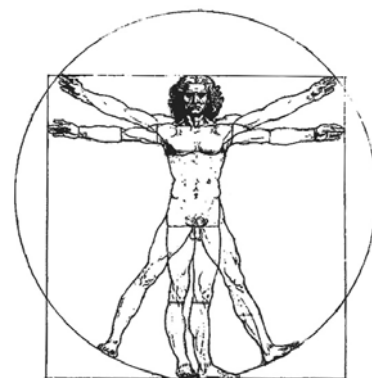


ecbi



an initiative for sustained capacity building in support of  
international climate change negotiations

pour un renforcement durable des capacités en appui aux  
négociations internationales sur les changements climatiques

# ecbi Prospectus Phase II (2008-12)

August 2007

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# Executive Summary: The ecbi Concept

## Introduction

A key limitation of the UN climate change negotiations is the lack of a level playing field between delegations, both North-South, and South-South. Other major obstacles to successful outcomes are mutual misunderstanding and lack of trust, particularly between industrialised and developing countries.

The European Capacity Building Initiative (ecbi) is aimed at overcoming these limitations and obstacles through a number of capacity and trust building activities, subsumed under three complementary integrated Programmes:

- a primarily trust-building *Fellowship Programme* with an informal (high-level) exchange of views and ideas;
- a *Workshop Programme* to enhance negotiating skills;
- a *Policy Analysis Programme* to provide the policy analyses necessary for successful negotiations.

The focus of Phase I (2005-07) was on collaborations with countries from Europe (in the wider sense), the G5 (Brazil, China, India, Mexico, and South Africa), Sub-Saharan Africa and South/Southeast Asia. In Phase II (2008-12) it is planned to include Latin America.

## The Fellowship Programme

At the heart of the ecbi is an Oxford-based Fellowships Programme for climate negotiators and other stakeholders directly involved in the UNFCCC process from the participating developing countries. Its primary purpose is to build trust and exchange procedural and institutional knowledge both among the Fellows ('South-South trust-building'), and between them and their European colleagues ('North-South trust-building').

The North-South element of this trust-building effort involves a *Bonn Seminar* during the annual intersessional meetings of the UNFCCC Subsidiary Bodies in Bonn/Germany, *Country Visits* to selected European countries, and an *Oxford Seminar* during the *Oxford Fellowships* at the University of Oxford, United Kingdom. They bring together the developing country Fellows with their European colleagues in a structured yet informal environment to establish working relationships outside the guarded context of the official negotiations. These meetings provide an opportunity to exchange views in an congenial and non-confrontational setting. They also enable the European partners to discover and gain a better understanding of the situation of their developing country colleagues – one of the reasons the ecbi is not just a capacity building initiative *by* Europeans, but also *for* Europeans.

South-South relations and trust-building – of at least equal importance in supporting the international negotiations – is addressed during the Oxford Fellowships by a *Fellowship Colloquium*, enabling the Fellows to exchange knowledge, views and experiences between themselves. The Fellowship Programme also manages an electronic ecbi Network (*ecbi-net*) to assure the sustained long-term nature of the relations established both during these country-visits and between the Fellows themselves.

## The Workshop Programme

Country coalitions can be as much in need of negotiating capacity building as individual countries, if they are to function as an effective group. The Group of Least Developed Countries (LDCs) with its progressive potential for the negotiations, in particular, will only be able to make its voice heard by harnessing the considerable potential for synergies between its members.

To satisfy this need – and generally to enhance existing negotiating skills of developing countries and improve the articulation and representation of their positions in the climate negotiating *fora* – the Workshop Programme organises a number of capacity building workshops, namely:

- an annual LDC pre-COP workshop;
- annual regional workshops – one in South/Southeast Asia, two Sub-Saharan Africa (one of which in French), and (potentially) a Hispanophone one in Latin America – open to both LDCs and non-LDCs in each region. Participants are drawn from UNFCCC delegations and also from mainstream development ministries.

The main purpose of the *pre-COP Workshops* is to support selected negotiators from LDCs to gain a better understanding of the issues discussed at the COPs, as well as to be able to act more effectively as a group (e.g. by dividing tasks among the group instead of all of them to following the same negotiating track). The workshops also help to build negotiating skills through role-playing and practice sessions. While not meant to prepare negotiating positions – the prerogative of the countries themselves – the pre-COP workshops are intended to help build the skills and capacities to negotiate more effectively. Over time it is expected that negotiators will build up expertise in different issues being negotiated (over and beyond LDC specific issues).

The *Regional Workshops*, in turn, are meant to foster collaboration in the targeted regions as well as to mainstream the climate change issues by involving officials from mainline ministries. Moreover, they are *not* restricted to LDCs but open to all the countries in the regions to enable the regional negotiators to meet, exchange views, and if they wish, plan together.

The Workshop Programme also engages in post-workshop mentoring and networking of participants, through *ecbi-net*.

## The Policy Analysis Programme

One of the key constraints to the negotiating capacity of many developing countries in the UN climate change negotiations is the lack of solid analysis and policy advice concerning the effects of the issues being negotiated. The differences in analytic capacity with the industrialized world are profound and institutionally manifest. The OECD, for instance, has an immense apparatus producing thorough and focused reports, including direct advice on future policy responses to each of the member countries in all relevant areas and social activities. These reports range from broad scenario discussions to more focused analyses and are, as such, critical to the countries' positioning in the global climate change negotiations.

