

# CAPACITY DEVELOPMENT PLAN FOR CBIT-UGANDA

*‘Strengthening the Capacity of Institutions in Uganda to Comply  
with the Transparency requirement of the Paris Agreement’*



**Climate Change Department  
Ministry of Water and Environment**

**Compiled by: Felly M. Tusiime, Elizabeth Ahumuza and Arthur S. Kimeze  
Africa Innovations Institute, Kampala Uganda [www.afrii.org](http://www.afrii.org)**

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## 1. INTRODUCTION

The United Nations has defined capacity as 'the ability of individuals, institutions, and societies to perform functions, solve problems, set and achieve objectives in a sustainable manner (UN 2006).' That is the basis of any well-functioning organization. Capacity building is the process by which individuals and organizations obtain, improve, and retain the skills, knowledge, tools, equipment and other resources needed to do their jobs competently or to a greater capacity (larger scale, larger audience, larger impact, etc).

The reporting on the Nationally Determined Contributions (NDCs) under the Paris agreement requires national capacity development to ensure accurate and transparent. The CBIT project seeks to build national capacity in Uganda to develop comprehensive and accurate GHGI and MRV system to enable Uganda report on its NDC commitments effectively and accurately.

## 2. CAPACITY BUILDING MODEL

The main objective of the capacity building and training activities is to create, enhance and develop members' capacity at country level to compile, and operationalize the GHGI and MRV systems. To achieve this aim we have identified institutions with training services: the Greenhouse Gas Management Institute (GHGMI) and provides online courses on issues like MRV, IPCC guidelines; and Colorado State University has a master's program on Greenhouse gas management and accounting. We propose a phased approach to capacity building which will include; individual level, organisational level and relational level (Fig. 1)

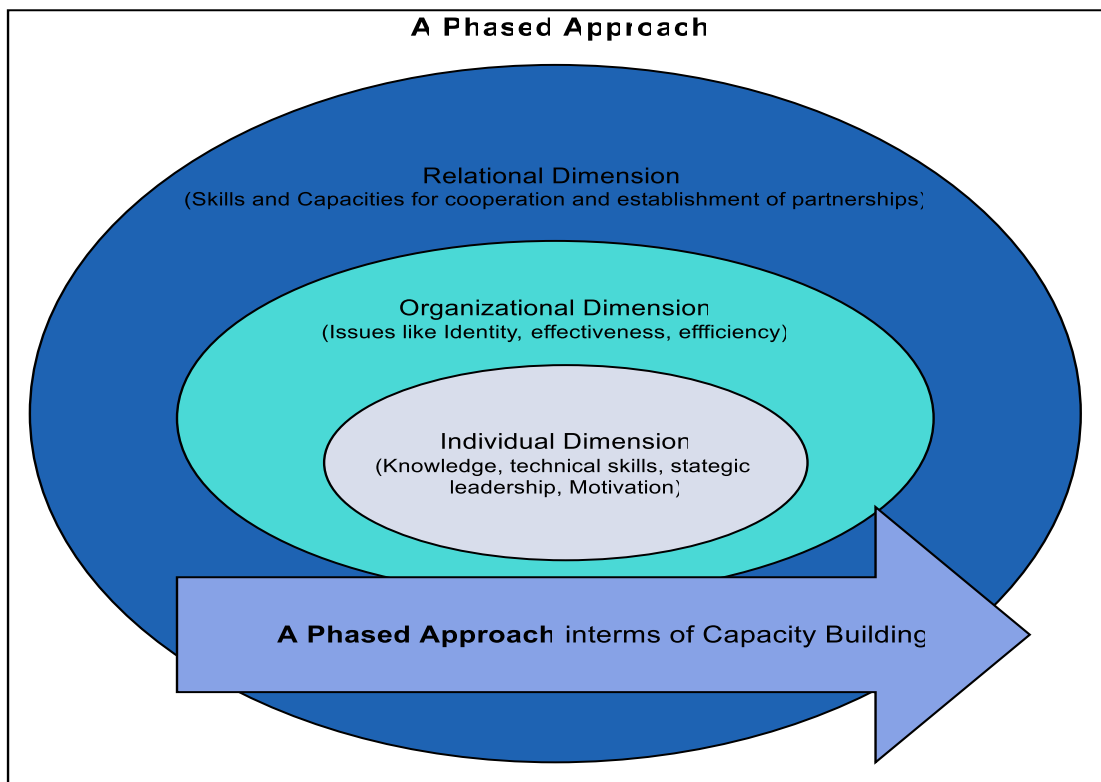


Figure 1. Demonstration of phased approach to capacity building Modified from

*capitalisation study on capacity building support programmes for non-state actors under the 9th edf, Fiure 4. Floridi et al., 2009)*

