

# European Capacity Building Initiative (ecbi) Phase V - 2021-2025

<p><b>Key results</b></p> <p>The project aims at securing the following outcomes:</p> <ol style="list-style-type: none"> <li>1. Climate negotiators from developing countries are trained to become more effective in negotiations.</li> <li>2. Increased understanding and trust among negotiators of each other's positions in climate negotiations.</li> </ol> <p><b>Justification for support</b></p> <p>The international climate negotiations are a key component in the global quest to protect humanity and the planet from the adverse impacts of anthropogenic climate change. They are also among the most complex multilateral processes ever witnessed. Therefore, climate negotiators must possess sufficient skills and capacity to address this challenge. This is often not the case for negotiators from developing countries, especially from least developed countries and small island developing states. Negotiators have to deal with an ever-increasing number of country coalitions, more often than not pursuing mutually exclusive objectives on an ever-increasing number of issues. Progress and solutions are only achievable if the interests and concerns of all countries are taken into account. This requires trust among climate negotiators, both within negotiation groups and among them. To build trust and capacity, a dialogue among negotiators in informal settings can make a big difference. The ecbi Fellowship and Trustbuilding Programme provides a unique "space" for this. It brings together negotiators from LDCs and SIDS for training and interaction, also offering an opportunity for these negotiators to meet European negotiators to better understand each other's' positions and find mutual ground to bring the climate agenda forward.</p> <p><b>Major risks and challenges</b></p> <p>The main assumption is that the targeted negotiators will engage in ecbi activities in good faith and that the UNFCCC process continues in its current form. The main risks associated with this are last minute changes that result in no participation, lack of openness to other's positions, and lack of opportunity to influence UNFCCC process outcomes for targeted negotiators. The risks will be addressed through flexible management of events and ecbi's trust-building methodology, which has proven successful in the previous phases.</p>	<b>File No.</b>	2021-34249						
	<b>Country</b>	Interregional						
	<b>Responsible Unit</b>	Green Diplomacy and Climate (GDK)						
	<b>Sector</b>	41081, Environmental Education/Training						
	<b>Partner</b>	BVRio						
		<i>DKK million</i>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>Total</b>
	<b>Commitment</b>	14						14
	<b>Projected disbursement</b>	3.3		3.4	3.5	3.8		
	<b>Duration</b>	1 November 2021 – 31 December 2025						
	<b>Previous grants</b>	1.5 million DKK (46.B.87.a.6-101.)						
<b>Finance Act code</b>	§06.34.01.75 Andet							
<b>Head of unit</b>	Karin Poulsen							
<b>Desk officer</b>	Frode Neergaard							
<b>Reviewed by CFO</b>	Christina Hedegård Hyttel							

## Relevant SDGs

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life Below Water	 Life on Land	 Peace and Justice, strong Inst.	 Partnerships for Goals	

## Objectives

The overall development objective is to contribute to equitable, effective, inclusive, and sustainable global solutions to climate change. The objective of the project is mutual understanding and trust – both between European and developing countries and among the developing countries in the context of the multilateral climate negotiations.

## Justification for choice of partner

Since its launch in 2005, ecbi has been an instrumental initiative for sustained capacity building in support of international climate negotiations. ecbi is administered by OCP, which is a subsidiary of the partner, BVRio. ecbi is the only initiative of its kind offering capacity and trust building activities for developing countries' climate negotiators. Denmark's experience from the earlier cooperation with ecbi is good. Substantially, the results from the cooperation have helped build capacity of climate negotiators from developing countries and helped build trust between them and negotiators from European countries.

## Summary

Through the Fellowship and Trustbuilding Programme, ecbi facilitates mutual understanding and trust in the context of the multilateral climate regime. ecbi aims to build trust and exchange procedural and institutional knowledge both between the Fellows (senior developing country negotiators) and their European colleagues ('North-South trustbuilding'), and among the Fellows ('South-South trust-building'). The objective is to help participating negotiators to understand each other's positions, to develop their own positions, to ensure they have better information and can use it more effectively, and to support participating women negotiators to enable them to be more active in the UNFCCC process.

## Budget (engagement as defined in FMI)

Outcome 1	Fellowships and Seminars	4.34 million DKK
	Contingency Funds	0.42 million DKK
	Staff Labour Costs	6.16 million DKK
	Staff Travel	0.42 million DKK
Outcome 2	Publications	1.4 million DKK
	Public Relations	0.28 million DKK
Overheads (7%)		0.98 million DKK
<b>Total</b>		<b>14 million DKK</b>

# European Capacity Building Initiative - Phase V

## Fellowship and Trust-building Programme

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# 1. Introduction

This project document defines the objectives and management arrangements for the grant to ecbi Fellowship and Trust-building Programme Phase V (November 2021-25) and the conditions under which it shall be managed. The project document together with the documentation specified below constitutes the conditions for the grant from the Danish Ministry of Foreign Affairs (MFA), Danida.

## 1.1 Grantor and Grantee

The Department for Green Diplomacy and Climate and BVRio UK Ltd (referred to as “BVRio”, from here onwards).

## 1.2 Documentation

“The Documentation” refers to the partner documentation for the supported intervention, which is

- the *Framework for ecbi Phase V* (Sept. 2021),
- the *BVRio Policies Book*, and
- the *BVRio/OCP Management Policies*.

## 1.3 Contributions

Denmark, represented by the Department for Green Diplomacy and Climate of the Danish Ministry of Foreign Affairs, commits to a contribution to the project of

DKK 14 (fourteen) million

for the period 1 November 2021 to 31 December 2025.

# 2. Background and project description

## 2.1. Background

As explained in section 6 below, the ecbi is divided into two independent but mutually supportive programmes:

- **Fellowship & Trust-building Programme (FTP)**
- **Training & Support Programme (TSP)**

and two cross-cutting support units:

- **Publications and Outreach Unit (POU)**
- **Legal Support Unit**

The contribution under this project document constitutes the support for the Fellowship and Trust-building Programme (FTP), including funding for the cross-cutting Publications and Outreach Unit (POU). The FTP can be run as an independent project, i.e. it does not depend on the funding situation of its sister Training and Support Programme (TSP). Denmark is the sole donor for the Fellowship and Trust-building Programme

and provides all the necessary funding for the FTP. Fundraising among other potential donors will be undertaken by ecbi for the Training & Support Programme and the Legal Support Unit.

The following description of the background and of the project itself is a summary of the passages in the ecbi Phase V Framework relating to the FTP.

The principal goal of the ecbi is for climate change negotiators to work together more effectively in shaping inclusive – and hence more effective, equitable, and sustainable – global solutions to climate change. The FTP seeks to achieve this through the following outcomes of ecbi events:

[a] Increased understanding among participating negotiators of each other's positions.

[b] Participating negotiators have better information and are more effective in negotiations.

In supporting the goals of the UNFCCC, the ecbi also contributes to the fulfilment of the Sustainable Development Goals (SDGs), particularly SDG 13 (“Take urgent action to combat climate change and its impacts”). Capacity building in developing countries is a cross cutting issue in the UNFCCC process and at the heart of ecbi's work. It is echoed in the Convention, the Kyoto Protocol and the Paris Agreement as well as a large number of subsequent decisions by the Parties.

The international climate change negotiations are a key component in the global quest to protect humanity and the planet from the adverse impacts of anthropogenic climate change. They are also among the most complex multilateral processes ever witnessed. They relate to some key aspects of national development, indeed in some cases of national survival, with diverse and very powerful interests at stake. Accordingly, they have to deal with an ever-increasing number of country coalitions, more often than not pursuing mutually exclusive objectives on an ever-increasing number of issues.

The task of arriving at mutually agreed negotiation outcomes is made even more difficult by the fact that there is not only a significant imbalance in resources and capacities between the delegations of developed and developing countries, but also significant mutual distrust.

The aim of the FTP is to facilitate mutual understanding and trust – both between European and developing countries and among the developing countries.

The UNFCCC negotiations are notoriously afflicted with a crippling lack of trust, not only across the developed/developing country divide, but also (albeit possibly to a lesser degree) within the groupings both in the North and in the South.