Due to the lack of economic and institutional capacity, such material is in general not produced by or for the poorer developing countries. The ecbi Policy Analysis Programme (PAP) seeks to help remedy this situation and partly fill this gap by identifying and generating information and policy advice relevant to developing countries' concerns in the UN climate change negotiations. If such material is to serve as the basis for discussions on future policies, it has to be perceived of as relevant, timely, and trustworthy by the ultimate target stakeholder group, i.e. the developing country negotiators in question. The activities of the PAP are carried out in close collaboration with these stakeholders, particularly through a dialogue

during the FP and WP activities as guided by the ecbi Steering Committee and Annual General Meeting.

## Management and Timeframe

**Internal Management.** The day to day running of the Initiative is managed internally through the three ecbi *Lead Member Institutions* – which collectively form an *Executive Committee* – each individually responsible for the running of one of the three ecbi Programmes:

- *Workshop Programme:* the International Institute for Environment and Development (IIED), London, UK.
- *Policy Analysis Programme:* The Stockholm Environment Institute (SEI), Stockholm, Sweden
- *Oxford Fellowship Programme:* Oxford Climate Policy (OCP), Oxford, UK.

**External Management.** Strategic guidance and quality control is provided from outside the ecbi Membership by the participating government Partners. An *Annual General Meeting* – to be held in parallel with the UNFCCC sessions – is open to all the participating government Partners and is the main quality control instrument for the initiative. Strategic guidance for the content of the Initiative is given by a *Steering Committee*, co-chaired by two eminent people, from one of the European and one of developing countries participating in the ecbi.

**Centrally Managed Activities** Communication with the target participants of the ecbi is crucial to the success of the initiative. Certain communication activities – such as those involved in the selection of Policy Analysis Project topics and the selection of participants for the Workshops and Fellowships – are most efficiently carried out at Programme-level. Other centrally managed administrative activities are the provision of support to the ecbi Committees, organising the AGMs, producing the Annual Reports, supporting the independent evaluation process, and representational functions during the UNFCCC sessions, such as organising the ecbi Fellows Dinner.

**Timeframe.** After an initial one-year pilot phase (2005) and a two-year ‘proof-of-concept’ phase (2006-7), the ecbi aims to establish itself as a *longer-term* European instrument for the *sustained* building of developing country negotiation capacity in a second Phase, to be carried out between 2008 and 2012.

# The Initiative: General Features

## I. General Aim

The ecbi is not only focused on capacity building for developing countries, it is an initiative for both trust and capacity building by and for and between countries from Europe (in the geographical sense) and the developing world. It is aimed at moving forward the UN climate change negotiations by supporting delegates and other stakeholders from targeted developing countries to enhance their capacity to participate effectively in the FCCC negotiations and by bringing them together with their European colleagues in informal meetings to foster better mutual understanding of each others' positions and constraints and to help build trust between them. In this sense, the ecbi is as much a trust and capacity building initiative *for*, as by, Europeans.

This, it is hoped, will help Europe to provide the leadership "in combating climate change and the adverse effects thereof" as mandated for developed country Parties in Art. 3.1 of the UN Framework Convention. For it is quite clear that this is not possible without the trust and critical collaboration of the developing world, particularly in light of the other principles mandated in the same article, namely equity, common but differentiated responsibility and respective capability.

## 2. Target Groups and Regions

As concerns industrialised countries, the ecbi is targeted at countries that are European in the geographical sense, including but not only the members of the European Union.

With respect to developing countries, the ecbi is primarily targeted at two groups that are key to achieving its objectives, namely Brazil, China, India, Mexico and South Africa – which have become known in climate change circles as 'the Group of Five' (G5) since their participation as such in the Gleneagles G8 Summit, and the subsequent Gleneagles dialogue – on the one hand, and at the Group of Least Developed Countries (LDCs), on the other.

It is self-evident that the ecbi could not achieve its objectives without the involvement of the regional developing country leaders. As for the other target group, LDCs not only comprise world's poorest nations – located mostly in Sub-Saharan Africa and South Asia – but they are also among the most vulnerable to the adverse impacts of climate change. The targeting of LDCs under the ecbi reflects evidence given by IIED at a House of Commons Committee hearing: "The least developed countries (LDCs) were less well organised in climate change negotiations than they were in other fora, such as the World Trade Organisation (WTO). LDCs need access to scientific and legal advice, either by boosting their own capacity or from independent sources."<sup>1</sup> It is also based on an analysis in Müller (2003) of the capacity building potential for sub-groups of G77+China with the unambiguous conclusion that "a priority recipient of capacity building efforts should be the LDC group"<sup>2</sup>

Having such primary target groups is, however, not meant to exclude other relevant interested countries. The ecbi also focuses on a number of target regions. The initial

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<sup>1</sup> UK House of Commons Select Committee on International Development (2002).