This systemic capacity building model is based on three levels:

- i) Building individual capacity development; focuses on attitude, motivations, interests, knowledge, technical skills, strategic leadership development.
- ii) Organizational level capacity development; focuses organizational identity (ethics, values, mission), effectiveness and efficiency management. It involves tailored and specialised trainings, knowledge sharing, network building events, collaborative learning, site tours among others.
- iii) Institutional level capacity development; focuses on inter-institutional relations, development of skills and capacity for cooperation with other stakeholders and creation of a legal and institutional framework adapted to the needs of the organization. It looks at relational skills and capacities for cooperation and establishment of partnerships with other actors. This is particularly relevant since the reporting under Paris Agreement requires cooperation between CCD-MWE and NDC sectors on GHGI and MRV systems for Uganda.

### 3. TRAINING PLAN

This training plan serves as a guide for the planning process and delivery of training as per the CBIT Uganda project. This plan envisions meetings, seminars, orientations, hands-on activities, and other activities geared towards improving the technical skills of staff of MWE CCD and NDC sector hubs.

The CBIT project intends to improve the skills of the MWE CCD and the NDC sector hubs, to meet the transparency requirements of the Paris Agreement.

#### **Building Individual Capacity**

Summary of CBIT Uganda Capacity building plan

<b>Target group</b>	<b>Methods/ type</b>	<b>Target Number of persons</b>	<b>Possible service providers</b>	<b>Responsibility</b>
PMU	-Online training -Exposure trips -workshops	3	-Greenhouse Gas Management Institute (GHGMI) -Colorado State University -Open learning campus	CI
CCD	-Online training	3	-Greenhouse Gas Management	CI

	-Exposure trips -workshops		Institute (GHGMI) -Colorado State University -Open learning campus	
Sector Hubs (5)	-Online training -Exposure trips -workshops	At least 50 staff trained (at least 30% women)	-Greenhouse Gas Management Institute (GHGMI) -Colorado State University -Open learning campus	CI

### Available Online Courses for the Sectors

Below are the courses proposed for PMU and the different sectors

#### PMU

Course	Cost	Service provider
Diploma in GHG Measurement, Reporting & Verification	\$2,950	GHG Management Institute ( <a href="https://ghginstitute.org/product/diploma-in-ghg-measurement-reporting-verification/">https://ghginstitute.org/product/diploma-in-ghg-measurement-reporting-verification/</a> )
Diploma in Carbon Management	\$2,750	GHG Management Institute ( <a href="https://ghginstitute.org/product/diploma-in-carbon-management/">https://ghginstitute.org/product/diploma-in-carbon-management/</a> )
Introduction to sustainability and environmental management (conceptualizes GHG in the broader trans-disciplinary context) [Jan 20-may]	\$2,750	Harvard University extension school ( <a href="https://www.extension.harvard.edu/course-catalog/courses-by-certificate/Natural-Resource-Management-and-Sustainable-Ecosystems-Certificate/introduction-to-sustainability-and-environmental-management/25505?subjects=Environmental%20Studies">https://www.extension.harvard.edu/course-catalog/courses-by-certificate/Natural-Resource-Management-and-Sustainable-Ecosystems-Certificate/introduction-to-sustainability-and-environmental-management/25505?subjects=Environmental%20Studies</a> )
The Carbon economy; calculating, managing, and reducing GHG emissions (2:am)	\$2,750	Harvard University extension school ( <a href="https://www.extension.harvard.edu/course-catalog/courses/carbon-economy-calculating-managing-and-reducing-greenhouse-gas-emissions/23508">https://www.extension.harvard.edu/course-catalog/courses/carbon-economy-calculating-managing-and-reducing-greenhouse-gas-emissions/23508</a> )
Designing MRV Systems for Entity-Level Greenhouse Gas Emissions (Self-paced);	0	Open learning campus-free ( <a href="https://olc.worldbank.org/content/designing-mrv-systems-entity-level-greenhouse-gas-emissions-self-paced">https://olc.worldbank.org/content/designing-mrv-systems-entity-level-greenhouse-gas-emissions-self-paced</a> )

The diploma courses include all the course options for the different emission sectors. These are recommended for the PMU to better equip them with vast knowledge on MRV and carbon management. PMU can then be in a better position to train the hubs.