In a consensus-based process such as the UNFCCC negotiations, no constructive outcome is possible without a minimum level of trust. Enhancing this trust, and avoiding further erosion, is not (primarily) a matter of training or of providing technical support. It is a matter of getting the key people in the process to engage with one another in a manner and context that facilitates mutual trust.

The ecbi focus on collaboration between the global South and Europe specifically in its trust-building efforts is part historic legacy, part strategic choice, and reflects the potential leadership role of these countries.

## 2.2 Project Outputs/Activities

### a) Fellowship & Trust-building Programme

The mission of the Oxford-based Fellowship Programme is to build trust and exchange procedural and institutional knowledge both between the Fellows (senior developing country negotiators) and their European colleagues ('North-South trust-building'), and among the Fellows ('South-South trust-building'). Its aim is to help participating negotiators to understand each other's positions, to develop their own positions, to ensure they have better information and can use it more effectively, as well as to support participating women negotiators to enable them to be more active in the UNFCCC process.

The activities of the Fellowship Programme include the **Oxford Fellowships**, which take place annually, over a week, and are organized by OCP. During the first three days, closed-door discussions take place among the participating Fellows, in the Fellows' Colloquium. This is followed by the Oxford Seminar, which is convened by the Fellows to discuss topics of their choice with European colleagues. The ecbi meets the accommodation and travel expenses of the Fellows, while European attendees cover their own costs.

Open, informal discussions under the Chatham House Rule are encouraged among the negotiators, beyond the boundaries of Group and national positions, to foster compromises that aid progress in the multilateral negotiations. The Programme also aids ecbi Fellows and other senior developing country negotiators in developing workable proposals to the international negotiations, which address their own concerns while proposing a way forward.

The negotiating process itself does not provide many opportunities for negotiators to build a collegiate relationship with each other, although many of them have been part of the negotiations for many years. Negotiators are not often able to step away from entrenched national positions, and hold informal discussions in the hope of coming up with compromises.

The Fellowships aim to encourage personal engagement and familiarity among negotiators from developing countries and their European colleagues, and to provide opportunities for informal discussions and exploration beyond the boundaries of nationally held positions, without the fear that national positions may be compromised.

In addition to building personal relationships and trust between the Fellows and European negotiators, the Oxford Seminars also serve as a capacity building exercise for European negotiators by providing them with an opportunity to understand the basis of G77 positions. This arrangement has worked very well, as it gives an opportunity for the negotiators from developing countries to identify key areas of common concerns, to bring these to the notice of their European colleagues, and to better understand and bridge differences among themselves.

The **Bonn Seminars** are organized annually during the summer sessions of the UNFCCC's Subsidiary Bodies. These Seminars, attended by developing country and European negotiators, help maintain both the momentum created by the Oxford Fellowships, and the continuous contact among the 'ecbi community' of negotiators.

Countries eligible for participation in the activities are:

- All developing countries (as understood in the UNFCCC context), with a focus on the most vulnerable (Least Developed Countries and Small Island Developing States), and the BASIC Group (Brazil, China, India, and South Africa)
- European countries (European Economic Area + Switzerland)

In Phase IV, an average of 37 and 40 delegates participated in the Oxford Fellowships & Seminar, and the Bonn Seminar respectively. It is expected that approximately the same number of participants will be part of the Phase V programme.

## **b) Publications and Outreach Unit**

The POU will continue to produce its range of current products: **Policy Papers** for senior climate negotiators, **Pocket Guides** for novice climate negotiators; **newsletters** for the ecbi alumni; **reports** on ecbi meetings; and the **ecbi Annual Report**.

The ecbi publications are tailored first and foremost for the immediate audience of senior UNFCCC negotiators (policy briefs and blogs/ notes), and new/ trainee negotiators (Pocket Guides). Outreach with this audience begins from the time the topics are decided – the negotiators are involved in deciding the topics, and contribute to authoring/ co-authoring the publications. This not only ensures that the publications are tailored to their specific needs, and answer the questions they want answered, but also creates co-ownership, whereby the co-authors help reaching a wider audience of negotiators. Another way of creating ownership with the negotiators, used most often in the case of policy briefs, is to team up a global expert with a negotiator (usually for a developing country) to produce a draft. This draft, which often looks at differences on specific issues within the UNFCCC negotiations and tries to identify possible landing grounds, is then presented at an ecbi event (Oxford Seminar, Bonn Seminar, or webinars) attended by the key UNFCCC negotiators on the topic. The draft is finalised after this discussion, taking into account the comments received at the event.

The Pocket Guides, meanwhile, are handed out during the training workshops for new negotiators and used during mock negotiating sessions. A few hard copies of the Pocket Guides are also printed, for use during these training workshops. The primary means of outreach to the main audience of UNFCCC negotiators is therefore direct and targeted contact. In addition, the publications are advertised through the ecbi website; the ecbi Newsletter; which goes out to the ecbi alumni (senior negotiators of the UNFCCC, and participants in training events); through mailing lists such as Climate-L and CAN; and through social media such as Twitter, LinkedIn, and Academia.

For key publications, special launch or discussion events are also organised. While the policy briefs are fairly technical and targeted, the Pocket Guides have proven to be popular with a wider audience, as reflected in the increase in visitors to the ecbi website since they were launched.

Publications produced as part of the ecbi project, along with the ecbi annual report, meeting reports and newsletters may be used to demonstrate the results of the FTP and for Danish public diplomacy activities.

## **c) Gender considerations**

The ecbi is fully cognizant of the critical role in advancing gender equality as part of effective climate action, as is stated in the Paris Agreement. This includes ensuring equitable representation and participation in all

levels of climate change decision-making and implementation. Given historically disproportionate and lower participation of women in climate negotiations from across regions, in particular among LDCs, as well as the gender-differentiated impacts of climate change, ecbi will prioritize efforts to empower women leaders in climate decision-making and promote gender equality.

As ecbi Fellows and other Seminar participants are selected from the ranks of senior developing country negotiators, the gender ratio in these events depends on the gender ratio not only in national delegations but also in leadership positions in the UNFCCC negotiations. Of the total number of ecbi Fellows in the last five years, 29 per cent were women; this compares well with the UNFCCC baseline, where 27% of the Heads of Delegation at Conferences of Parties are women.

The Fellowship and Trust-building Programme will continue to maximise the level of women participants, given these constraints.

### **3. Project objective and results framework**

The overall development objective is to contribute to equitable, effective, inclusive, and sustainable global solutions to climate change.

The objective of the project is mutual understanding and trust – both between European and developing countries and among the developing countries in the context of the multilateral climate regime (Section 2.2, Phase V Framework).

The Department for Green Diplomacy and Climate will base the actual support on progress attained in the implementation of the project as described in the documentation provided by BVRio or in this jointly agreed document. Progress will be measured through BVRio's monitoring framework.

For reporting purposes to MFA/Department for Green Diplomacy and Climate, the following objective, key outcome and outputs have been selected from the BVRio/OCP monitoring framework to document progress:



Project title		ecbi Fellowship and Trustbuilding Programme	
Development objective		Equitable, effective, inclusive, and sustainable global solutions to climate change	
Project objective		Mutual understanding and trust in the context of the multilateral climate regime.	
Impact Indicator		Participants Feedback	
Outcome 1		Increased understanding among participating negotiators of each other's positions in climate change negotiations.	
Outcome indicator		% of participants who report increased understanding of other's positions & are able to give examples	
Baseline	Year	2021	0
Target	Year	2025	60%
Output 1		Oxford Fellowships and Seminar	
Output indicator		# of Output events	
Annual target	2022	1	Oxford Fellowships and Seminar
Annual target	2023	1	Oxford Fellowships and Seminar
Annual target	2024	1	Oxford Fellowships and Seminar
Annual target	2025	1	Oxford Fellowships and Seminar
Output 2		Bonn Seminar	
Output indicator		# of Output events	
Annual target	2022	1	Bonn Seminar
Annual target	2023	1	Bonn Seminar
Annual target	2024	1	Bonn Seminar
Annual target	2025	1	Bonn Seminar
Output 3		Women participating in ecbi activities	
Output indicator		% of participators are women	
Annual target	2022	20%	of participators are women
Annual target	2023	20%	of participators are women
Annual target	2024	20%	of participators are women
Annual target	2025	20%	of participators are women
Outcome 2		Participating negotiators have better information and are more effective in negotiations.	
Outcome indicator		% of participating negotiators that state that they are better informed & are able to give examples	
Baseline	Year	2021	0
Target	Year	2025	60%
Output 1		Production of policy papers for senior climate negotiators	
Output indicator		Number of policy papers produced	
Annual target	2022	2-3	Policy Papers/Pocket Guides
Annual target	2023	2-3	Policy Papers/Pocket Guides
Annual target	2024	2-3	Policy Papers/Pocket Guides
Annual target	2025	2-3	Policy papers/Pocket Guides

## 4. Risk Management

One of the main advantages of outputs and outcomes that have been tried, tested, and successfully delivered over many years is that the risks involved can be assessed on the basis of concrete evidence.