<sup>2</sup> Benito Müller, *Framing Future Commitments: A Pilot Study on the Evolution of the UNFCCC Greenhouse Gas Mitigation Regime*: Oxford OIES, 2003:p.7–3



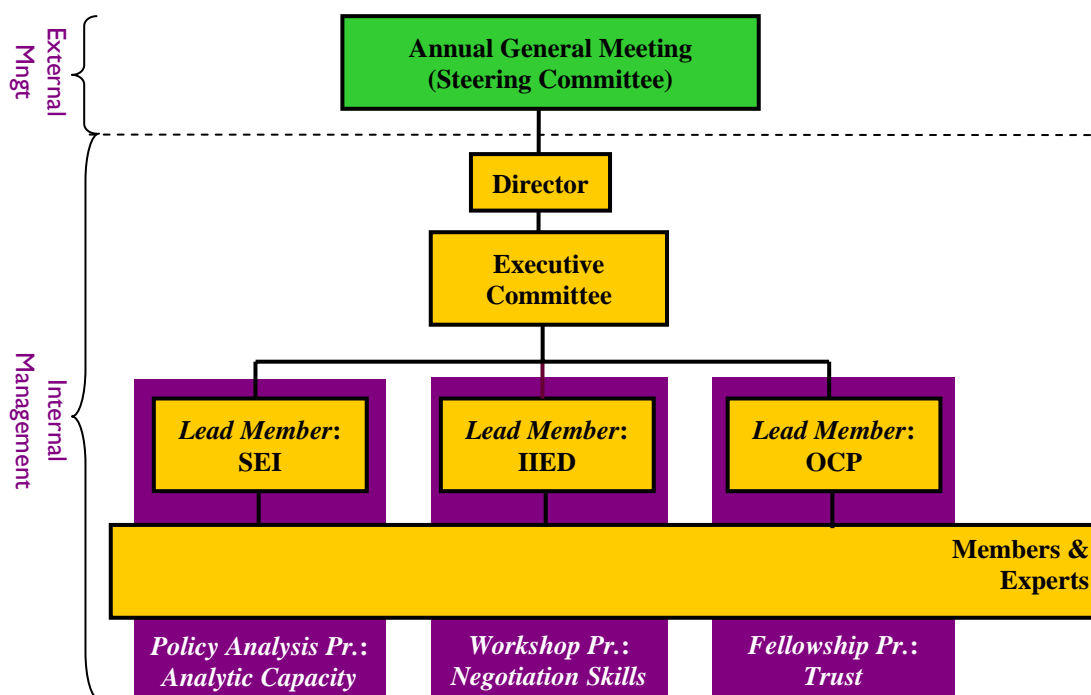
trial phase (Phase I) focused on Sub-Saharan Africa and South/Southeast Asia. In Phase II, this focus may be widened to include Latin America, but the core focus will remain on the Phase I regions.

### 3. Organisation and Management

#### 3.1. Organisation: Members and Partners

**Members.** The ecbi is a network of institutional members and individual experts. The ecbi activities are carried out under three Programmes: an *Oxford Fellowship Programme*, a *Workshop Programme*, and a *Policy Analysis Programme*. Each of these Programmes is headed and managed by a member institution ('Lead Member').

**Partners.** There are a number of ways in which eligible intergovernmental and government agency Partners can take part in the ecbi. They can participate in a guiding capacity, as external quality controllers, as hosts to the ecbi trust building activities and, last but not least, as funders. To carry out the first two of these functions, the ecbi Partners are part of the 'external' management structure of the initiative.



#### 3.2. Management: Functions and Instruments

The collective management of the ecbi is carried out by an Executive Committee and a Steering Committee who are jointly responsible for achieving the *Principal Management Aims*, namely:

- to ensure that the ecbi activities are genuinely 'country driven', i.e. that their substance reflects the demands of the developing country partners,
- to ensure quality control for the ecbi activities, and
- to ensure a genuine 'integrated' nature of the ecbi.

### ***Internal Management***

The internal management of the ecbi involves an Executive Committee and a number of individual management functions (Director, Programme Head, Project/Activity Leader and Manager), several of which may be carried out by the same person.

The *Executive Committee* is the ecbi executive organ. It is chosen by the Lead Member Institutions of the ecbi, with the Director and Programme Heads as *ex-officio* members. The Executive Committee is charged with the administrative and financial management of the ecbi as a whole (under the supervision of the Steering Committee). It also carries the ultimate responsibility for the content and quality of the activities undertaken in the initiative. The Executive Committee, in particular, has ultimate responsibility for the strategic direction of the initiative.

The ecbi *Director* is responsible for managing the common, ecbi-level activities. He is assisted in this by the Programme Heads. He is the spokesperson for the ecbi, chairs the Executive Committee, and is *ex officio* participant at Steering Committee meetings, and the Annual General Meeting.

*Programme Heads* are operationally responsible for attaining the principal management aims for their programmes. As such they are the principal providers of support for the Director. The function of Head of Programme – like the Programmes themselves – are primarily aimed to provide a unified structure to the ecbi as a whole. They may (but need not) be involved in the day-to-day running of the ecbi activities, but their prime function is to guide and integrate them at the ‘strategic’ level. It is for this reason that the Programme Heads are members of the Executive Committee.

The ecbi covers a number of different of Programme-level *activities*: fellowships, seminars, workshops, and policy analysis projects. For each of these activities there is a designated *Project/Activity Leader* responsible for project quality, implementing the guidance of the Executive Committee, and in charge of the day-to-day running of their project/activity, including their administration and financial management.

*Project/Activity Managers* help the Project/Activity Leaders by managing the project activities of their home institutions.

### ***External Management***

The collective external management – crucial to achieving the initiative’s principal management aims, in particular, of being ‘country driven’, and of ensuring external quality control – is carried out through an Annual General Meeting and a Steering Committee.

The *Annual General Meeting* (AGM) is open to any ecbi participant, including representatives of Partner Agencies, institutional members, and individual members. It is chaired, if possible, by one of the two Steering Committee Co-chairs. The AGM convenes once a year. The purpose of the AGM is to provide external quality control by way of feed-back and strategic guidance to the ecbi Executive Committee and membership at large.

