

Coalition on Paris Agreement Capacity Building

Leadership for Empowering People and Institutions in the New Era of Climate Action



EXECUTIVE SUMMARY

Capacity building on climate change has too often defaulted to discrete initiatives. Many of these have revolved around short workshops, often with significant foreign expert roles. The international community must now innovate capacity building with more effective long-term approaches. Types of effective strategies include:

- Support long-term commitments to multiple levels of capacity building, for individuals and institutions, with a clear focus on creating endogenous sustainable capacity;
- Develop capacity building programs for redundancy; too often, the best and the brightest experts in countries are recruited by international agencies and non-state actors;
- Engage instructional designers and pedagogy experts in all facets of education, thereby providing high-level instruction and support;
- Build truly active peer and professional communities that foster learning over time;
- Implement hands-on mentoring and learning-by-doing opportunities
- Institutionalize capacity building inside universities, with an eye towards building endogenous higher education platforms to sustain capacity building;
- Leverage high-quality online tools wisely, rather than simply giving learners access to marginal materials with minimum support,
- Pay substantive attention to, and internalize, motivations and incentives for skill building.

Through these and other proven approaches, capacity building can transform and be transformative in keeping with the ambitions of the Paris Agreement. Such a transformation of global capacity building will require a far higher intensity of continuous resources and coordination rather than the current, primarily episodic, patchwork of activities. The transformation gap, however, is not as large as it may seem. Significant investments and improvements have been made over the past decades in building workforces to tackle climate change. Implementing the Paris Agreement will require more deliberate and strategic capacity building investments, and these will require more upfront effort to deploy.

Closing the gap between climate change ambitions and implementation will require a structural shift. The international community must be willing to seriously consider the type of global strategy recommended here by the Coalition on Paris Agreement Capacity Building. This strategy is an evolving thought piece, and is meant to spur new levels of action and dialogue. The strategy contains capacity building **principles, recommendations,** and **specific actions** for the international community to consider. This paper also **explains the Coalition**, who we are, our mission, planned phases, priority tasks, and membership.

We are looking to add additional partners who share our vision. We are also seeking financial support to host a small secretariat to advance these ideas and concepts.

INTRODUCTION

With passage of the Paris Agreement, attention now turns to ensuring nations honor their commitments to implement the historic new climate change accord. To achieve the Paris Agreement, nations have pledged to implement their nationally determined contributions (NDCs). By and large, nations will track implementation by measuring and reporting their greenhouse gases (GHGs). This ability to track the performance of NDCs is the heart of the Paris Agreement.

And while the political will for tackling climate change has never been higher, there is a substantial disconnect between the promises countries have made and their abilities to transparently measure and report their GHG emissions and removals. Even with unprecedented political will to combat climate change, the current institutions and human workforce in many countries cannot fully implement the Paris Agreement as intended. For example, in late 2014, Hong Lei, a spokesman for the Chinese Ministry of Foreign Affairs, said that international climate change reporting systems should reflect “the reality that developing countries’ basic capacities in areas like national statistics and assessment are still insufficient” (The New York Times, December 9, 2014).

Recognizing this challenge, negotiations in Paris agreed on the urgent need to enhance capacity building. A new Paris Committee on Capacity Building (PCCB) and Capacity-building Initiative for Transparency (CBIT) were created and are expected to become operational in 2017.

Now civil society and governments alike have critical roles to play in ensuring these and other

**If you can’t measure it,
you can’t manage it.**

Currently, many nations on Earth cannot adequately measure their greenhouse gas emissions and removals.

institutions support ambitious and sustainable global actions to combat climate change. And to be ambitious and sustainable, investments in institutional competency and human knowledge must be a global collective priority.

To meet this challenge, a collective of passionate international experts have established the **Coalition on Paris Agreement Capacity Building**. This document presents the Coalition’s first set of consensus *principles, ten recommendations, and thirteen specific activities* for an ambitious global capacity building strategy. The initial phase of our Coalition will focus on the critical role of GHG measurement, reporting, and verification (MRV) for national reporting and implementation of NDCs. However, our principles and recommendations are equally pertinent to other elements of climate change, such as adaptation and climate finance. Later phases of the Coalition will address these additional elements. At the end of the document, we explain more about ourselves (mission, phases, membership, priority tasks, and our secretariat).