The ecbi has undertaken an evidence-based analysis to identify the assumptions underpinning its outputs and outcomes, together with the key risks that may prevent ecbi from delivering them.

Other major risks identified based on the fifteen years of experience were assessed for level of risk and likelihood. They are listed in Section 8 of the Phase V Framework, together with the proven risk mitigation strategies (see also Annex 4).

## 5. Budget

Beyond the limits defined in the Financial Management Guideline, funds cannot be transferred between the budget lines without prior approval from Department for Green Diplomacy and Climate. Expenditures beyond the total grant of DKK 14 million cannot be covered.

Budget						
	[GBP '000]	2021/22	2023	2024	2025	
[1] Fellowships & Seminars		£115	£118	£124	£133	
[2] Publications		£40	£41	£43	£46	
[3] Contingency funds		£10	£10	£11	£12	
[4] Staff Labour Cost		£167	£172	£180	£194	
[5] Staff Travel		£12	£12	£13	£14	
[6] Public Relations		£8	£8	£9	£9	
[7] Overheads (7%)		£26	£27	£28	£30	<b>Grand Total</b>
<b>Annual Total</b>	GBP [k]	£378	£388	£408	£438	<b>£1,613</b>
	DKK [m]	<b>3.3</b>	<b>3.4</b>	<b>3.5</b>	<b>3.8</b>	<b>14.0</b>

## 6. Management arrangement

The Grantee has agreed to the following management arrangement with the aim to ensure adequate dialogue and timely decisions with regard to this project.

### 6.1. ecbi Management

The ecbi is divided into two independent but mutually supportive programmes:

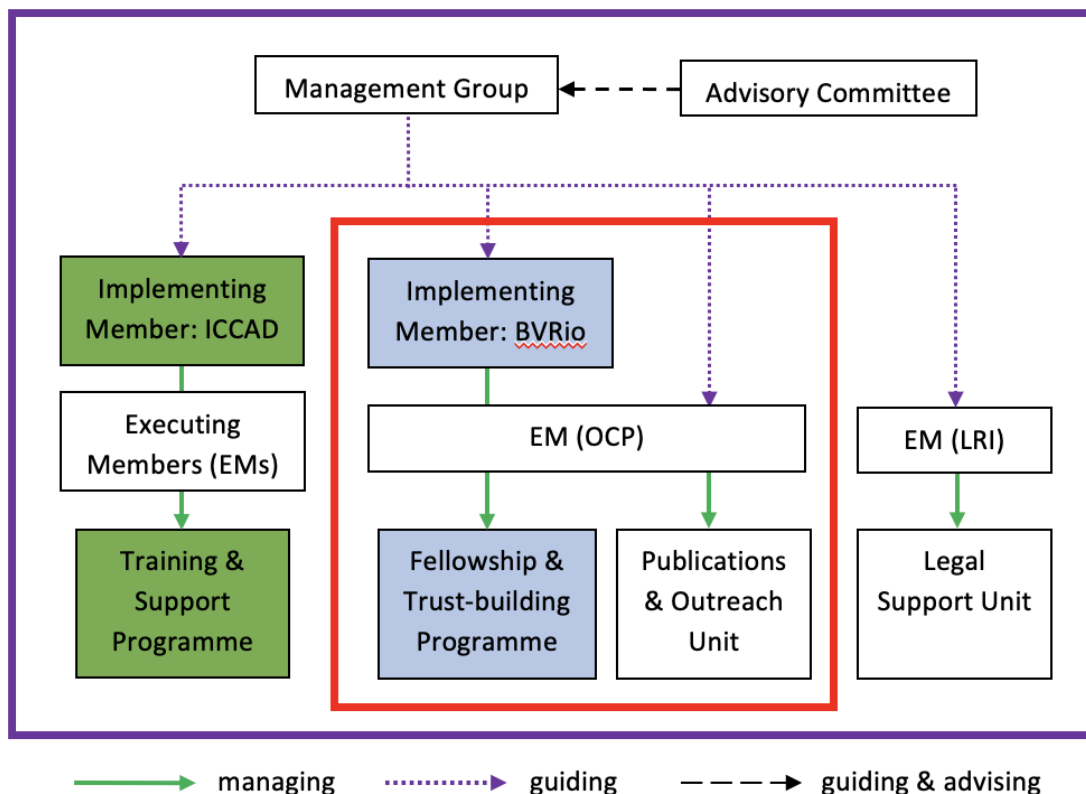
- **Fellowship & Trust-building Programme** (managed by BVRio/OCP)
- **Training & Support Programme** (managed by ICCCAD)

and two cross cutting support units:

- **Legal Support Unit** (managed by LRI)
- **Publications and Outreach Unit** (managed by OCP)

Its overall management is described in Section 3 of the Phase V Framework and represented graphically in purple box in Figure 1.

**Figure 1. Management and governance structure**



## 6.2. Project Management

The project is to fund the ecbi Fellowship and Trustbuilding Programme (FTP) and Publications and Outreach Unit (POU) to be managed by BVRio UK, as grantee and implementing entity and OCP as sub-grantee and executing entity (as illustrated in the red box in Figure 1).

As implementing entity, BVRio UK will be the grantee of this project, with all the responsibilities this entails, and will sub-contract OCP as executing entity to carry out the day-to-day management of the project.

Both BVRio UK and OCP have their internal procedures and policies (listed under 1.2 and appended as part of the project documentation) which will apply for their activities under this project, unless they are superseded by arrangement in this contract.

Yearly meetings between BVRio, OCP and the Department for Green Diplomacy and Climate will be undertaken to monitor and review activities etc. of the project.

## 7. Financial Management

The grantee, BVRio, and sub-grantee, OCP, can utilize their own rules and procedures, while adhering to the minimum requirements as stipulated in the Ministry of Foreign Affairs' Guidelines for Financial Management and conditions specified for the grant, that must be considered an integral part of the conditions for this grant. The grant will be administered according to Danida guidelines for administration of single projects: [General Guidelines for Financial management \(um.dk\)](#).

Disbursements to BVRio should cover foreseen expenditures for up to 12 months in advance in accordance with relevant work plans and budgets. The annual disbursements will be requested in connection with the submission of the annual work plan and budget. Disbursements from the MFA will be based on a disbursement request from BVRio which should include:

- Detailed bank account information.
- Output based and approved work plans and budgets.
- Clearly state the project cash flow need, e.g. by presenting the current liquidity, commitments made, income (realized and planned) from other sources and cash flow need for the coming period (taking into account any carry-over funds due to under spending in the previous year).

The overall conditions for disbursement of funds from the MFA includes:

- Satisfactory use of prior disbursements.
- Satisfactory financial and activity reporting has been submitted on previous periods.
- Submitted receipts of all prior disbursements.
- Submitted satisfactory audited project accounts.
- No accumulation of funds on BVRio's development engagement accounts.

BVRio must return a letter or email with acknowledgement of receipt of funds.

The funds shall be kept separate from other funds covering other activities. A special bank account shall be opened for this purpose only (the 'project bank account').

Any loss due to the variation of exchange rates between the grant in DKK and the national currency must be covered within the grant.