## CCD

Course	Cost	Service provider
201 Basics of Organizational GHG Accounting	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/201-basics-organizational-ghg-accounting/">https://ghginstitute.org/product/201-basics-organizational-ghg-accounting/</a> )
202 Basics of Project-Level GHG Accounting	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/202-basics-of-project-level-ghg-accounting/">https://ghginstitute.org/product/202-basics-of-project-level-ghg-accounting/</a> )
211 GHG Information Management Systems; <i>recommended</i> 201	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/211-ghg-information-management-systems/">https://ghginstitute.org/product/211-ghg-information-management-systems/</a> )
401 GHG Verification for Inventories and Projects; <i>prerequisite</i> 201; 202	\$1,185	GHG Management Institute ( <a href="https://ghginstitute.org/product/401-ghg-verification-for-inventories-and-projects/">https://ghginstitute.org/product/401-ghg-verification-for-inventories-and-projects/</a> )
501 IPCC: Introduction to Cross-Cutting Issues	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/501-ipcc-introduction-to-cross-cutting-issues/">https://ghginstitute.org/product/501-ipcc-introduction-to-cross-cutting-issues/</a> )

## Forestry

Course	Cost	Service provider
201 Basics of Organizational GHG Accounting	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/201-basics-organizational-ghg-accounting/">https://ghginstitute.org/product/201-basics-organizational-ghg-accounting/</a> )
301 GHG Accounting for Forest Inventories	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/301-ghg-accounting-for-forest-inventories/">https://ghginstitute.org/product/301-ghg-accounting-for-forest-inventories/</a> )
302 GHG Accounting for Forest and Other Land Use Projects	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/302-ghg-accounting-for-forest-and-other-land-use-projects/">https://ghginstitute.org/product/302-ghg-accounting-for-forest-and-other-land-use-projects/</a> )
501 IPCC: Introduction to Cross-Cutting Issues	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/501-">https://ghginstitute.org/product/501-</a>

		<a href="https://ghginstitute.org/product/ipcc-introduction-to-cross-cutting-issues/">ipcc-introduction-to-cross-cutting-issues/</a> )
541 IPCC: Forestry and Other Land Uses; <i>prerequisite</i> 501	\$790	GHG Management Institute ( <a href="https://ghginstitute.org/product/541-ipcc-forestry-and-other-land-uses/">https://ghginstitute.org/product/541-ipcc-forestry-and-other-land-uses/</a> )

## Energy

Course	Cost	Service provider
201 Basics of Organizational GHG Accounting	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/201-basics-organizational-ghg-accounting/">https://ghginstitute.org/product/201-basics-organizational-ghg-accounting/</a> )
321 GHG Accounting for Energy Efficiency Projects; <i>recommended</i> 202 Basics of Project-Level GHG Accounting	\$790	GHG Management Institute ( <a href="https://ghginstitute.org/product/321-ghg-accounting-for-energy-efficiency-projects/">https://ghginstitute.org/product/321-ghg-accounting-for-energy-efficiency-projects/</a> )
331 GHG Accounting for Renewable Energy Projects	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/331-ghg-accounting-for-renewable-energy-projects/">https://ghginstitute.org/product/331-ghg-accounting-for-renewable-energy-projects/</a> )
501 IPCC: Introduction to Cross-Cutting Issues	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/501-ipcc-introduction-to-cross-cutting-issues/">https://ghginstitute.org/product/501-ipcc-introduction-to-cross-cutting-issues/</a> )
511 IPCC: Energy; <i>prerequisite</i> 501	\$790	GHG Management Institute ( <a href="https://ghginstitute.org/product/511-ipcc-energy/">https://ghginstitute.org/product/511-ipcc-energy/</a> )