**Investments in capacity
building for the Paris
Agreement must be bigger,
faster, and far smarter than
previous efforts.**

CAPACITY BUILDING PRINCIPLES

The Coalition for Paris Agreement Capacity Building strategy is built upon the following ten principles for rapidly empowering a new generation of climate change professionals:

- **Ambitious and Meaningfully Supported.** To be more than a short-term political success, a far deeper commitment from countries is needed to ensure all nations have adequate professional workforces and institutions to tackle climate change. **The capacity building elements of the Paris Agreement are an opportunity to scale solutions to the size of the problem.** The world will not solve climate change unless the global community makes education and training a priority on par with the political investments that led to the Paris Agreement. To do this, massive new attention and support must build capacity across sectors, at the highest levels of political, philanthropic, private and civic leadership. Donors must firmly commit to funding and enabling ambitious investments in highly trained professionals and agencies to implement the Paris Agreement.
- **Focus on both institutions and people.** A primary indicator of country success in UNFCCC reporting and MRV systems will be how well grounded transparency programs are in **substantive national professional communities and effective national institutions.** National communities must themselves be meaningfully connected to the broader global community of experts. To build empowered people and organizations, capacity building should elevate the confidence of practitioners and instill in

them the importance and significance of their work for their country and the global community.

- **Learn from experience. Really.** There is a wealth of experience from years of climate change capacity building projects. Some projects have worked and others have not. The Paris Agreement explicitly states that the PCCB should learn from past capacity building experience.¹ Many educational programs have “learning lessons” as a tenant, but too few take this seriously.
- **Scalable and cost-effective.** Now that all Parties have agreed to high-quality national reporting to support Agreement implementation, **the scale of the entire UNFCCC reporting and review process must grow dramatically and become much more efficient.** Capacity building efforts must correspondingly be built to scale globally and be cost-effective.
- **Constructed with good pedagogy.** The achievement of meaningful institutional and learning objectives should be elevated and evaluated with respect to capacity building. **A key contribution of our Coalition is an atypical focus on integrating good pedagogy into capacity building to promote learning outcomes.** Instructional approaches should be evidence-based, interactive, and participatory. Content of training and education should address theory and practical application, be tailored to cross-cutting and more focused topics, and embed the latest science in teaching and learning.

¹ See Paris Agreement, paragraph 73(e)

CAPACITY BUILDING PRINCIPLES *continued*

- **Continuous and iterative improvement.** To be effective, capacity building needs to be **sustained and continuous rather than short-term or episodic**. And it should **evolve over time, as rapidly as practical, to country-owned processes** through integration of in-country experts and institutions (e.g., universities). Effective approaches must reflect that national reporting is iterative, and improvements will be made over numerous reporting cycles.
- **Country-driven and country-owned.** All countries are unique in their current capabilities, their institutional arrangements and in their commitments under the Paris Agreement. Some countries lack fundamental institutional arrangements for national MRV. Some countries may have strong national reporting processes and wish to focus on the use of advanced methodologies. Whatever a country's starting point, capacity building should be **driven by national priorities and the structure of their NDC**. Special consideration and support should be given to least developed countries (LDCs) and small island developing states (SIDS).²
- **Gender responsive.** Female experts already make a significant contribution to the development and maintenance of existing MRV systems. Capacity building approaches should build on this success and provide **tailored outreach and encouragement to aspiring and existing female experts**.³ The focus on gender must be ubiquitous, from planning through implementation and accountability.
- **Support robust technical expert review.** The scope mandated under the Agreement for reporting and review is unprecedented. Capacity building activities must support technical expert reviews by enlisting new qualified expert reviewers from developing countries to the UNFCCC roster of experts. These experts must be supported to take lessons from reviewing other Parties' MRV programs back to their own country. However, targeting only experts nominated by their government will be insufficient. The Coalition seeks to extend training to capable experts beyond those typically identified previously by governments.
- **Coordinated with the PCCB and CBIT.** Work of the Coalition should help guide, provide inputs to, and support the work planning and activities of the PCCB, CBIT, GEF and other efforts. The Paris Agreement specifically states that the PCCB will collaborate with institutions outside of the formal bodies of the UNFCCC.⁴



² See Paris Agreement Annex, Article 11.1

³ See Paris Agreement Annex, Article 11.2

⁴ See Paris Agreement, paragraph 73(a)

CAPACITY BUILDING RECOMMENDATIONS

The Paris Agreement is built upon a foundation of increasing ambition by all Parties, developed and developing. This foundation is promoted through transparency in actions and outcomes. The long-run success of the Agreement will significantly depend on the success of its transparency provisions for tracking and reporting national GHG fluxes and implementing NDCs. In turn, implementation of these transparency provisions will depend on national capacities.

