakeholders with whom national focal points engage with³ of secondary importance.

Experts ranked, from most important to least, the **functions of national focal points regarding the implementation of the Global Framework**, within three categories:

Framework (international process and its secretariat)	National Government	Industry, NGOs and academia
1st Acting as liaison between the government and the Framework 2nd Coordinating with other national and regional focal points on key positions and actions 3rd Communicating with other focal points to facilitate coordination and cooperation 4th Participating in briefings and meetings relating to the Framework 5th Securing funding for Framework's member to attend international meetings	1st Communicating and promoting the strategic objectives of the Framework across government 2nd Identifying strategies for implementation and integration of its strategic objectives within and across sectors 3rd Establishing inter-ministerial committee or equivalent and multistakeholder platform 4th Facilitating the submission of progress reports on implementation of the Framework to the Conference 5th Ensuring coordination and cooperation with the focal points of chemicals and waste-related multilateral environment agreements 6th Preparing for meetings of the Framework by identifying key priorities and positions 7th Securing funding for implementation of the Framework	1st Developing a network of multisectoral stakeholders and undertaking consultations to identify key priorities 2nd Identifying experts and industry stakeholders to fill identified gaps to support of implementation of the Framework 3rd Raise awareness of the importance of safe and sustainable chemicals management among targeted stakeholder groups

² This received 9 out of 11 votes from experts.

³ This received 2 out of 11 votes from experts.

Experts also noted **other important functions to be considered**, including:

- Identify alternates for attending meetings and regularly engage
- Brief relevant stakeholders on outcomes of GFC meetings
- Support in developing assistance proposal for supporting national led activities for the sound management of chemicals
- Facilitate broad involvement of stakeholders from relevant sectors by raising awareness and advising on potential contributions
- Support mainstreaming of chemicals and waste management across sectors at government level to ensure that all sectors support the strategic objectives and targets
- Promote transparency and access to information
- Facilitate financial support by all relevant actors for implementation of the GFC

Roadmap to support implementation of the guidelines

For the roles that have been identified for the guidelines, the roadmap could include examples of specific activities that could be carried out.

Experts expressed that usefulness of the **roadmap covering the why, when, what and how for potential specific activities**. They contributed **key criteria to consider when structuring the guidelines and roadmap around the functions of national focal points and potential activities** in performing them:

- The roadmap should address sector specific aspects under the various functions. This may help focal points to better address sectors and thus sectors to better identify their role.
- The roadmap functions could be in categories and themes under national functions compared to those when engaging in negotiations.

Experts indicated **additional approaches** that should be considered for the development of the roadmap:

- Establish a national coordination mechanism with ministries, industry, NGOs, academia, and civil societies
- Identify what has been challenging first and foremost rather than stating success stories
- Sector specific aspects should also be addressed to facilitate involvement of all relevant sectors amongst others by facilitating their understanding of their role
- National government and civil society focal points joint engagement
- Engage and coordinate at the regional level too. Identify a regional coordinator
- Make clear for every point on the roadmap how to get more info/links.

Experts shared the following ideas on the **type of details and guidance** that would be useful to include in the roadmap:

- Examples of the ways chemicals and waste are managed in a country and how a multistakeholder committee would work, then refer to the roles of the different sectors and how to engage with them
- Examples for convening national meetings, engaging with the secretariat, distributing information, collecting feedback, coordinating national positions, organizing reporting by stakeholders
- Templates for concise and direct communication with the secretariat and other relevant agencies
- Milestone setting and timelines.
- The first step would be to identify what kind of measures (national, local) and what kind of initiatives (industry, civil, organization) exist within a country
- Identify responsible organization of each measure and initiative for to regularly update their actions
- Examples from other countries

Session 2: National Implementation of the Global Framework

Engagement at the multisectoral level is key to the effective implementation of the Global Framework on Chemicals. In this session, experts were invited to make inputs based on the following questions:

1. What challenges do you face when working with other sectors (environment, health, labour) to manage chemicals and waste?
2. How can national focal points facilitate the inclusion of sector-specific concerns in the development and implementation of national strategies?
3. How can we strengthen the coordination between the environment, health, and labour sectors to better implement the Framework at the national level?

The following experiences were shared during the discussion:

- Countries have different structures for managing chemicals and waste. The inclusion of examples and nuanced detail for what is needed would be useful.
- Different sectors such as agriculture, health and labour have legislation for chemicals and waste management. What is needed is advice on how to mandate these sectoral committees to implement policies in alignment with the Global Framework.
- Important challenges to write and enforce regulation and work on specific projects, we have a platform for information exchange between different offices to share challenges.
- The voluntary nature of the Global Framework entails that it depends on the time and resources that specific ministries have to work on specific topics.
- Different views were shared regarding the need to create a piece of legislation that includes all sectors and relevant authorities to strengthen their joint work and then facilitate the provision of information for reporting.
- Some suggested that what is needed is a formalized institutional structure that allows the consultation of all relevant sectors and their engagement.
- Mainstreaming is key. There is a need to address the lack of awareness to make sure all sectors are aware of the Global Framework. There is a need to identify both common as well as potentially conflicting objectives of the sectors that fit under the Global Framework. These need to be identified and find solutions. Harmonization of the objectives of sectors like agriculture, industry and trade are essential for the successful implementation of the Framework.
- There should be a formalized platform to meet and engage in discussions. This will be key to raise awareness and get all different perspectives in action – this ideally should be conducted by national focal points but requires high level political support.

The discussion then moved on to the agencies on which the national focal points are seated and what opportunities there are to diversify those. Examples of cross-sectoral and multi-stakeholder approaches for implementation of the Global Framework were shared as means to ensure cross-sectoral collaboration and cooperation, including:

- Interministerial coordination
- Multistakeholder platforms
- Review of policies across government of relevance to the Global Framework, and identification of relevant departments within the different ministries for their implementation. It was noted that some of the examples shared are resource intensive and it is therefore important to identify alternative ways.
- To support national government departmental collaboration, it is important that guidance comes from the relevant UN agencies - e.g., UNEP, WHO, FAO, ILO - to set an example of intersectoral collaboration in the guidance document. So advice/guidance in the roadmap could come from the different UN agencies.

Session 3: Further development of capacities of national focal points and identification of capacity-building needs

The last session of the meeting was dedicated to initiate an exchange of views on the development of capacities for national focal points. Two main aspects were covered, namely skills required and potential methods for delivery of capacity building.

Experts ranked, from most important to least, the **skills** that they considered necessary for national focal points to lead on the implementation of the Global Framework:

- 1st Building or managing multi-sectoral and inter-ministerial arrangements/networks
- 2nd Developing integrated national plans of action for implementation
- 3rd Preparing knowledge base for policymakers
- 4th Policy and legal analysis
- 5th Resource mobilization Framework's implementation
- 6th Monitoring and evaluation
- 7th Project management

They also noted other important skills that would be needed, including:

- Communication skills (including communicating risk and negotiating skills)
- Good knowledge of the system, national stakeholders and their responsibility

- Developing briefing papers
- Information sharing between regions and countries

Experts ranked, from most effective to least, **delivery methods for capacity building activities**:

1st E-learning platforms

2nd In-person workshops

3rd Networking events (meetings, dialogues, conferences and side events)

4th Exchange programmes

5th Online forums/communities of practice

6th Guidance documents and resource materials

7th Help desks

8th Train-the trainers

9th Live webinar events

Experts noted other effective delivery methods for capacity building activities:

- South-south experience exchange
- Consistent engagement

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