The purpose of the *Steering Committee* is to provide external hands-on guidance to the ecbi activities, in particular to ensure the ‘country driven’ nature of the Policy Analysis and Workshop Programmes, and the integrated nature and quality of the ecbi activities in general. The Steering Committee is specifically responsible for the

external monitoring and evaluation of the ecbi activities. It also has a supervisory role with respect to the Programmes (budgetary control, selection of Fellowship candidates etc.)

The Steering Committee is appointed by the AGM, based on nominations collected by the Executive Committee. It is chaired by two co-chairs, one representing the developing country and the other the European partners. Apart from the co-chairs, the Steering Committee typically has 2-4 ordinary members (at least half of which from developing countries) chosen by the co-chairs. If possible, the Chair of the LDC Group should be a member of the Steering Committee. The Steering Committee meets preferably in connection with the UNFCCC Subsidiary Body meetings in Bonn/Germany.

The ecbi Director provides operational support to the two co-chairs, but it is they who decide on the general rules of procedures (regarding issues such as membership, agenda setting, mode of operation etc.) for the AGM and the Steering Committee.

### ***3.3. Common ecbi-wide Activities***

Certain ecbi-related activities, such as communication, need to be coordinated centrally if the initiative is to be truly integrated.

#### ***Common Communication Activities***

Communication with the target participants of the ecbi is crucial to the success of the initiative. Certain communication activities – such as those involved in the selection of Policy Analysis Project topics and the selection of participants for the Workshops and Fellowships – are most efficiently carried out at Programme-level. Among the communication activities that must be carried centrally are: website management, organisation of ecbi (side-) events, and ecbi ‘branding’. At the time of writing, there is no integrated strategy of how these activities ought to be combined to achieve maximum impact. And as the topic is both of sufficient importance and considerable complexity, it was decided that the ecbi Committees should work on a Phase II communication strategy, with the help of a communication expert (funding permitting).

#### ***Common Administrative Activities***

Among the centrally managed administrative activities are the provision of support to the ecbi Committees, organising the AGMs, producing the Annual Reports, supporting the independent evaluation process, and representational functions during the UNFCCC sessions, such as organising the ecbi Fellows Dinner.

## **4. Timeframe**

In order to provide sustained capacity building, the ecbi has to be a longer-term effort. After its initial three year trial Phase I, the initiative continues in Phase II (2008 – 12) to carry on with this longer-term perspective.

## The Programmes

The ecbi consists of three integrated programmes. Trust building is the prime concern of the *Fellowship Programme*, managed by Oxford Climate Policy, which is also in charge of managing the common initiative-wide activities. Capacity building is primarily carried out by the *Workshop Programme*, led by the International Institute for Environment and Development (IIED). The analytic needs of the targeted developing countries are supported by the *Policy Analysis Programme* (Stockholm Environment Institute).

### 5. Trust Building: The ecbi Fellowship Programme

#### 5.1. Introduction & Summary

Like all ecbi activities, the Fellowship Programme (FP) generally aims to enhance negotiating capacities in the context of the UN climate change regime. But its main focus is on building trust – as a key to successful negotiations – both between Europe and the developing world (‘North-South trust-building’), and between the participating developing countries (‘South-South trust-building’).

The FP pursues these aims through annual activities such as (i) an Oxford Fellowship Scheme for senior developing country climate change negotiators, (ii) two Seminar series, and (iii) country visits.

*North-South trust-building* is carried out in the Seminars and Country Visits, where developing country participants meet their European colleagues in a structured but informal manner to establish working relationships outside the often guarded context of the official negotiations. Country visits are a language specific add-on to the Oxford Fellowships and are meant to provide an additional opportunity for non-Anglophone Fellows to exchange views in their mother tongue with European colleagues. The Seminars have English as working language. One is held in Bonn (‘*Bonn Seminar*’) during the intersessional Subsidiary Bodies meetings, and the other during the Fellowships in Oxford (‘*Oxford Seminar*’).

Both activities provide an opportunity to exchange views in congenial and non-confrontational settings. They also enable the European partners to discover and gain a better understanding of the situation of their developing country colleagues, which is one of the reasons the ecbi is not only a capacity building initiative *by* Europeans, but also *for* Europeans.

*South-South trust-building* is addressed through ‘Fellowship Colloquia,’ which as part of the Fellowships, allow the Fellows to exchange knowledge, views and experiences between themselves. Given the focus on trust-building, the target group for the Oxford Fellowships are typically not negotiating novices, but higher-level, senior developing country negotiators and climate change decision-makers, who have in-depth knowledge of climate change, the international climate change negotiations, and their domestic situation with respect to them. Fellows are also generally expected to continue working on their country’s climate change policy for at least a year after the end of the Fellowship.

Geographically, the target group for the Fellowships is leading negotiators from the G5 (Brazil, China, India, Mexico, and South Africa) and the key target regions – at

present Sub-Saharan Africa, South and Southeast Asia, with a planned extension to Latin America.

### ***5.2. South-South Trust-building: The Fellowship Colloquia***

One of the corner stones of the ecbi trust-building efforts are Fellowship Colloquia,<sup>3</sup> during the Oxford Fellowships, which give Fellows of the same ‘batch’ the opportunity to meet, exchange views and experiences; and establish personal relations and trust with each-another (‘South-South trust-building’). There are a number of tools which the Fellows may chose to use for this purpose, for it is the Fellows attending these Colloquia who determine their agenda and content.