Historical experience with capacity building on national communications (NCs), GHG emissions and removals inventories, the clean development mechanism (CDM), nationally appropriate mitigation actions (NAMAs), REDD+ reference levels, and other MRV systems indicates that new approaches are needed. Specifically, **smarter, cost-effective, continuous, and scalable capacity building approaches are needed** because old approaches that relied on occasional trainings often produced shallow learning and a lack of sustainable institutional arrangements and workforces.

The Coalition has been formed by a core group of experts and champions for innovative approaches to building capacities for the transparency framework stipulated in the Agreement. **Members of the Coalition have reached consensus on the following ten (10) recommendations for a new and loosely coordinated global strategy on capacity building.** The recommendations below are informed by the extensive experience of Coalition members.

The Agreement establishes the CBIT to build institutional and technical capacity, both pre- and post-2020. A key need for this capacity is summarized in Article 13.5 of the Agreement in addressing the role of “transparency of action” as the foundation of achieving mitigation and adaptation goals.⁵ The Agreement specifies that the PCCB should identify country capacity gaps, foster cooperation and dialogue, and promote effective approaches for capacity building.⁶ In parallel, the CBIT will actively support efforts to strengthen and assist countries in building their capacity for providing transparent information under the Agreement.

For these goals to be achieved, effective and sustainable institutional arrangements in developing countries should be established as soon as practical. These arrangements should then form the basis for the international community and the countries themselves to understand, prioritise and manage the data and resources directed to mitigation and adaptation. The strategy and activities outlined by the Coalition supports each of these mandates of the CBIT, PCCB, as well as the Agreement’s future technical expert review process.⁷

⁵ “The purpose of the framework for transparency of action is to provide a clear understanding of climate change action in the light of the objective of the Convention as set out in its Article 2, including clarity and tracking of progress towards achieving Parties’ individual nationally determined contributions under Article 4, and Parties’ adaptation actions under Article 7, including good practices, priorities, needs and gaps, to inform the global stocktake under Article 14.”

⁶ See Paris Agreement, paragraph 73

⁷ See Paris Agreement, Article 13, paragraph 11.

CAPACITY BUILDING RECOMMENDATIONS *continued*

RECOMMENDATION #1:

Initiate “Fast start” activities that can work in parallel with PCCB and CBIT and facilitate the entry into force of the Agreement.

“Fast-start” activities should be initiated now, instead of waiting for the entry into force of the Agreement, or for the work of the PCCB and CBIT to plan, fund, and begin its work.⁸ These fast-start activities must be coupled with a long-term strategy that provides continuous support and builds sustainable national capacities.

The Agreement includes a strong desire for early (pre-2020) action by all Parties. And as developed country experience shows, it can take years to build MRV capacities sufficient to support both domestic mitigation policy design and implementation as well as transparent and credible international reporting. Therefore, capacity building activities for developing countries must be assessed, improved and expanded as soon as possible.

Most developed countries have spent 20-plus years building their emissions and removals MRV systems under the aegis of the UNFCCC and national mitigation policies. Two key contributors to the improvement in their capacity has been the increasingly rigorous IPCC Guidelines on GHG inventories combined with detailed and constructive assessments provided each year by the annual technical expert review team (ERT) processes under the UNFCCC and Kyoto Protocol. These have been complemented with several national review processes (e.g., those of the European Union)⁹.

Although some developing countries have built MRV systems that largely follow IPCC good practice and the most up-to-date guidelines, most have not. And, the few countries that have made these investments have not benefited from the detailed iterative feedback of the ERT process. Where developing country experts have gained valuable experience is from being a member of the ERTs for the review of Annex I GHG inventories, the number of experts who have benefited from this participation is still an order of magnitude below the need.