## Transport

Course	Cost	Service provider
201 Basics of Organizational GHG Accounting	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/201-basics-organizational-ghg-accounting/">https://ghginstitute.org/product/201-basics-organizational-ghg-accounting/</a> )
501 IPCC: Introduction to Cross-Cutting Issues	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/501-ipcc-introduction-to-cross-cutting-issues/">https://ghginstitute.org/product/501-ipcc-introduction-to-cross-cutting-issues/</a> )
511 IPCC: Energy; <i>prerequisite</i> 501	\$790	GHG Management Institute ( <a href="https://ghginstitute.org/product/511-ipcc-energy/">https://ghginstitute.org/product/511-ipcc-energy/</a> )

## Waste

Course	Cost	Service provider
201 Basics of Organizational GHG Accounting	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/201-basics-organizational-ghg-accounting/">https://ghginstitute.org/product/201-basics-organizational-ghg-accounting/</a> )
311 GHG Accounting for Landfill Methane Projects	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/311-ghg-accounting-for-landfill-methane-projects/">https://ghginstitute.org/product/311-ghg-accounting-for-landfill-methane-projects/</a> )
501 IPCC: Introduction to Cross-Cutting Issues	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/501-ipcc-introduction-to-cross-cutting-issues/">https://ghginstitute.org/product/501-ipcc-introduction-to-cross-cutting-issues/</a> )
551 IPCC: Waste; <i>prerequisite</i> 501	\$790	GHG Management Institute ( <a href="https://ghginstitute.org/product/551-ipcc-waste/">https://ghginstitute.org/product/551-ipcc-waste/</a> )

## Agriculture

Course	Cost	Service provider
201 Basics of Organizational GHG Accounting	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/201-basics-organizational-ghg-accounting/">https://ghginstitute.org/product/201-basics-organizational-ghg-accounting/</a> )
501 IPCC: Introduction to Cross-Cutting Issues	\$395	GHG Management Institute ( <a href="https://ghginstitute.org/product/501-ipcc-introduction-to-cross-cutting-issues/">https://ghginstitute.org/product/501-ipcc-introduction-to-cross-cutting-issues/</a> )
531 IPCC: Agriculture; <i>prerequisite</i> 501	\$790	GHG Management Institute ( <a href="https://ghginstitute.org/product/531-ipcc-agriculture/">https://ghginstitute.org/product/531-ipcc-agriculture/</a> )
GreenhouseGas Accounting Tools for Sustainable Land Management (Self-paced)	0	Open Learning Campus-free ( <a href="https://olc.worldbank.org/content/greenhouse-gas-accounting-tools-sustainable-land-management-self-paced">https://olc.worldbank.org/content/greenhouse-gas-accounting-tools-sustainable-land-management-self-paced</a> )

**Cost of the online courses** on assumption that the all the courses taken are \$395

Target group	Number	Unit cost	Amount
PMU	3	\$2,950	8,850
CCD	6	\$395	2,370
Sector hubs	50	\$395	19,750
<b>Total</b>			<b>30,970</b>



## Organizational Capacity

Apart from improving the individual capacity identified above, CBIT envision strengthening the organisational capacity. This refers to organization's potential to marshal human, technical, financial and other resources to effect positive change. Here we refer to supporting MWE CCD and Sector Hubs to be able to meet their transparency commitments as set out in Article 13 (7) of the Paris Agreement.

Target group	Method/ type	Target number	Possible service providers	Responsibility
PMU	-Tailored and specialized trainings -Workshops -Knowledge sharing and networking events	3	-Head hunting (like Matt Ramlow ( <a href="https://www.linkedin.com/in/matt-ramlow/">https://www.linkedin.com/in/matt-ramlow/</a> ) for AFOLU) -Greenhouse Management Institute; -Colorado State University -Umweltbundesamt Environment Agency of Austria	CI
CCD	Tailored and specialized training Workshop Knowledge sharing and networking events	3	-Head hunting (like Matt for AFOLU) -Greenhouse Management Institute; -Colorado State University -Umweltbundesamt Environment Agency of Austria	CI
Sector hubs	-Tailored and specialized trainings -Workshops -Knowledge sharing and networking events	30	-Head hunting (like Matt for AFOLU) -Greenhouse Management Institute; -Colorado State University -Umweltbundesamt Environment Agency of Austria	CI
Field data teams	-Tailored and specialized training -Workshops	30	-Head hunting (like Matt for AFOLU) -Greenhouse Management Institute; -Colorado State University -Umweltbundesamt Environment Agency of Austria	CI