***Country Briefs.*** Given the limited available time, selected candidates may be asked or volunteer themselves to prepare a *country brief* prior to taking up their Fellowships, explaining the climate change policy-making situation – procedures, positive experiences, capacity shortfalls and other short comings etc. – of their home countries, with particular consideration of their own work.

***Policy Analysis.*** As a matter of course, the Fellows will be offered presentations on the policy analysis projects being carried out by the ecbi Policy Analysis Programme (PAP, see Section 5). These presentations will generally be given by the lead investigators of the projects. The Head of the PAP will also generally participate in the Colloquia, principally to get direct feedback from the Fellows on the work presented, and on possible future topics of work.

***Key Themes.*** The Fellows may also decide to focus the discussions during their Colloquium on certain key themes. If this is the case, and if the decision is taken sufficiently well in advance of the event, then the FP management will try to invite experts for the purpose of providing relevant information and of supporting potential efforts of putting together presentations for the European Participants of the subsequent Oxford Seminar.

### ***5.3. North-South Trust-building: The Seminars & Country Visits***

Apart from the Country visits, the main elements of the *North-South* trust-building activities are the Seminars, either in Bonn (usually on the middle Sunday of the intersessional SB meetings), or in Oxford during the Oxford Fellowships, following the Fellowship Colloquium.

The idea of these Seminars is to give the participants from developing and European countries the opportunity to discuss issues of their choosing informally in a congenial setting. The Seminar agenda is determined by the participants. In the Bonn Seminar this generally happens at the beginning of the meeting. The Oxford Seminar involves some more lead time, so as to allow the organisers to invite expert resource persons, and possibly disseminate some background material prior to the meeting.

Given the timing and location, the Bonn Seminar is also more likely to be about ongoing negotiation issues, while there is more of a chance of ‘larger picture’ issues being discussed during the Oxford Seminar.

The working language of both the Seminars and the Fellowship Colloquium is English. Given that not all negotiators are of Anglophone origin, the FP also provides organises an add-on to the Oxford Fellowships (at the moment) for Francophone

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<sup>3</sup> *Oxford English Dictionary*: ‘Colloquium’, A meeting or assembly for discussion.

Fellows, namely a visit to the French government in Paris (usually immediately prior to the Fellowships proper).

These visits are primarily meant to facilitate an exchange of views – indeed to foster a better understanding of country positions and where the others ‘are coming from’ – and to do so without the additional language barriers. The visiting Fellows are asked to draw up short summary reports on their country visits.

#### ***5.4. Fellowship Selection: Procedure and Criteria***

Fellowship candidates are selected in accordance with the following procedure and criteria.

***Procedure.*** Nominations of candidates are sought by the Head of the FP and put forward for selection to a Selection Panel, comprising the ecbi Steering Committee and Director. The FP Head is then charged to send out invitations on behalf of the Selection Panel.

***Selection Criteria.*** While capacity-building in a broad sense is a major purpose of the ecbi, the Fellowships are mainly aimed at *building trust* and *exchanging procedural and institutional knowledge* among the Fellows and between them and their European colleagues. To achieve this aim, the Fellowship Programme thus needs to attract as high-level and expert Fellows as possible. *Candidates will generally be government officials/civil servants (‘decision makers’) directly involved in the UNFCCC process in their country and/or internationally, and the overarching criterion is their seniority in that process.*

To guide the selection process, including the nominations of candidates, the Selection Panel has decided on a number of parameters they will be taking into consideration in their deliberations, namely:

- Recognition of the candidates within the UNFCCC process: How well-known are the candidate in the process? What role have they played, say in terms of chairing meetings, groups, etc.? Have they worked on climate change relevant papers?
- The number of years the candidate has been actively engaged in the UNFCCC process in his country and/or internationally.
- Whether the candidate is or has been UNFCCC Focal point.
- The frequency of attending UNFCCC sessions, workshops, seminars or special meetings?
- Are they members of any national or international group in any relevant climate change issue (e.g. IPCC, Expert groups)?
- Candidates should have good reason to expect to retain a climate change portfolio for at least the year following the Fellowship period they are applying for.

However, it needs to be emphasized that these criteria are meant only as a guide for the selection process. The Selection Panel has the ultimate authority in the selection and can decide to waive them in exceptional cases.



## 6. Enhancing Analytic Support: The Policy Analysis Programme

### 6.1. Introduction & Summary

One of the key constraints to the negotiating capacity of many developing countries in the UN climate change negotiations is the lack of solid analysis and policy advice concerning the effects of the issues being negotiated on them. The differences in analytic capacity with the industrialized world are profound and institutionally manifest. The OECD, for instance, has an immense apparatus producing thorough and focused reports, including direct advice on future policy responses, to each of the member countries in all relevant areas and social activities. These reports range from broad scenario discussions to more focused analyses and are, as such, critical to the countries' positioning in the global climate change negotiations.

Due to the lack of economic and institutional capacity, such material is in general not produced by or for the poorer developing countries. The ecbi Policy Analysis Programme (PAP) seeks to help remedy this situation and partly fill this gap by identifying and generating information and policy advice relevant to developing countries' concerns in the UN climate change negotiations. If such material is to serve as the basis for discussions on future policies, it has to be perceived as relevant, timely, and trustworthy by the ultimate target stakeholder group, i.e. the developing country negotiators in question. The activities of the PAP are carried out in close collaboration with these stakeholders, particularly through a dialogue during the FP and WP activities as guided by the ecbi Steering Committee and Annual General Meeting.