The Coalition will continuously identify specific capacity building activities that constitute a fast-start approach within the context of a long-term strategy and goals.

RECOMMENDATION #2:

Country-led facilitative peer assessment and continuous improvement.

A global program of iterative and constructive peer assessments of MRV outputs and institutional arrangements for MRV in developing countries should be established and initiated upon the invitation of the country. These assessments should be a deep technical review done jointly with in-country experts. They should be facilitative in nature, providing specific and concrete recommendations for improvement in the form of step-wise guidance and a multi-year work plan, with budget and staffing requirements, for the country to prepare its requests for donor funding.

⁸ See Paris Agreement, paragraphs 71-74, 84-86.

⁹ http://ec.europa.eu/clima/policies/effort/framework/documentation_en.htm

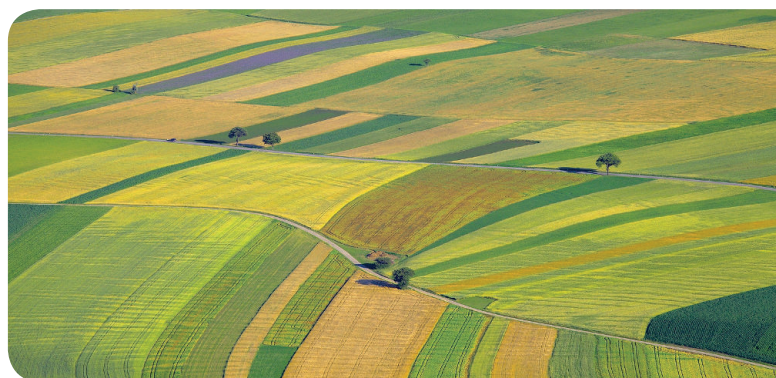
CAPACITY BUILDING RECOMMENDATIONS *continued*

Building and maintaining thriving GHG technical teams and expert communities within countries is fundamental to developing and retaining national capacity. Yet, there is no single formula or approach to enhancing a country's institutional arrangements for MRV. Every country has its own unique national circumstances. Capacity building activities should inspire technical leaders, giving them confidence, justification for their existence and helping them build and inspire the right team around them—competency breeds confidence.

The beneficiaries of capacity building in countries should *ex ante* agree to meaningful outcomes embedded within programs of continuous, pragmatic and incremental improvement. An initial step for capacity building should produce realistic work plans for improvement that countries or institutions agree to and to which the achievement of measurable outcomes by the country triggers additional funding and support.

RECOMMENDATION #3: Nurture and build embedded country professional communities with obvious and accessible learning and career prospects.

Capacity building projects should be designed to create and mature embryonic teams within governments and broader expert communities. Effective capacity building will nurture vibrant professional communities of technical experts at the national, regional, and global scale that include peers across all sectors (e.g., government, business, NGO, research/academic, etc.).



In addition to fostering effective teams within government agencies, capacity building projects can achieve a far greater impact if their investments are embedded within broader professional/expert peer communities. Such communities should be fostered through both online and in-person engagements. Intensive attention must be given to factors that motivate interaction and foster social systems that improve and assure workforce quality. These systems include peer mentoring, employment advancement, promoting ethical norms, and formal and informal modes of individual recognition and professional practice accountability. These expert communities will only then be motivated to provide substantive input to the UNFCCC and other international climate bodies on development of guidelines, tools, software, and analyses as is common in other fields. Experience has shown that temporary capacity building projects that do not intensively motivate individual professionals do not maintain thriving communities.

CAPACITY BUILDING RECOMMENDATIONS *continued*

Experimentation should also address other potential innovations that are explicitly designed to test capacity building techniques. This research should draw from academic work on pedagogy, institutional theory, motivational psychology, and behavioural economics. Donors investing in capacity building should be willing to support experimentation through carefully designed pilot projects and require rigorous outcome assessments that meet scientific evidence-based standards rather than surface-level output based monitoring and evaluation (M&E) measures.

RECOMMENDATION #4:

Establish a common core of learning and professional development activities.

A new global strategy for capacity building should include development of common core curricula and resources that can be utilized across capacity building projects.