## **7.1. Accounting requirements**

Project accounts shall be kept in accordance with internationally accepted accounting principles and the organisation must follow the basic four-eye principles for all payments. The accounts shall at all-time be kept updated according to international standards, ensuring that:

1. The project accounts shall be drawn up to the same level of detail as is done in the budget. The total budget cannot be exceeded and shall be used for the agreed purposes only.
2. The Contribution is entered into the accounts as project income.
3. Reporting on expenditures is of at least the same level of detail as in the budget.
4. All external expenditures are documented by scanned copies of the original records (vouchers, original invoices and original, signed receipts, etc.).
5. An adequate register of equipment and other assets acquired with project funding is maintained.
6. Adequate control procedures are put in place and project accounts are signed by the responsible institution's management.
7. An accounting manual is maintained.

## **7.2. Reporting requirements**

Every year, no later than 1 February, a work plan, budget and disbursement request for that year must be submitted by BVRio to the Department for Green Diplomacy and Climate (MFA).

Every year after 2022, no later than 1 July,

- the Statement of annual project accounts for previous year,
- and the corresponding annual financial project audit report,
- and a narrative annual report

must be submitted by BVRio to the Department for Green Diplomacy and Climate (MFA), and an annual review meeting between the Department for Green Diplomacy and Climate (MFA), BVRio and OCP arranged. In addition, an internal annual stocktaking review will be undertaken by the Department for Green Diplomacy and Climate (MFA).

Statement of project accounts shall be drawn up to the same level of detail as is done in the project budget (reflecting any agreed changes made). The statements shall clearly state the disbursements made by the Department for Green Diplomacy and Climate (MFA) as well as the outstanding balance at the time of reporting. The statements shall be signed by the responsible authority and shall include a bank statement and reconciliation of the project bank account.

The yearly financial project audit report must include management letter and specifically state project income and expenses.

A final statement of project accounts/financial audits (covering the entire project period) shall be submitted by 1 July 2026.

### **7.3 Unspent funds**

Any unspent balance or any savings of project funds shall be returned at the end of the project to the Danish Ministry of Foreign Affairs (MFA) together with any interest accrued from deposit of Danish funds.

### **7.4 Audit requirements**

Annual financial auditing is required in accordance with applicable Auditing Protocols under Danida guidelines for administration of single projects: [Guidelines for Country Strategic Frameworks Programmes and Projects \(um.dk\)](#).

### **7.5 Obligation to report on changes and irregularities**

BVRio is obliged to inform the Department for Green Diplomacy and Climate (MFA) immediately if any changes, including overspending of budget lines, or irregularities in the management of funds are foreseen or have occurred.

### **7.6 Travel rules**

The rules for travel paid by project funding are regulated by the appended BVRio/OCP travel policy, stating that project funding for staff travel can only cover economy class, and that UN travel policy and conditions apply for participants' long duration travels at ecbi Fellowship Programme activities.

## **8. Monitoring and Evaluation**

A project completion report shall be submitted to the Department for Green Diplomacy and Climate (MFA) no later than 1 July 2026.

MFA shall have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme. To facilitate the work of the person or persons instructed to carry out such monitoring missions, BVRio shall provide these persons with all relevant assistance, information, and documentation.

After the termination of the programme support, the Danish MFA reserves the right to carry out an evaluation of the Programme in accordance with this article.

Representatives of the Auditor General of Denmark shall have the right to:

1. Carry out any audit or inspection considered necessary as regards the use of the Danish funds in question, on the basis of all relevant documentation,
2. Inspect accounts and records of suppliers and contractors relating to the performance of the contract, and to perform a complete audit.

## **9. Supplementary Clauses**

### **9.1. Anti-corruption clause**

No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised, sought or accepted - neither directly nor indirectly - as an inducement or reward in relation to activities funded under this agreement, incl. tendering, award, or execution of contracts. Any such practise will be grounds for the immediate termination of this Agreement and for such additional action, civil and/or criminal, as may be appropriate.

At the discretion of the Danish MFA, a further consequence of any such practise can be the termination of any ongoing projects funded by the Danish MFA.

### **9.2. Child labour clause**

The Grantee shall abide by applicable national laws as well as applicable international instruments, including the UN Convention on the Rights of the Child and International Labour Organisation conventions. Any violation will be ground for immediate termination of the Agreement.

### **9.3. Prevention of sexual exploitation, abuse and harassment**

The Danish MFA has a zero tolerance for inaction approach to tackling sexual exploitation, abuse and harassment (SEAH) as defined in UNSG Bulletin ST/SGB/2003/13 and the definition of sexual harassment in UNGA Resolution A/RES/73/148. The Grantee, and its sub-grantee, will take appropriate measures to protect people, including beneficiaries and staff, from SEAH conducted by its employees and associated personnel including any sub-grantee staff and take timely and appropriate action when reports of SEAH arise. In the event that the Grantee receives reports of allegations of SEAH, the Grantee will take timely and appropriate action to investigate the allegation and, where warranted, take disciplinary measures or civil and/or criminal action.

Any violation of this clause will be ground for the immediate termination of this Agreement.

BVRio confirms:

(1) that it has adequate policies/standards or frameworks in place to prevent SEAH<sup>1</sup>;  
(2) that all employees have been informed about these policies/standards/frameworks; and  
(3) that there are appropriate SEAH reporting procedures and complain mechanisms in the organisation including the protection of victims of SEAH and that prompt and adequate action is taken if SEAH is observed, reported or suspected.

In case the development engagement includes sub-grantees, the Grantee is responsible for ensuring that sub-grantees have adequate policies/standards and procedures in place for the prevention of SEAH.

### **9.4. Anti-terrorism and restrictive measures**

If, during the course of implementation of this project, the Grantee discovers any link whatsoever with any organization or individual associated with terrorism, it must inform the Danish MFA immediately and explain the reasons for such transfer, including whether it was made or provided knowingly, voluntarily, accidentally, unintentionally, incidentally or by force.

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<sup>1</sup> In line/adherence with the Inter Agency Standing Committee's Minimum Operating Standard on prevention of SEA and/or the elements on prevention of SEA of the Core Humanitarian Standard on Quality and Accountability

The Grantee agrees that it and/or its implementing partners (including contractors, sub-contractors and sub-grantees) will take all reasonable steps to secure that no transaction made in relation to the project will – directly or indirectly – benefit a person, group or entity subject to restrictive measures (sanctions) by the UN or the EU.

Any violation of this clause is ground for immediate termination of the Agreement returning to the Danish MFA of all funds advanced to the Grantee under it.

## **9.5 Transfer of ownership**

The Grantee/sub-grantee responsible for the implementation of this project shall maintain updated inventories of all equipment financed by earmarked support from government of Denmark, e.g. vehicles, computers, furniture and tools.

Equipment, material, supplies and facilities purchased by Denmark, which are used during the implementation of the programme, e.g. vehicles, computers, furniture and tools, remain the property of Denmark, until such time as it has been agreed otherwise.

Transfer of ownership of the above-mentioned assets to the grantee may take place during the programme period. Before programme termination, the grantee and MFA will assess and agree on final transfer of such assets, which can be justified on the basis of a final request from the grantee. Any remaining assets will be disposed of by Denmark.

## **9.6 Transparency**

The Parties shall have the right to publish the Agreement, any documents or other informational data relating to the project on its internet site (the Danish MFA's website for such purposes is currently [www.um.dk](http://www.um.dk)) and other relevant media.

BVRio and its sub-grantee, OCP, is aware that the Danish MFA is subject to inter alia the Danish Access to Public Administration Files Act. Upon request for the disclosure of this Agreement, or any document related to this Agreement, the Danish MFA must in each case assess, if such document may be disclosed in whole, or, where there are grounds for confidentiality, disclosed in part.

## **9.7. Suspension**

In case of non-compliance with the provisions of this Project Document and /or violation of the essential elements mentioned in this Project Document MFA reserves the right to suspend with immediate effect further disbursements to the Grantee under this contribution.

## **9.8. Entry into force, duration and termination**

The contribution will be announced in a letter of commitment referring to this Project document and programme documentation as listed under 1.2.