### 6.2 Target Group and Programme Objectives

The primary *target group* for the intended material is thereby the negotiators that have been participating in the ecbi. Given that the information generated by the PAP will generally be published as ecbi Reports, the work of the PAP should also be of use to a larger group of negotiators and other stakeholders.

The *overall objective* of the PAP is to support the ecbi's general objective of increasing developing country negotiating capacity by (in order of priority):

1. providing pertinent and focused policy advice on well-defined topics for developing country negotiators through the identification and generation of relevant, timely and trustworthy information.
2. indirectly helping to build in-country analytic capacity for the climate change problem and its policy implications.

The second of these objectives by itself is, of course, an enormous task which would require large institutional and financial support beyond the scope of the ecbi. At the same time there are at least certain pertinent side-benefits of the PAP in that respect which must be recognized. It can play an important role by (i) bringing together local policy makers and experts; and (ii) creating networks between developing country experts and their European colleagues.

### 6.3 Activity Cycles

The PAP involves a number of activities within a *programme cycle*. Key among them are specific policy analysis projects on selected topics, generating policy analyses for

developing country negotiators and potential input for the WP and FP activities. Within the broader framework of the ecbi, the PAP will pursue the following tasks:

- to act as the principal node for the identification and definition of PA topics;
- to organise the selection of policy analysis topics;
- to identify and contract institutions to carry out the policy analysis projects;
- to oversee the production, peer review and communication of the PA project deliverables;
- to be responsible for the production of the final Project Reports;
- to participate in the WP and FP activities.

<b>Table 5.1: PAP Activity Cycles; Legend: Programme Activities (italics), Project Activities (bold)</b>			
<i>Date and year</i>	<i>Activity Cycle I</i>	<i>Locus</i>	<i>Activity Cycle II</i>
August – December (Year 1)	<i>Identification and definition of potential PA topics</i>	<i>FP and WP activities; Independent work.</i>	
December (Year 1)	<i>Selection of PA topics</i>	<i>Selection Panel.</i>	
January (Year 2)	<i>Identification and contracting of research institutions to carry out the selected PA projects.</i>	Developing country and European research institutions.	
February– June (Year 2)	<b>Production, of draft Project Report.</b>	Developing country and European research institutions.	
August – November (Year 2)	<i>Application of project material at FP and WP; Validation through peer review;</i> <b>Production of Final Project Report.</b>	<i>FP and WP activities; Peer Reviewers.</i>	<i>Identification and definition of potential PA topics</i>
November/December (Year 2)	<i>Presentation of final Project Report at side event (if possible in EU Pavilion).</i>	<i>Annual UN Climate Change Conference</i>	<i>Selection of PA topics</i>
January (Year 3)			<i>Identification and contracting of research institutions to carry out the selected PA projects.</i>
February – June (Year 3)			<b>Production of Project Report draft.</b>
August – November (Year3)			<i>Application of project material at FP and WP; Validation through peer review;</i> <b>Production of final Project Report.</b>
November/December (Year 3)			<i>Presentation of final Project Report.</i>

The PAP work is carried out in overlapping 16-month cycles (as illustrated Table 5.1) containing both Programme Activities under the direct responsibility of the Programme Head, and Project Activities under the responsibility of sub-contracted institutions, both of which described in more detail in the subsequent two sections.



### ***Programme Activities***

**a) *The Identification and Definition of PA Topics*** is, in many respects, the most sensitive issue. While it is crucial that the selected themes are judged relevant by the targeted stakeholders – the developing country negotiators in question – it is similarly critical that the initial identification of pertinent issues remains an ‘open church’ in which good ideas are allowed to flourish regardless of their origin.

Negotiators from developing as well as European countries, NGOs and other participating stakeholders are thus encouraged to present project proposal. The proposals are collected by the PAP. In addition, the members of the ecbi Committees – and in particular the Head of the PAP – are to follow the global climate change debate to be able to identify issues that may emerge within in a longer timeframe. This is to assure that the PAP activities not only respond to the short-term political agenda, but also provide a preparation to longer-term policy needs. The possibility to interact personally with the negotiators is critical in this context, which is in particular why the Head of the PAP participates in the FP and WP activities. Finally, the Head of the PAP has the task of structuring the different proposals and prepare the potential topics for selection.

**b) *The Selection of PA Topics*** is carried out by a ***PA Selection Panel***, composed of developing country ecbi participants designated by the ecbi Committees. The guiding principle for the project selection is the primacy of the relevant developing countries needs and priorities. More specifically, the aim is to select topics for analysis that are judged as relevant and timely by the target group of the PAP, who are going to use the analysis and advice in the negotiations. The role of the PAP at this stage is to collect project proposal and to circulate well in advance of the selection meeting.

**c) *Sub-contracting of PAs***. The selection of European and developing country research institutions to collaborate in the PA-projects will be carried out through tenders by invitation. This means that in a first instance, competent potential contracting partners have to be identified by PAP Head in Europe and the developing world. This is done with the help of the project proponents – i.e. the individual(s), or organization(s), raising the proposal – together with ecbi participants and partners from networks such as CLACC ([www.clacc.net](http://www.clacc.net)), founded in 2004 by Saleemul Huq for the purpose of building LDC expertise on climate change adaptation, the UNFCCC RINGO constituency (Research and Independent NGOs, with Benito Müller currently chairing the Steering Committee), Climate Strategies ([www.climate-strategies.org](http://www.climate-strategies.org), where Benito Müller is a founding director) and the European Climate Forum ([www.european-climate-forum.net](http://www.european-climate-forum.net)).