A fundamental aspect of capacity building is expanding knowledge and enhancing the competency of individuals so they can achieve their full potential. Unfortunately, much of the capacity building for climate change applications in the past has not coalesced upon a common core educational curriculum. Many capacity building projects have recreated duplicative teaching materials, which typically do not integrate good pedagogy. These projects are often each trying to teach similar courses without textbooks to draw from, nor the expertise or resources necessary to produce high quality instructional curriculum.



Such “textbook” type resources can be produced by an expert community process analogous to an IPCC working group, but must include instructional design and pedagogy experts as well as subject matter experts. These common curricula will necessarily then be supplemented and adapted by individual programs and instructors, as is typically done with textbooks by teachers everywhere.

RECOMMENDATION #5:

Innovate capacity building activities and scale up through use of smart IT tools and innovative mentoring processes.

To build capacity at scale, improve outcomes, and control costs, intelligent hybrid learning approaches and other IT tools must be part of the solution.

CAPACITY BUILDING RECOMMENDATIONS *continued*

Access to information technology (IT) has rapidly improved in developing countries. Capacity building approaches should better utilize these IT advances to improve the quality of activities, expand their reach, make resources user-friendly, and increase cost-effectiveness. For example, online social networking tools and collaborative software should be used to foster expert communities to share and expand their collective knowledge base. Specifically, the use of online learning approaches has been empirically shown to achieve superior outcomes in comparison to solely traditional in-class formats.¹⁰ Intelligent blended (or hybrid) approaches to learning—ones that combine online and classroom components—achieve the greatest learning outcomes. Hybrid models ensure learners arrive at in-person trainings with a more uniform (and higher) level of understanding of relevant topics. This has been shown to increase learning outcomes, at low incremental costs.

One major finding from capacity building experience in developing countries is that serious attention must be paid to motivating individuals and teams when using online learning and portals. There is a need for more experimentation on techniques for motivating deep and lasting engagement with capacity building targets. At the individual level, proven effective approaches include: 1) co-teaching, 2) opportunities to earn educational certificates and professional recognition (awards and credentialing), 3) competitive applications, 4) applying skills to non-academic, real world challenges using real data, and 5) designing integrated pre-course, course, and post-course learning.

RECOMMENDATION #6:

Broaden the scope of stakeholders for country MRV activities.

Capacity building activities, in most cases, should expand to include a broad community of target individuals. Education and training must go beyond people in government, and actively recruit those who have the desire and potential to work at a professional level on relevant climate change issues.

Capacity building must necessarily focus on key policy makers and government technical experts. However, capacity building interventions that fail to engage a broader community will, by design, fail to achieve sustainable capacity in a country. People change jobs, retire, and new people are hired. Adaptation and mitigation capacity will necessarily involve experts outside of the national government. There should be a special focus on aspiring young people just beginning their careers. Capacity building approaches should explicitly recognize that expertise, people, and even institutions are not static. One clear lesson from earlier capacity building is that the scale of people trained must be increased manyfold. The “bench” for climate change professional networks must be both deeper and broader.

¹⁰ *Evaluation of Evidence-Based Practices in Online Learning: A Meta-Analysis and Review of Online Learning Studies*, U.S. Department of Education, 2009.
<http://www2.ed.gov/rschstat/eval/tech/evidence-based-practices/finalreport.pdf>

CAPACITY BUILDING RECOMMENDATIONS *continued*

RECOMMENDATION #7:

Invest in pilot projects which encourage academic interest in continuously improving MRV of climate action and use this to inform policy makers.

The global strategy on capacity building should include targeted investments in projects that test innovative approaches to produce scholarly research-quality findings that can be widely applied.

Some capacity building activities, especially when educationally-focused, should incorporate rigorous assessment and more outcome-based M&E so as to contribute to an evidence-base for future investments. Training should integrate good pedagogy, including carefully considered learning objectives that are thoroughly assessed. This could include establishing long-term goals for MRV capacity building that focus on continuous improvement of “evidence” (data) and the (human and non-human) systems that produce it.



RECOMMENDATION #8:

Integrate and embed capacity building into activities focussed on broader, and sometimes more pressing, national priorities such as energy security, health and poverty, protection of ecosystems, and transport and city planning.

Rather than engaging in capacity building activities in isolation from broader national priorities (such as air pollution and health, protection of ecosystems, energy security, transport management, development of national statistical systems, and broader sustainable development initiatives) investments should take advantage of and build on the synergies that exist among these efforts.