The grant will have the duration of 50 months in accordance with the project period stated under 1.3. The duration of the grant may be extended by mutual arrangement and within the agreed budget.

Notwithstanding the previous clause, MFA may terminate the grant upon 6 months written notice.



In witness hereof the Parties hereto, acting through their representatives duly authorised for this purpose, have caused this Agreement to be signed in two originals in the English language.

For BVRio/OCP

.....

Pedro Moura Costa; Chair, Board of Directors; BVRio/OCP

Date:

Place: Oxford

For the Government of the Kingdom of Denmark

.....

Karin Poulsen; Head of Department; Department of Green Diplomacy and Climate, Ministry of Foreign Affairs

Date:

Place: Copenhagen

## ANNEX 2: PARTNER ASSESSMENT

The result of Denmark's development cooperation is dependent on our ability and willingness to enter into the right strategic partnerships. MFA is funding project and programs that are negotiated and implemented by partners. These can be individual partners, group of partners or "partners of partners" Understanding the dynamics of partners, partnerships and partner-relations in the context in which they operate is the core of good aid management.

This annex starts with a presentation of the criteria for selection of implementing partners and a description of the partner assessments, which need to be conducted. Based on the analysis the matrix with a summary of key features of the selected partners needs to be filled out (Template at the end of this section).

*Selecting partners* rarely starts from scratch. Previous experience and history of development cooperation relations matter, as well as broader political, governance, and gender equality concerns. A genuine partnership should build on trust and transparency between partners, fostered through longer-term collaboration and relation building, while also recognising that partnerships may eventually run out of energy or relevance and should consequently be abolished. Partnerships can be formed with multiple types of actors including public, private, civil society, academia, and with support and collaboration from multiple development agencies.

Ensuring that there is a match between the partners and the ambitions and delivery modalities and the intervention is essential for ensuring that the programs and projects achieve the expected results. In order to facilitate this match making, an assessment of the partner's capacity must be made and documented. The relevance of the partners and match between the program/project and the partner(s) have to be justified, including reflections on previous experience with the partner (if any), added value, capacity and exit strategies:

### The assessment of partners' relevance and capacities include:

- **Lessons identified** what have been the results of previous engagement with the partner- if any? What is the experience of other donors collaborating with this partner? What are particular strengths and what are major weaknesses?
- **Their relevance** for achieving the objectives and outcomes of the program/project;
- **Their change readiness and ownership-** history of tangible and longer-term prioritization of the issues to be addressed (vis-à-vis other options) or public declarations of endorsement and active participation in the formulation of reforms; e.g. through investment of political capital;
- The likely **effectiveness and efficiency** of the partners and their engagements for achieving results and impact;
- Likelihood of ensuring the **longer-term sustainability** of the results;
- Their **ability to drive learning, innovation, change and transformation**, which can be achieved by entering into engagements with more types of partners, including private sector, civil society and academia.
- **Gender equality** - what is the gender division in boards, leadership roles and more broadly in the organisation? Do organizational policies and procedures promote gender equality?
- **Prevention of Sexual Exploitation and Abuse and Sexual Harassment (SEAH)** – what is the organisations' approach to addressing SEAH? Are adequate prevention and complaints mechanisms in place and are cases followed up satisfactorily?

*Partners' capacity* should be assessed to define choice of modality, management structure and the need for supporting capacity development as part of the development engagement. Often, development projects have a significant element of capacity development support. Experience shows, however, that steep increases in partner capacity are unlikely to materialize over short period of times in a sustainable manner.

The **scope and depth of the partner capacity assessment** will depend on the size of the grant, the complexity of the activities and prior history of cooperation with Denmark or other international development partners. The capacity assessment should, as far as possible, make use of existing information and documentation. The capacity assessment should include both the partner's technical, administrative and managerial capacity, and its capacity to network both vertically and horizontally. The assessment may be carried out by the MFA unit itself, by the partner or in collaboration with the partner, through external consultants, or a combination there of. Especially if external assistance is needed, the partner should be included in the elaboration of terms of reference and other relevant parts of the process, and actively endorse that the process is taken place.

The capacity of the partner shall as a minimum be assessed using a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis. A SWOT is a simple, yet powerful tool to help understand the capacity of a partner, including internal strengths and weaknesses as well as external opportunities and threats. The latter should be linked to the political economy and gender analysis. The potential partner should ideally provide inputs to the SWOT analysis, including understanding of the partner's weaknesses and strength. The summary of the SWOT analysis should be presented in matrix below.

With regards to **financial and administrative management capacity**, the responsible MFA unit must ensure that an assessment of possible partners' financial and administrative capacity is carried out as an integral part of the capacity assessment. If proposed activities include transfer of funds to sub-partners, the capacity of these sub-partners should also be assessed. Assessments should as far as possible build on existing available information, such as procedure manuals, previous audits and assessments, but can be supplemented by further assessments. If external assistance is needed, the partner should be included in the elaboration of terms of reference and other relevant parts of the process. The scope and depth of the assessment will depend on the size and complexity of the activity, the nature of the partner and its history of prior cooperation with MFA or other donors. Guidance on what the assessment should cover can be found in [the General Guidelines for Financial Management](#).

## Partner Assessment: european capacity building initiative (ecbi)

### 1. Brief presentation of partners

Since its launch in 2005, ecbi (written in lower case letters) has been an instrumental initiative for sustained capacity building in support of international climate change negotiations. ecbi was founded with the aim to initiate capacity and trust building activities for developing countries and their climate negotiators. 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. Another major obstacle lies in mutual misunderstanding and a lack of trust, particularly between industrialized and developing countries. ecbi aims address these challenges by promoting a more level playing field between government delegations to the international climate change negotiations, and to facilitate mutual understanding and trust – both between European and developing countries and among the developing countries. ecbi has four main workstreams:

- A [Fellowship & Trust-building Programme](#) (FTP) to promote an informal, high-level exchange of views and ideas between senior developing and European negotiators, led by the Oxford-based UK office of BVRio, and implemented by Oxford Climate Policy (OCP).
- A [Training & Support Programme](#) (TSP) to enhance negotiating skills, particularly of new negotiators, led by the Dhaka-based [International Centre for Climate Change and Development](#) (ICCCAD).
- A Legal Support Unit (LSU), led by [Legal Response International](#) (LRI)
- A Publication and Outreach Unit (POU), led by OCP.

This Danish engagement is with the first of ecbi's four workstreams, i.e. the Fellowship and Trust-building Programme. Denmark has an in-debt knowledge of ecbi as a Danish partner. The knowledge comes from Denmark's cooperation with ecbi during the first phase of the Fellowship and Trust-building Programme running from 2005-2007 for which Denmark provided a contribution of DKK 1.5 million (F2-reference: 46.B.87.a.6-101.).

ecbi is the only initiative of its kind offering capacity and trust building activities for developing countries' climate negotiators. Denmark's experience from the earlier cooperation with ecbi is good. Substantially, the results from the cooperation have helped build capacity of climate negotiators from developing countries and helped build trust between them and negotiators from European countries (an Independent Evaluation has been undertaken. For further information on the conclusions refer to Chapter 3, "Institutional framework" of the ecbi Phase V Framework document). While some negotiators stay on for several years, others rotate and new negotiators join. Therefore, as long as international climate negotiations will continue, training and capacity building of developing countries' negotiators will be useful as an ongoing activity in support of present and new negotiators.

From a management and administrative perspective, Denmark's experience from working with ecbi during the earlier phase has met with Danish standards and requirements. Since its launch, ecbi has operated with a small administrative set-up, headed by the ecbi Director. ecbi and its Director has been, and still is affiliated with Oxford Climate Policy, which is a founding partner of the initiative.

In April 2005, Oxford Climate Policy, headed by the ecbi Director, was registered with the UK Companies House as a non-profit membership company in England and Wales for the general purpose of capacity building in the context of the UN climate change negotiations. ecbi has the oversight responsibility for the four ecbi workstreams, but is in particular charged with managing ecbi's Fellowship and Trust-building Programme and the Publication and Outreach Unit.