The terms of reference will thereafter be sent to the identified institutions with a request to put forward project proposals. On the basis of these proposals and additional expert feedback the Executive Committee takes the final contracting decision. The principal criteria guiding this selection process are scientific quality, cost-effectiveness, previous institutional track record, and feasibility of the proposed work plan.

**d) *Initial Dissemination***. Once an initial draft of the policy analysis results is concluded (see ‘Project Activities’ below) the next Programme activity is to participate in the dissemination of the generated material in the FP and WP activities. This is generally done through presentations by the leaders of the PA projects in question.

e) **Quality Control.** The Head of the PAP is responsible the quality and timeliness of the project deliverables. For this purpose, the PAP Head initiates a validation of the draft Project Reports through a peer-review process and ensures that the recommendations – as well as the feed-back from the WP and FP activities – are heeded.

f) **Final Dissemination.** Finally the PAP Head is responsible for the production (professional editing, layout, potentially printing etc.) of the final Project Reports, as well as for the dissemination of the results in general, and during an ecbi side-event – if possible at the EU Pavilion – during the annual UN Climate Change Conferences, usually held at the end of the calendar year (late November or early December).

### ***Project Activities***

Following the sub-contracting of the chosen PA Projects, the Head of the PAP will be responsible for monitoring and overseeing the production and timely conclusion of the project deliverables. Given the limited time frame involved, it is important to make sure that deadlines are met. In order to facilitate this, continuous follow-up discussion with the project sub-contractees will be required. Penalties for not delivering on time may also be deducted from the final instalment of the contract payments. The Head of the PAP will also be responsible for organising the participation of project experts in the dissemination activities.

### ***6.4 Results/Deliverables***

- ✦ Document for the Selection Panel listing potential PA topics.
- ✦ Subcontracting of analyses.
- ✦ Peer-review project reports.
- ✦ Production of material for dissemination.
- ✦ Presentation/communication of the deliverables, particularly at ecbi and UNFCCC activities.

## 7. Building Negotiation Skills: The ecbi Workshop Programme

### 7.1. Introduction & Summary

Many of the negotiators from developing countries – specially the Least Developed Countries (LDCs) – have little experience of international negotiations and find the UNFCCC Sessions and process in general very complicated. They also suffer from having extremely small delegations (very often only one person) which in practice makes an effective participation in the often multi-track negotiations impossible. The ecbi Workshop Programme (WP) aims to assist developing country negotiators to come to the negotiations with a better understanding of the issues on the agenda as well as a better means functioning as groups (specially the LDC Group) to enable their small numbers per country to add up effectively across the group.

The Workshop Programme (WP) carries out a number of annual capacity–strengthening workshops. In Phase I, the following workshop series were held:

- Pre COP Workshops for LDCs;
- Regional Workshops for Eastern and Southern Africa;
- Regional Workshops for South and Southeast Asia;
- Regional Francophone Workshops for Western Africa.

Depending on funding and the availability of regional co-organisers, Phase II will have additional workshops, such as

- Regional (Hispanophone) Workshops for Latin America.

In addition WP is also engaged post-workshop mentoring and networking of participants, as part of the *ecbi-net* (see section 3.3).

*LDC Group.* Country coalitions can be as much in need of negotiating capacity building as individual countries, specifically with respect to functioning effectively as a group. This is true, in particular, for LDCs, which will only be able to make their voice heard by harnessing the considerable potential for synergies between them. For this purpose, and generally to enhance existing negotiating skills of developing countries to help improve the articulation and representation of their positions in the climate negotiating *fora*, the Workshop Programme will organise regional, and pre-COP capacity building workshops.

The LDC Group started functioning as Group within G77 and China only at COP6 and since then (with support from the ecbi) has been able to organise itself as group within G77 and China with a Group Chair (currently Maldives) and develop effective negotiating positions and pursue those positions in their negotiations. While the LDC Group has primarily focused on issues of Adaptation Funding (e.g on the LDC Fund and the Adaptation Fund) they have recently also started to take a more keen interest in the post-2012 regime discussions and dialogues. The support of over 20 junior negotiators over the last few years has also considerably strengthened the human resources available to the LDC to negotiate more effectively.

*Pre-COP Workshop.* The main purpose of the pre-COP workshops is to support selected negotiators from LDCs to gain a better understanding of the issues discussed at the COPs, as well as to be able act more effectively as a group (e.g. by dividing tasks among the group rather than all of them to following the same negotiating track). The workshops also help to build negotiating skills through role-playing and practice sessions. While not meant to prepare negotiating positions – the prerogative

of the countries themselves – the pre-COP workshops are intended to help build the skills and capacities to negotiate more effectively. Over time it is expected that negotiators will build up expertise in different issues being negotiated (over and beyond LDC specific issues).

*Regional Workshops.* The Regional Workshops, in turn, are meant to foster collaboration in the targeted regions as well as to mainstream the climate change issue by involving officials from mainline ministries.

One of the major outcome from the regional workshops held in Phase I has indeed been the involvement of participants from the mainstream ministries (such as finance or planning) who are unfamiliar with climate change issues and negotiations. By bringing them to the regional workshops they were able to get a better understanding of the issues being discussed in the UNFCCC and also become an ally of the Climate Change Negotiator from these countries (who often is not a powerful figure in his or her country's government).