Capacity building providers should not fear to link GHG issues with other issues that are national priorities. Although expanding of the mandate of climate change capacity building, such linkages may better motivate and foster institutional commitment in countries. For example, instead of narrowly focusing on GHG MRV, a more effective intervention for some countries may be to develop, for instance, a “national statistical center of excellence.” Such a center, broader than GHG MRV, could deliver valuable benefits to government and the private sector and draw staff from a broader pool of national professionals and agencies. This statistical center of excellence would also support quality GHG reporting, given the foundation of GHG MRV is inherently mathematical (e.g., emissions factors and activity data). Alternatively, countries may be better motivated to ramp

CAPACITY BUILDING RECOMMENDATIONS *continued*

up capacity building projects that integrate GHG and local air pollutant MRV.

RECOMMENDATION #9:

Develop academic programs and embed climate action knowledge in existing conventional academic programs (e.g. engineering, accountancy, biotechnology).

A key strategic approach for building long-term capacity is to foster academic programs within developing countries and/or regions staffed with faculty and mentors that can produce a flow of knowledgeable and competent experts.

Eventually, external support must be supplanted by domestic institutions that provide sustainable professional development, and maintain training and other systems (e.g., databases, networks, partnerships). A logical “home” for training and education in many countries is within existing academic and research institutions. Universities provide an established pathway for young people to enter climate change fields and to establish professional credibility. They also provide a non-partisan atmosphere where government experts can temporarily work, focusing on research, or technical or policy analyses. In this way, university programs can help countries maintain technical capacity over longer-term policy and political fluctuations. Many developing country MRV programs are often already operated in part by universities, and these collaborations should be strengthened.

RECOMMENDATION #10:

Provide experts around the world with a non-political intelligent forum for continuous and efficient development and use of MRV systems for climate action.

It will be valuable to have a forum to facilitate coordination, collaboration, and innovation in capacity building that operates outside, although in close partnership with, the formal bodies of the UNFCCC, such as the PCCB.

The PCCB has a broad mandate to foster cooperation and dialogue, identify needs, and promote good practice under the Agreement. Recognizing the previous efforts under the UNFCCC to achieve similar aims through the Consultative Group of Experts, this mandate within the formal bodies of the UNFCCC process is an important and encouraging development for making advances to the practice of international capacity building on climate change. The Coalition supports this mission of the PCCB, but recognizes that the PCCB (and CBIT) cannot carry out the job alone.



CAPACITY BUILDING RECOMMENDATIONS *continued*

External forums should be recognized and funded by capacity building donors to promote a healthy and robust professional community of capacity building practitioners and thought leaders. These forums should have the freedom to challenge both donors and more formal UNFCCC bodies to continuously improve. Capacity building is a marathon, not a sprint, and will require on-going adaptations. For instance, there should be times and places where professionals can openly discuss and evaluate capacity building programs that do not succeed. Such honest forums for exchange can help improve the overall global community of practice; funders should recognize the merits of sharing failures as well as successes. The Coalition on Paris Agreement Capacity Building is one such forum.



Summarizing our Ten Recommendations

In summary, capacity building on climate change has too often defaulted to discrete initiatives, such as workshops led by foreign experts. The international community has inadequately experimented and innovated with approaches that can be more effective, but which require more upfront effort. By building robust peer and professional communities, better leveraging online tools, engaging instructional designers and pedagogy experts, institutionalizing capacity building within universities, and giving intense and coordinated attention to the question of motivations and incentives, capacity building can transform and be transformative in keeping with the ambitions of the Agreement itself. Such a transformation will require a structural shift and willingness of the international community to consciously collaborate on building a global strategy together.

PRIORITY CAPACITY BUILDING SPECIFIC ACTIVITIES

The Coalition has developed **13 specific activities** that we believe deserve priority attention and support. *These are described in separate internal Annex to this strategy.* People and organizations that wish to see these specific activities (including estimated costs) can email info@capacitybuildingcoalition.org to request a copy.

