

**DRAFT****Annex 19****DRAFT WORKPLAN FOR CAPACITY-BUILDING AND RELATED SKILLS DEVELOPMENT
FOR DESIGNATED NATIONAL AUTHORITIES AND OTHER STAKEHOLDERS****(Version 01.0)****I. Background**

1. The two-year business plan adopted by the CDM Executive Board in 2011 acknowledges that improvements in the efficiency of the CDM requires all actors in the process to have the appropriate skills and expertise to conduct their assigned roles. In the context of a market-based mechanism, such as the CDM, the regulator cannot take full responsibility for ensuring the provision of necessary skills development. This requires the full engagement of all stakeholders. However, the Board and the UNFCCC secretariat foresee the need to play a greater role in this regard, not only to improve the efficiency of the system but also to support enhancements in the regional distribution of project activities.
2. In 2011, the secretariat has continued to deliver CDM project cycle training for designated national authorities (DNAs), through in-person training sessions in Bonn and Marrakesh and workshop sessions on standardized baselines in Kathmandu. The secretariat has also designed and delivered calibration workshops for designated operational entities (DOEs) on a regional basis to harmonize understanding about applicable CDM requirements among DOE staff. A further new initiative in 2011 has been a collaboration with the Project Developer Forum to provide training on investment analysis for project participants and DOEs.

II. Focus for 2012

3. The experience gained from a range of initiatives conducted in the past 18 months has provided the secretariat with a firm foundation for the delivery of skills development programmes for a range of stakeholders. In 2012, the secretariat intends to focus its resources for this work in the following manner:
 - (a) DNA skills development events will be conducted on a regional basis with a focus on standardized baselines and programmes of activities. It is expected that three regional training events will be organized on these topic with one further event taking place in Bonn to provide basic project cycle training to new DNAs;
 - (b) DOE skills development events will be conducted on a regional basis with a focus on ensuring a common understanding and application of the newly consolidated project cycle documentation. Furthermore these activities will be driven and informed by the results of the DOE performance monitoring system to ensure that they are targetted to achieve a continuing reduction in the rate of requests for review;
 - (c) Capacity building for broader stakeholder groups, including project participants and civil society, will be provided via online media and will focus on the newly consolidated project cycle documentation;
 - (d) In order to enhance the skills development activities available to stakeholders, as well as to improve their delivery and accessibility to wider audiences, a number of specific initiatives will be pursued in 2012 as detailed under C below.

**DRAFT****III. Specific initiatives***Learning management system*

4. The secretariat is implementing a learning management system (LMS) that will assist in strengthening the capacity of CDM stakeholders. In particular, as an industry standard learning platform, the LMS will enable CDM stakeholders worldwide to continuously access a broad range of learning materials, training and capacity development programmes. The LMS will also enable the Board, through the secretariat, to more effectively reach out and assist in the development of capacities among specific stakeholder groups. The secretariat plans to complete the system's implementation in early 2012 and launch the LMS in February 2012, initially for use by secretariat staff. Thereafter, the secretariat will liaise with stakeholders to pilot and launch the LMS for external audiences.

e-Learning courses

5. The secretariat will develop a range of e-learning courses to cover key CDM topics relevant to CDM stakeholders. These courses will be open to stakeholders and accessible online, anytime through the LMS, and can also be distributed as a CDROM version to stakeholders that may have no or restricted access to the Internet.

Distance learning programmes

6. In 2012, the secretariat will launch distance learning programmes to complement existing on-site workshops and training sessions and to more effectively reach larger stakeholder audiences. Such distance learning programmes are likely to be test delivered as 'blended learning programmes', including instructor-led courses, virtual classroom interventions, e-learning modules and individual assignments. The programmes will be managed and made accessible to stakeholders through the LMS.

Capacity development analysis

7. In 2012, the secretariat will consult with stakeholders to analyse and identify means to effectively support CDM capacity development activities. These consultations will help to introduce a systematic approach for the design, delivery and evaluation of learning programmes that are relevant and accessible to CDM stakeholders. The analysis is also expected to produce insights into possible opportunities and limitations of using capacity development programmes to promote positive change and growth.