For the purpose of establishing a robust institutional home for the Fellowship and Trust-building Programme, ecbi has formed an alliance with BVRio. BVRio UK Ltd was registered with Companies House as an institutional partner of OCP in March 2021. BVRio (Instituto BVRio) is a Brazilian-based non-profit organisation created in 2011. Since its launch, BVRio has become international and today operates with offices in Brazil, United Kingdom, Switzerland, China, Ghana, and Indonesia.

BVRio's UK office is located in Oxford. With the registration of BVRio, Oxford Climate Policy has become a subsidiary of BVRio. From a legal perspective, BVRio therefore is the overall responsible entity for the Fellowship and Trust-building programme with Oxford Climate Policy running and implementing the Programme's day-to-day activities. Accordingly, the management team of the Fellowship and Trust-building Programme consists of the ecbi Director as its Head and the Deputy of BVRio's Oxford office, and Chairman of the BVRio Board of Directors as its Deputy. For an overview of ecbi's management and governance structure, reference is made to figure 1 in section 3.2 of the ecbi Phase V Framework document, which section also includes detailed information on the set-up of the ecbi organisation.

## **2. Summary of partner capacity assessment**

As mentioned above in the presentation of ecbi as the partner of this engagement, Denmark has a good experience from the earlier Danish collaboration with ecbi. Against this background, the capacity of ecbi and its legal, institutional and management set-up is assessed to be adequate for managing the Danish contribution in line with the aim of the supported Fellowship and Trust-building-programme.

This assessment, based both on the earlier experience and from witnessing the performance of climate negotiators trained under the Programme, is supported by an in-depth independent evaluation of activities under ecbi's phase IV, carried out in 2018. Among the conclusions from the evaluation is that the ecbi Programme has been meeting and often surpassing its outcomes, and is also has produced unplanned benefits, including networking for participants, informal support to unblock negotiations challenges, and sharing of information with participants' colleagues. While the evaluation also points to some challenges associated with the Programme, the evaluation also highlights several other strengths and positive results stemming from the Programme.

Following the evaluation, the ecbi management has taken steps to follow up on improvement points from the evaluation. This mainly includes giving more emphasis in Phase V to the two-way nexus between climate negotiations and implementation of climate activities on the ground, i.e. the negotiations need to be guided by what implementation requires, and implementation needs to understand what the negotiations imply.

The positive conclusions of the independent evaluation and the way the ecbi management has taken its findings into account combined with Denmark's experience from earlier cooperation in sum results in a positive assessment of ecbi's capacity to manage the Danish contribution to

the Fellowship and Trust-building Programme. Furthermore, and in light of BVRio being the signatory to the contribution agreement, a financial management capacity assessment has been made of BVRio. This has been based on documentation provided by BVRio on its financial management procedures, its organizational structure and procedures book and audited accounts from the financial years 2018, 2019 and 2020. In addition, BVRio and OCP has developed designated procedures on financial management, travel and procurement, especially designated for the implementation of the Fellowship and Trust-building Programme. All documentation related to the financial management capacity assessment of BVRio, including accounts of BVRio UK has been found to live up to Danish and internationally established standards. Therefore, the overall result of the pre-assessment of BVRio has led to a low risk conclusion.

For further information on the conclusions of the Independent Evaluation, reference is made to Chapter 3, “Institutional framework”, of the ecbi Phase V Framework document.

### 3. Summary of key partner features

Name of Partner	Core business <i>What is the main business, interest and goal of the partner?</i>	Importance <i>How important is the project/programme for the partner's activity-level (Low, medium high)?</i>	Influence <i>How much influence does the partner have over the project/programme (low, medium, high)?</i>	Contribution <i>What will be the partner's main contribution?</i>	Capacity <i>What are the main issues emerging from the assessment of the partner's capacity?</i>	Exit strategy <i>What is the strategy for exiting the partnership?</i>
BVRio	<i>BVRio's mission is to promote the use of market mechanisms to facilitate compliance with environmental laws and support the green and low carbon economy.</i>	<i>Medium. BVRio has a range of other partners that they collaborate with. The ecbi capacity building programme is only one project in their portfolio.</i>	<i>Medium.</i>	<i>BVRio will mainly be in charge of administration and will organize the seminars and the fellowship programme in collaboration with OCP.</i>	<i>BVRio's capacity for managing the administrative affairs of the programme are adequate.</i>	<i>Denmark is not committed to provide support beyond phase V of ecbi's programme. Whether this may be considered will depend on results from phase V and an assessment of the need for Denmark to continue support for training of climate negotiators.</i>
Oxford Climate Policy (OCP)	<i>OCP is co-founder of ecbi and has been the managing and implementing entity in the first four phases. OCP works through ecbi to provide sustained capacity building for climate change negotiators to promote a level playing field between governments in the international climate negotiations, and to build trust between developed and developing country negotiators.</i>	<i>High. OCP's main objective is to manage the ecbi capacity building programme. ecbi, therefore, is crucial for the programme's success.</i>	<i>High. The OCP will be crucial in the delivery of the programme's results and outputs as they are the main organizer of the seminars and the fellowship programme.</i>	<i>OCP will be the main implementing partner and will take the lead in organizing the seminars and the fellowship programme.</i>	<i>Over its 15 years of experience with training and trust building activities for developing countries' climate negotiators, OCP has demonstrated a strong track record and capacity to carry out the programmes.</i>	<i>Denmark is not committed to provide support beyond phase V of ecbi's programme. Whether this may be considered will depend on results from phase V and an assessment of the needs for training beyond phase V.</i>



## Annex 3 – Theory of Change

The ecbi believes that a workable solution to climate change is only achievable if the interests and concerns of all countries are considered while designing a fair and equitable solution. It is therefore essential that all countries should have the capacity and opportunity to participate fully in the formulation of global solutions. Only then will they have the necessary ownership and incentive to implement solutions at the national and local level.

The international climate change negotiations are a key component in the global quest to protect humanity and the planet from the adverse impacts of anthropogenic climate change. They are also among the most complex multilateral processes ever witnessed. They relate to key aspects of national development, indeed in some cases of national survival, with diverse and very powerful interests at stake. Accordingly, they have to deal with an ever-increasing number of country coalitions, more often than not pursuing mutually exclusive objectives on an ever-increasing number of issues.

The task of arriving at mutually agreed negotiation outcomes is made even more difficult by the fact that there is not only a significant imbalance in resources and capacities between the delegations of developed and developing countries, but also significant mutual distrust.

Delegations from developed countries generally include specialized experts, lawyers, and other support staff. Most developing country negotiators do not have the means to obtain similar backing. Delegations from poor climate-vulnerable countries often lack the resources, personnel, skills, and expertise to put forward their positions effectively, to challenge opposing views, and to shape the negotiation outcomes. This is regarded as unfair and unjust, particularly as these delegations represent countries that have hardly contributed to the problem of climate change, while being most vulnerable to its impacts.

In order to identify and successfully utilize the opportunities of poor climate-vulnerable countries' active participation in the negotiations with coherent and compelling arguments, a good understanding not only of the substantive and legal issues, but also of the UNFCCC processes and negotiation techniques, is essential. Significant capabilities in the fields of diplomacy, international law, and policy-making are required to assess the implications of new ideas, develop practical and meaningful approaches for negotiation, and draft the necessary submissions and texts.

The mission of the Oxford-based Fellowship and Trust Building Programme is to build trust and exchange procedural and institutional knowledge both between the Fellows (senior developing country negotiators) and their European colleagues ('North-South trust-building'), and among the Fellows ('South-South trust-building'). Its aim is to help participating negotiators to understand each other's positions, to develop their own positions, to ensure they have better information and can use it more effectively, as well as to support participating women negotiators to enable them to be more active in the UNFCCC process.



The main assumptions of the project are that the targeted negotiators will continue to engage in ecbi activities in good faith and that the UNFCCC process continues in its current form. The main risks associated with these assumptions are last minute changes that result in no participation, lack of openness to others' positions, and lack of opportunity to influence UNFCCC process outcomes for targeted negotiators.

The Theory of Change can be summarised as in the table below.