Institutional Arrangements and Training

- **Activity 1:** Facilitative peer assessments and improvements
- **Activity 2:** MRV training and tailored scholarships
- **Activity 3:** Translation of IPCC course material into Spanish and French
- **Activity 4:** Institutional Arrangements Tool
- **Activity 5:** Embedding transparency training and education into existing academic and research institutions
- **Activity 6:** New transparency (MRV) training curriculum
- **Activity 7:** Informal benchmarking and tracking country levels of transparency and institutional capacity

Expert and Knowledge Networks

- **Activity 8:** Mentor network on transparency
- **Activity 9:** Knowledge sharing platform on transparency (MRV)

Other Innovative Activity Concepts

- **Activity 10:** Integrated approaches for GHG and air pollution data
- **Activity 11:** NGO engagement in national verification/review activities
- **Activity 12:** Transparent GHG data presentation and viewers
- **Activity 13:** Secretariat for Coalition on Paris Agreement Capacity Building



ABOUT THE COALITION ON PARIS AGREEMENT CAPACITY BUILDING

For now, the Coalition is a small circle of individual champions with extensive experience in international capacity building and deep expertise in MRV. We are diverse in terms of nationality, languages, gender, and backgrounds. And we have developed and are promoting this capacity building strategy, and corresponding suite of innovative activities, which are at a scale commensurate with the challenge of global climate change. We believe the momentum from the Paris Agreement, and the growing recognition of the gap in many countries' domestic capacities to implement the Agreement, requires a smarter and coordinated global capacity building strategy for scalable and country-owned investments.

The mission of the Coalition has three parts:

- 1) To be an expert forum for the coordination and acceleration of improved capacity building activities undertaken by its members and to collaborate with non-members,
- 2) Publish constructive and timely recommendations for a global capacity building strategy, and
- 3) Provide expert input to the Paris Committee on Capacity Building (PCCB) and Capacity Building Initiative on Transparency (CBIT).

We expect that a significant portion of these capacity building investments in developing countries will be administered through the Global Environmental Facility (GEF) and other international financial institutions. Therefore, the Coalition will support these systems by serving as a forum to discuss and coordinate climate change capacity building, as well as

providing specific recommendations. We will plan to monitor the progress and impact of funding provided to countries to implement the Agreement's transparency provisions.

Why is the Coalition necessary if the Agreement already addresses capacity building through the PCCB and CBIT? The members of the Coalition applaud the strong focus the Paris Agreement has given to capacity building. Yet, based on extensive experience over many years and many countries, the Coalition also agrees there is a critical need for an initiative that is less limited by political constraints. The Coalition will complement and contribute to the work undertaken by the formal United Nations Framework Convention on Climate Change (UNFCCC) bodies. We will also have more freedom to act with speed, be flexible, and to experiment with innovative capacity building approaches. Further, there is much need for a forum for committed capacity building practitioners and researchers to foster coordination, sharing, and promotion of best practices.

In sum, we believe there must be a fundamental transformation in capacity building for the Paris Agreement to succeed. To fulfill its mission, the Coalition is seeking partners that believe we must make a fundamental shift in the scale and intelligence with which we undertake capacity building by supporting strategically coordinated activities such as those highlighted in the accompanying Annex.

CURRENT MEMBERSHIP

Please note: Affiliations are for informational purposes only. Currently, the Coalition is composed of individuals and not organizations.

Damiano BORGOGNO, United Nations Development Program

Residence: Turkey

Expertise: Mitigation Actions, Adaptation, National Communications, BURs, INDCs

Additional language skills: Spanish, Italian

Leandro BUENDIA, International Climate Change Consultant

Residence: Philippines

Expertise: Agriculture, Forestry and Other Land Use, Mitigation Actions, Adaptation, Projections

Additional language skills: Pilipino

Patrick CAGE, Secretariat of the Coalition on Paris Agreement Capacity Building, The Carbon Institute

Residence: USA

Expertise: Forestry and Other Land Use

Eduardo CALVO, San Marcos University, Lima, Peru and International Climate Change Consultant

Residence: Peru

Expertise: Industrial Processes and Products Use and Waste

Additional language skills: Spanish, Czech and Slovak

Nagmeldin ELHASSAN, Higher Council for Environment and Natural Resources

Residence: Sudan

Expertise: Mitigation Actions, Adaptation

Additional language skills: Arabic

Michael GILLENWATER, the Greenhouse Gas Management Institute (GHGMI)

Residence: United States

Expertise: Agriculture, Energy, Forestry and Other Land Use, Industrial Processes, Transportation, Waste, Mitigation Actions