### **7.2. Pre-sessional LDC Workshops**

A unified and informed LDC voice would have great potential to streamline and expedite the entire climate change negotiating process, as well as to draw increased attention to the priority needs and true capabilities of LDCs. Yet, many LDC negotiators are unable to dedicate the amounts of time required to prepare for climate change negotiations due to other pressing in-country demands and obligations. Many also do not have sufficient opportunities to interact with other LDC negotiators between UNFCCC negotiating sessions, or to forge common understandings of LDC needs and challenges that can be shaped into LDC negotiating positions for upcoming COPs and Subsidiary Body meetings. Some LDC negotiators are new to the negotiating process and find themselves learning as they go during international meetings. Others may have difficulty in identifying ways to introduce their particular national needs and issues into the negotiating process, or in determining how to benefit from the outcomes of negotiating sessions.

In recognition of these dynamics, common to many multilateral environmental agreements, the Third UN Conference on the LDCs (2001) emphasised the need for strengthening the capacity of the LDCs to participate in international environmental negotiations. The World Summit on Sustainable Development (WSSD 2002) recognised the need to prioritise capacity building for the negotiation and implementation of international environmental agreements in developing countries. The EU has also identified capacity building as part of the core strategies to assist developing countries to meet the challenges posed by climate change (2003).

As a group singled out for special attention in the UNFCCC, and as a group with strength in numbers, LDCs are in a position to drive forward the issue of adaptation and unavoided climate change impacts. In so doing, LDCs are uniquely positioned to compel their industrialized and more-advanced developing country partners to consider seriously the effects that a failure to mitigate emissions will have on economically vulnerable Parties to the Convention. This realization should serve to further the ultimate objective of the Convention process – the reduction of GHG emissions into the atmosphere – by increasing awareness of climate change impacts.

#### ***Opportunity***

The pre-sessional workshops will enhance the ability of LDC negotiators to participate effectively in climate change negotiations, which, in turn, will enable

LDCs to influence and gain ownership over negotiating outcomes that are particularly relevant to their concerns. This is central both to an effective implementation of the Convention and to continuing LDC engagement in the negotiating process. Broad LDC input into the negotiating process is particularly critical at the present juncture and in the coming years, when the development and implementation of sound LDC-identified adaptation strategies will not only build confidence in the NAPA process, but may well form a basis for the subsequent prioritisation of adaptation needs among other groups of vulnerable and particularly vulnerable countries. Successful adaptation efforts, and resulting confidence and trust among all Convention Parties, will be essential to ensuring the success of the Convention's ultimate objective.

### *Needs to be Addressed*

Each pre-session workshop will address the following range of LDC needs:

- The need to strengthen and sustain the capacity of LDC delegations to participate effectively in the international climate change negotiations.
- The need to strengthen the understanding of substantive issues on the agenda of the international climate change negotiations.
- The need for a forum in which LDC negotiators may report back to each other on inter-session activities, workshops and developments in advance of negotiations.
- The need for a forum to assist the co-ordination and further development of the positions of LDCs on issues of direct relevance.
- The need to strengthen the link between the implementation and negotiation of the international climate change regime, allowing experiences with implementation to feed back into the negotiations, taking into consideration the wider institutional and policy context in which climate change responses take place.
- The need to strengthen networks and communication structures among LDCs to improve the inter-session co-ordination of positions and the potential preparation of submissions on behalf of the LDC group.
- The need to set the agenda of the LDCs for the next 5 years in the area of climate change, taking account of international developments.

The workshops will accordingly offer an opportunity for LDC representatives, in an informal setting, and in the company of other LDC representatives, to discuss the negotiating process and potential negotiating strategies, to raise questions about the substantive issues being negotiated on the COP agenda. They will also allow the participants to learn from each others' in-country successes and challenges in implementing Convention obligations as these relate to the COP agendas, and to identify priority negotiating areas for the LDC group as a whole, that can be fed back into larger group discussions within the G-77 and China and ultimately within the COP as a whole. In addition, mock negotiation exercises will enhance the participants practical negotiation skills.

### *7.3. Inter-session Regional Workshops*

Following the successful completion of the initial two pre-session workshops, it was felt by the participants that it would be extremely helpful to have some inter-session workshops at the regional level prior to the COPs to enable (i) more people from different sectors in each region to participate (i.e. including people from mainstream ministries and agencies who would not normally attend the COP) and also to help prepare a more region-specific agenda for their negotiations. This is why the

Workshop Programme expanded its activities to include a number of Regional Workshops, initially for Eastern and Southern Africa and South and Southeast Asia

Each workshop brings together around 30 to 40 participants from the region, *not* only from LDC countries and *not* only UNFCCC Focal Points (who normally go to the COP) but also representatives from mainstream development ministries (e.g. Planning or Finance). Of course, the total number of participants will be subject to funding and logistics constraints. The purpose of each inter-sessional regional workshop is to:

- bring all the participants up to speed on the issues to be discussed at the upcoming COPs;
- bring them up to date with the status of on-going in-country work in the regions (e.g. NAPAs);
- enable participants to give their inputs and discuss possible negotiating positions from the perspective of their countries and region (to inform their representatives going to the COP);
- to enable the negotiators who attend the COP to have a better understanding of issues and concerns of people from their respective regions prior to attending the COP.