Problem	Barriers	Intervention	Outputs	Outcome (immediate)	Outcome (long term)	Impact (development objective)
Developing countries are most affected by climate change, yet do not participate on a level playing field at International climate change negotiations. Negotiations are further hampered by a lack of trust both between European and developing countries, and among the developing countries	A lack of trust between negotiators (from both developing and industrialized countries) means countries become entrenched in positions and the negotiations do not move forward.	Fellowships and seminars	Oxford fellowships and seminar	Increased understanding among participating negotiators of each other's position	Increased level of trust within the UNFCCC process.  A more level playing field in the UNFCCC process.	Equitable, effective, inclusive, and sustainable global solutions to climate change.
	Developing country delegates are under-resourced, and do not have access to specialist expertise in developing their negotiating positions.		Bonn seminar			
	Developing country delegates are isolated in their negotiations, lacking the resources (from both developing and industrialized countries).		Women participants			
	Developing country delegates and policy makers are often not climate change specialists, and lack the expertise of those from industrialized countries.	Production and publication of information material	Policy papers/Pocket guides	Participating negotiators have better information and are more effective in negotiations.		

## Annex 4 - Risk Management

### Contextual risks

ASSUMPTIONS				
<ul style="list-style-type: none"> <li>- The UNFCCC process continues in its current form.</li> <li>- Targeted negotiators retain the opportunity to influence UNFCCC process outcomes.</li> </ul>				
Longer-Term Outcome	Identified risk	Level of risk	Likelihood	How the risk will be addressed
Increased level of trust within the UNFCCC process.	Entrenched country positions negate trust built and are a barrier to moving forward.	High	Possible	Use the ecbi's tried and tested trust-building methodology, which has been proven in evaluation to have been successful over Phases I to III of the programme.
	Turnover of negotiators means that investment in individuals may be lost.	Medium	Possible	Experience shows that this can be mitigated through regular series of events.
A more level playing field in the UNFCCC process.	The imbalance of resources remains too great to allow a level playing field.	Low	Likely	The ecbi alone cannot create a completely level playing field. Our aim is to contribute to a <i>more</i> level playing field by using the skills and experience we have to increase negotiator capacity to greatest effect.

### Project risks

ASSUMPTIONS				
<ul style="list-style-type: none"> <li>- Targeted negotiators continue in wishing to engage in ecbi activities.</li> <li>- Targeted negotiators are participating in the ecbi programme in good faith.</li> </ul>				
Outcome	Identified risk	Level of risk	Likelihood	How the risk will be addressed
Increased understanding among participating negotiators of each other's positions.	Participating negotiators are not open to understanding each other's positions.	High	Unlikely	Use the ecbi's tried and tested trust-building methodology which has been proven in evaluation over the past ten years of the programme.

ASSUMPTION				
- Targeted negotiators continue in wishing to engage in ecbi activities.				
Outputs	Identified risk	Level of risk	Likelihood	How the risk will be addressed
1+2	Inability of targeted participants to participate due to logistical problems, in particular 'last minute' scheduling conflicts and visa problems.	High	Possible	Flexible management approach allows for last-minute changes. Use ecbi network to facilitate visa procedure etc. Use quick on-line communications to sort out the risks.
1+2	Failure to manage time during sessions, resulting in overly lengthy or technical presentations leaving insufficient time for discussion.	High	Unlikely	Judicious choice of session chairs, and/or use of external facilitator.

Institutional risk

RISKS			
Identified risk	Level of risk	Likelihood	How the risk will be addressed
The partners get involved in a corruption case and Denmark gets associated with it.	Low	Unlikely	Pre-assessment of administrative partner's financial management systems. All funds will be suspended during an investigation, possibility of further control.

## Annex 5 – Budget details

The Danish contribution to the Fellowship and Trustbuilding Programme of the European Capacity building Initiative (ecbi) has a total amount of 14 million DKK, covering a total project duration of 50 months, starting on 1 November 2021. Denmark is the sole donor to the Fellowship and Trustbuilding Programme.

The project document includes, in section 5, the project's budget. The below overview gives further details of the sub-items under each of the budget lines.

Budget						
	[GBP '000]	2021/22	2023	2024	2025	
[1] Fellowships & Seminars Accommodation & venue hire; subsistence, travel (participants); expert honoraria & travel		£115	£118	£124	£133	
[2] Publications (i) Policy Reports, Guides: Authors, Reviewers, Production (editing, layout); (ii) Misc.: Annual Report, meeting reports, working papers, notes, newsletters etc.		£40	£41	£43	£46	
[3] Contingency funds		£10	£10	£11	£12	
[4] Staff Labour Cost (i) Director, Head of Fellowship and Trust-building Programme, Head of Publication and Outreach Unit; (ii) accounts, administration, outreach, website, database, IT management,		£167	£172	£180	£194	
[5] Staff Travel		£12	£12	£13	£14	
[6] Public Relations IT ware, printing, library acquisitions, communications, networking, website & data base (non-labour)		£8	£8	£9	£9	
[7] Overheads (7%) Rent, auditing, insurance, telecoms, software licences, computer hardware, stationery, postage, banking charges, dues and subscriptions, staff non-labour costs etc.		£26	£27	£28	£30	
<b>Annual Total</b>	GBP [k]	£378	£388	£408	£438	Grand Total
	DKK [m]	3.3	3.4	3.5	3.8	14

## Annex 8 – Process Action Plan

Process Action Plan (PAP) for Danish contribution to the European Capacity Building Initiative (ecbi), phase V.

Action/product	Deadline	Responsible
Formulation – preparation of project document and annexes		ecbi with input from GDK <sup>1</sup>
Finalisation of project document	26 <sup>th</sup> September	ecbi
Quality assurance: Internal appraisal. Quality Assurance Checklist (Annex 9) documents the appraisal process.	29 <sup>th</sup> September – 4 <sup>th</sup> October	ELQ <sup>2</sup>
Clearing in GDK	8 <sup>th</sup> October	GDK
Checklist for approval by the Under-secretary for development policy: QA of required documentation	12 <sup>th</sup> October	GDK
All documentation are submitted (in F2) for the Under-Secretary's endorsement via the GDK Head of Department and ELQ (Modtagelse i Bevillingssekretariatet)	14 <sup>th</sup> October	GDK/ELQ
ELQ presents the grant for final approval by the Minister	24 <sup>th</sup> October	ELQ
The Minister approves the grant	29 <sup>st</sup> October	GDK
Project start	1 <sup>st</sup> November	ecbi
Launch of Danish contribution to phase V	8 <sup>th</sup> November	Denmark/ecbi
First disbursement	31 <sup>st</sup> December	ecbi/GDK

<sup>1</sup> GDK is the Green Diplomacy and Climate department of the Danish Ministry of Foreign Affairs

<sup>2</sup> ELQ is the Evaluation and Quality Assurance department of the Danish Ministry of Foreign Affairs

## ANNEX 9: QUALITY ASSURANCE CHECKLIST

File number/F2 reference: 2021-34249

Programme/Project name: ecbi Fellowship and Trust-building Programme

Programme/Project period: 1 November 2021 to 31 December 2025

Budget: DKK 14 million

Presentation of quality assurance process:

*Based on request from GDK, it has been decided that the appraisal will be performed by ELK and not by an external consultant, which would otherwise be the normal procedure according to the AMG. Based on the size of the grant and the focused area of intervention of the project, the quality assurance process (appraisal) will be documented through filling in this Quality Assurance Checklist.*

□ The design of the programme/project has been appraised by someone independent who has not been involved in the development of the programme/project.

*Comments: The appraisal has been performed by Hanne Carus, ELK, who has not been engaged in the preparation of the project.*

□ The recommendations of the appraisal has been reflected upon in the final design of the programme/project.

*Comments: Recommendations from the appraisal for adjustments of the project will be handled by GDK in the further preparation process with the partner institution(s).*

□ The programme/project complies with Danida policies and Aid Management Guidelines, including the fundamental principles of Doing Development Differently.

*Comments: The Project complies with AMG and follows the basic principles for programming, including mechanisms for addressing possible need for flexibility during implementation.*

□ The programme/project addresses relevant challenges and provides adequate responses.