Justin GOODWIN, Aether

Residence: United Kingdom

Expertise: Energy, Industrial Processes, Transportation, Mitigation Actions, National Systems and MRV

Lisa HANLE, International Climate Change Consultant

Residence: United States of America

Expertise: Energy, Industrial Processes, UNFCCC Reporting and Review Processes, Cross-cutting Issues

Additional language skills: Conversational German

Kazuhisa KOAKUTSU, Institute for Global Environmental Strategies (IGES)

Residence: Japan

Expertise: Energy, Industrial Processes, Transportation, Waste, Mitigation Actions

CURRENT MEMBERSHIP

Additional language skills: Japanese

Pepa LOPEZ, Aether-Spain

Residence: Spain

Expertise: Energy, Industrial Processes, Waste, Mitigation Actions, Adaptation, Projections, Finance

Additional language skills: Spanish, French

John-O NILES, The Carbon Institute

Residence: Argentina

Expertise: Agriculture, Forestry and Other Land Use, Finance

Additional language skills: Moderate Spanish

Machtelt OUDEENES, Independent Legal and MRVA Expert/ Senior Associate of SQ Consult

Residence: The Netherlands

Expertise: Energy, Industrial Processes, Transportation, Waste, Finance, Carbon Markets

Additional language skills: Dutch (native), French and German

Marcelo ROCHA, Fábrica Ética Brasil

Residence: Brasil

Expertise: Agriculture, Forestry and Other Land Use, Mitigation Actions, Projections

Additional language skills: Spanish and Portuguese

SUM Thy, Climate Change Department, General Secretariat of the National Council for Sustainable Development, Cambodia

Residence: Cambodia

Expertise: Energy, Waste, Mitigation Actions, Finance

Chisa UMEMIYA, Institute for Global Environmental Strategies (IGES)

Residence: Japan

Expertise: Forestry and Other Land Use, Mitigation Actions

Additional language skills: Japanese

Jongikhaya WITI, Independent MRV Expert

Residence: South Africa

Expertise: Energy, Industrial Processes, Waste, Mitigation Actions, Projections, Finance

COALITION PHASES AND PRIORITY TASKS

Phases

The Coalition's actions will occur in three phases.

Phase 1 of the Coalition will continue through the first half of 2016. During this start-up period, the Coalition will be a small circle of capacity building "friends."

Later in 2016, the Coalition will enter **Phase 2**, by opening its membership to a larger group of capacity building thought leaders and practitioners. During this phase, the Coalition will collectively elaborate formal operational and governance structures for itself, including membership requirements (e.g., individuals and/or organizations), a secretariat, operating principles and finances. A Memorandum of Understanding will be developed at this time.

In 2017, the Coalition will enter **Phase 3**, by expanding its scope and membership to address broader topics such as MRV and transparency for adaptation and climate finance.

Priorities

The Coalition has prioritized the following tasks for 2016, its first year:

- Change the nature of the discussion on capacity building, promoting a vision of capacity building as fundamental to successfully solving climate change.
- Publish a thought leaders strategy on how to massively scale up smarter, country-owned capacity building in developing countries.
- Inform UNFCCC negotiations regarding the newly forming Paris Committee on Capacity Building and the Capacity

building Initiative for Transparency.

- Host a formal UNFCCC side event at SB44 and invite stakeholder input and engagement on our proposed work and activities.
- Host a salon (e.g., a facilitated open discussion) at COP22 in Morocco to brainstorm creative capacity building strategies, and to foster new partnerships and solutions.
- Continue to aggregate and share information on capacity building through a global network of experts and thought leaders publications.
- Continue to foster coordination between capacity building practitioners and programs.
- Encourage new initiatives in training and institutional support.
- Develop a consensus set of capacity building best practices connected with lists of fundable projects to achieve smarter, faster climate change capacity building, and share this list with donors and others.
- Develop a streamlined set of organizing principles and operations for the Coalition.
- Secure funding to operate a small secretariat to support the work of the Coalition.

Membership of the Coalition on Paris Agreement Capacity Building

In its initial phase, the Coalition is a circle of experts with longstanding experience in greenhouse gas measuring, reporting, and verification and capacity-building activities for GHG MRV.

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