## Training targets for the project

Output	Project Target	Method/ type	Possible service providers
Output 2.1.3.: Staff from the hubs and MWE/CCD trained in domestic MRV systems, tracking NDCs, enhancement GHG inventories and emission projections	At least 30 staff trained (at least 30% women) and mentored on quantification of emissions (sources) and removals (removals) and reporting and communication	Hands on trainings	-Head hunting (like Matt for AFOLU) -Greenhouse Gas Management Institute (GHGMI); -Colorado State University -Umweltbundesamt Environment Agency of Austria
	At least 6 persons from hubs, PMU and MWE/CCD participate in exposure trips to 3 countries	Exposure trips	-Head hunting (like Matt for AFOLU) -Greenhouse Management Institute; -Colorado State University -Umweltbundesamt Environment Agency of Austria
Output 2.1.4.: Lessons learned and best practices scaled out through exchange programs for stakeholders on transparency activities	At least 12 staff trained (at least 30% women)	Hands on trainings through exchange programs	-Head hunting (like Matt for AFOLU) -Greenhouse Management Institute; -Colorado State University -Umweltbundesamt Environment Agency of Austria
Output 3.1.1: Data for GHG inventory and MRV system collected and fed into the global CBIT coordination platform	At least 10 staff of MWE-CCD, AFRII, PMU and hubs familiar with global CBIT (at least 30% women)	Hands on trainings	-Head hunting (like Matt for AFOLU) -Greenhouse Management Institute; -Colorado State University -Umweltbundesamt Environment Agency of Austria

## Relational Capacity

This relates to development of skills and capacity for cooperation with other stakeholders and creation of a legal and institutional framework adapted to the needs of the organization. It looks at relational skills and capacities for

cooperation and establishment of partnerships with other actors in the GHGI and MRV systems for Uganda.

This will be covered through the development of technical guide and memorandum of understanding for intra and inter data sharing.

#### 4.0 IMPLEMENTATION STRUCTURE OF CBIT PROJECT

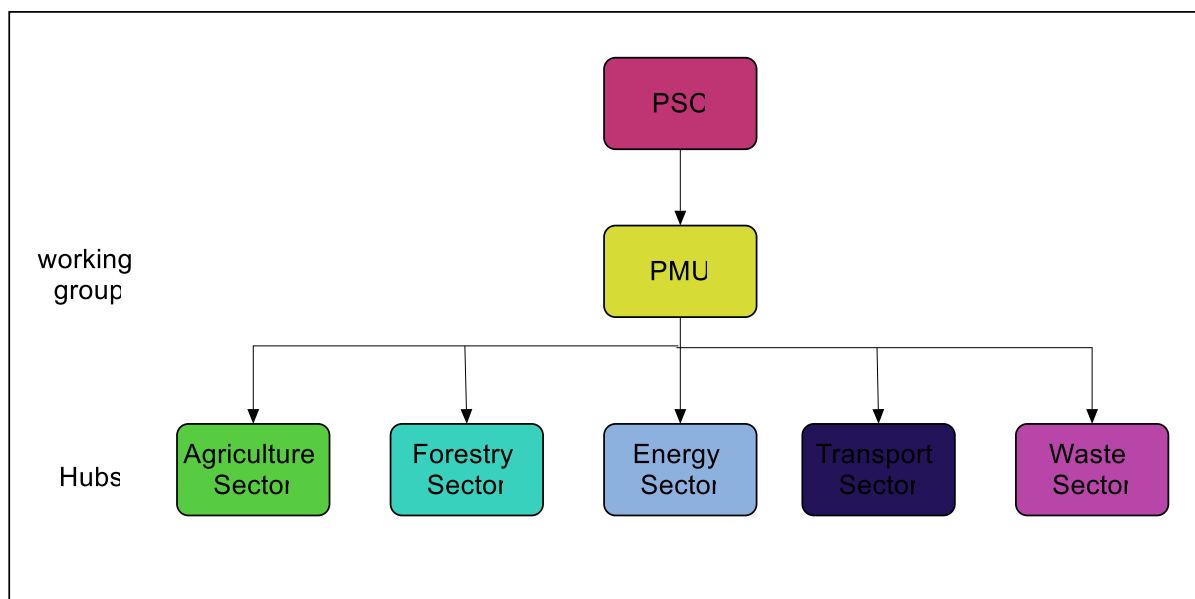
The capacity development activities are conducted by the PMU, Consultants and CCD. The implementation structure is as follows:

**Project Steering Committee:** It is composed of representation from nine institutions: MWE, CCD, AFRII, VitalSigns Uganda, and the five emission/NDC Sectors (Agriculture, Energy, Forestry, Transport, and Waste). The PSC is responsible for providing strategic direction and oversight, and ensure effective implementation of the project

**Project Management Unit:** The PMU is responsible for day-to-day implementation, monitoring and reporting on the project. Vital Signs leads the PMU reporting to the GEF Implementing Agency and management of grantees, while AfrII hosts the PMU for the duration of the project. The PMU consists of Project Manager and two Scientists (Climate Change Modelling-GIS & Statistician, GHG Expert), one Finance and Administration Assistant. PMU monitors the whole process as the core planner and supervisor of capacity development activities as per the annual work plan.

**Sector Hubs:** The sector Hubs operates as functional units to sustain and improve data collection and processing systems as part of the overall national GHGI and MRV systems.

## Implementation Chart



## 5.0 MONITORING AND EVALUATION

### Monitoring Framework

Activity	Main monitoring targets	Monitoring tools	Venue of monitoring	Monitor
Training Courses	<ul style="list-style-type: none"> <li>▪ Contents of training courses</li> <li>▪ Time management</li> <li>▪ Completion rates</li> </ul>	<ul style="list-style-type: none"> <li>▪ Training plan</li> <li>▪ Monitoring sheet</li> <li>▪ Attendance sheets</li> <li>▪ Certificates issued on completion of the training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Quarterly meetings with sector groups</li> <li>▪ Weekly PMU meetings</li> <li>▪</li> </ul>	PMU, CI
Sector hubs	Implementation of planned activities	Observation of works	<ul style="list-style-type: none"> <li>▪ Quarterly meetings with sector groups</li> </ul>	PMU, CI
PMU and CCD	Progress of capacity development activities in each hub	Report of each PMU member at monthly meetings	<ul style="list-style-type: none"> <li>▪ Monthly meetings</li> </ul>	PSC, CI

## Evaluation Framework

Activity	Main Evaluation Targets	Indicators	Verified Resources	Evaluator
Training Course	Trainees' <ol style="list-style-type: none"> <li>1. Attendance rate</li> <li>2. Women representation (at least 30%)</li> <li>3. Satisfaction rate</li> <li>4. Training content match needs</li> </ol>	<ol style="list-style-type: none"> <li>1. At least 70% of attendance rate</li> <li>2. At least 30% women representation</li> <li>3. At least 80% of satisfaction rate</li> <li>4. More than 80% of training content match needs</li> </ol>	Feedback sheets filled by trainees after completion of the training course	PMU, CI
Sector hubs	Achievement of project purpose and planned activities	<ol style="list-style-type: none"> <li>1. To what extent the project purpose is accomplished</li> <li>2. Lessons learnt and good experiences of the sector hubs</li> </ol>	Log frame Presentations	CI, PSC
PMU and CCD	Achievement of capacity development activities in each hub	To what extent the project capacity building activities are accomplished	Presentations List of participants for trainings	PMU, CI, PSC

## 6.0 REFERENCES

1. [United Nations; Committee of Experts on Public Administration \(2006\)](#)  
United Nations Economic and Social Council Definition of basic concepts and terminologies in governance and public administration
2. Committee of Experts on Public Administration Fifth session New York, 27-31 March 2006 Agenda item 5 Compendium of basic terminology in governance and public administration
3. Maurizio Floridi Beatriz Sanz-Corella Stephano Verdecchia 2009 *capitalisation study on capacity building support programmes for non state actors under the 9th edf* Letter of Contract N°2008/162532  
<http://aei.pitt.edu/46914/1/EDF.capitalisation.study.9th.edf.pdf>