*Comments: The overall purpose of the support in terms of building capacity of climate negotiators from developing countries is found to be relevant and aligns well with the new Danish development policy with its increased focus on climate action. As stated, developing countries do not have the same resources and capacity to engage in the very complex climate negotiations and this initiative thus provides an opportunity for addressing this imbalance and creating a more level playing field. Moreover, the support builds on previous experiences in cooperating with ecbi within this area, which has been regarded as positive. The proposed support under this phase V is, however, much bigger than previous support – DKK 14 million against DKK 1.5 million under a previous phase. An in-depth assessment of the adequacy of the support in addressing the challenges encountered would however require some more information on the anticipated participants including from which countries these would come, how many people etc.*

*Recommendation:*

- *Further information on which countries are expected to participate and numbers of participants etc. should be included in the document. Furthermore, information on the expected outreach in distribution of documentation to be produced under the Publication and Outreach programme should be included.*

□ Issues related to HRBA, LNOB, Gender, Youth, Climate Change, Green Growth and Environment have been addressed sufficiently in relation to content of the project/programme.

*Comments: The primary focus of the project lies within the area of climate change, with particular focus on supporting developing countries in their participation in international negotiations related to climate change. The underlying vision of creating a level playing field for participation in global climate negotiations hereby indirectly implies the application of a rights based agenda. Gender concerns are raised in the partner document as a specific area of intervention and support to particularly stimulate the participation of women negotiators is included.*

*Recommendation:*

- *Include further reflections on the gender strategy of ecbi/OCP in the partner project/ agreement document and include gender disaggregated indicators in the monitoring framework.*

□ Comments from the Danida Programme Committee have been addressed (if applicable).

*Comments: NA*

□ The programme/project outcome(s) are found to be sustainable and in line with the partner's development policies and strategies. Implementation modalities are well described and justified.

*Comments: The sustainability of the outcomes is found to be adequately addressed, as the capacity built among the participating stakeholders will remain with them. The activities as such are at the core of the OCP. One aspect related to sustainability, which is not addressed, is the question of which other donor partners are providing support to OCP and for what duration (see comment further below on the issue of other donor partners).*

*Implementation modalities consist in conducting two fellowship events/ seminars in Oxford and Bonn respectively, and in producing related documentation. The justification for these modalities is to a large extent based on previous experiences from conducting these events, which according to evaluations undertaken have given satisfactory results.*

□ The theory of change, results framework, indicators and monitoring framework of the programme/project provide an adequate basis for monitoring results and outcome.

*Comments: The project objective as presented in the Results Framework is formulated more as an activity (To facilitate mutual understanding and trust in the context of the multilateral climate regime) than an objective towards which the support will be contributing. The monitoring and results framework based on which Denmark will monitor its support to the ecbi focuses on the outcome of the Fellowship and Trust building programme of OCP, where also the major part of funding is directed. No monitoring of the support to the cross-cutting unit on Publications and Outreach is included.*

Recommendations:

- The objective presented in the Results Framework should be reviewed to better reflect the overall objective of the support.
- The Results Framework should be reviewed to also include the expected results from the Publications and Outreach activities.

□ The programme/project is found sound budget-wise.

*Comments: The budget presented in the document is not sufficiently detailed to allow for an assessment of the soundness of the budget. As indicated in the budget below, the major part is allocated to the Fellowships and Seminars and labour costs. As no further details are provided it is very difficult to assess the value for money of conducting the total of eight fellowships/seminars (and producing documentation) – but it does appear to be rather costly. It should also be considered whether funds for public relations may be included under Danish support – or whether this should be covered by the overhead cost.*

Recommendations:

- Further details on the budget and costing should be provided in order to enable a better assessment of the soundness of the budget in relation to the activities to be conducted by OCP.

Budget							Total	Total DKK	% of total
[GBP '000]	2021/22	2023	2024	2025		GBP ('000)			
[1] Fellowships & Seminars	120	122	127	135		504	4.339.440	31	
[2] Publications	40	41	42	45		168	1.446.480	10	
[3] Contingency funds	10	10	11	11		42	361.620	3	
[4] Staff Labour Cost	167	171	178	188		704	6.061.440	44	
[5] Staff Travel	12	12	13	14		51	439.110	3	
[6] Public Relations	8	8	8	9		33	284.130	2	
[7] Overheads (7%)	25	26	27	28		106	912.660	7	
Annual Total	GBP [k]	£382	£390	£406	£431	Grand Total	1.608	13.844.880	100
	DKK [m]	3.3	3.4	3.5	3.7	14.0			

□ The programme/project is found realistic in its time-schedule.

*Comments: The implementation period of four years is found to be adequate among others in view of the fact that it builds on previous experiences.*

□ Other donors involved in the same programme/project have been consulted, and possible harmonised common procedures for funding and monitoring have been explored.



*Comments: There are no reflections regarding the involvement from other donors and it is not clear whether there are any other partners, which will be funding the two areas of focus for the Danish support, nor the remaining areas.*

*Recommendation:*

- *Further elaboration on the engagement of other (donor) partners is needed, also with a view to assess potentials for joint financial and administrative procedures as well as management and monitoring approaches. Overall financial sustainability should also be considered in this regard.*

□ *Key programme/project stakeholders have been identified, the choice of partner has been justified and criteria for selection have been documented.*

*Comments: The key stakeholder are identified and justification for the choice of administrative and implementing partners is adequately documented among others in annex 2 on Partner Assessment.*

□ *The implementing partner(s) is/are found to have the capacity to properly manage, implement and report on the funds for the programme/project and lines of management responsibility are clear.*

*Comments: Based on previous experiences, the implementing partner, Oxford Climate Policy, is found to be a partner with adequate and unique experiences in undertaking the activities related to training and capacity building of climate negotiators from developing countries, and in creating a level playing field with negotiators from developed countries. With regard to the administrative partner, with whom the MFA will sign the agreement, there are no previous experiences. It is therefore required that a financial management capacity assessment of BVRio is conducted. In this context it is noted that a 'BVRio Policies Book' is submitted, which includes a number of policies and code of conduct with regard to ethical issues, anti-corruption and bribery, conflict of interest, whistle-blowing, grievance procedures etc. This document also includes a brief procurement guideline. However, no financial management guidelines from BVRio have been submitted. Meanwhile, four brief documents on accounting, anti-fraud and corruption, procurement and travel policies have been submitted by OCP. As BVRio is the administrative partner, it is not clear what the status of these documents pertaining to OCP is.*

*With regard to reporting, the project/agreement document does not specify requirements for progress reporting from the partner to Danida.*

*Recommendation:*

- *A financial management capacity assessment of BVRio should be conducted. In relation to this, a careful assessment of the financial and administrative manuals, guidelines and procedures of BVRio should be carried out and the relationship between BVRio and OCP should be clarified in this context.*
- *Requirements for submission of progress reports should be specified in the project/agreement document (frequency, deadlines etc.) and other mechanisms for engagement between MFA and ecbi/OCP (meetings etc.) should be specified.*
- *Include reference to the mandatory Danida Annual Stocktaking Review which will be undertaken by GDK on a yearly basis (see [Danida Guidelines for Country Strategic Frameworks, Programmes and Projects](#) p. 48).*

- ❑ Implementing partner(s) has/have been informed about Denmark's zero-tolerance policies towards (i) Anti-corruption; (ii) Child labour; (iii) Sexual exploitation, abuse and harassment (SEAH); and, (iv) Anti-terrorism.

*Comments: All mentioned policies are included in the agreement.*

- ❑ Risks involved have been considered and risk management integrated in the programme/project document.

*Comments: A risk management matrix is presented which is found to adequately address the major contextual, programmatic and institutional risks. To address the institutional risk related to corruption/fraud it is suggested to review the risk response to better reflect how to mitigate this risk up-front (see comment in document).*

In conclusion, the programme/project can be recommended for approval: yes – when above recommendations have been addressed in the final project documentation.

Date and signature of Desk Officer: 4.10.2021 Hanne Carus



Date and signature of Management: \_\_\_\_\_

## ANNEX 9: QUALITY ASSURANCE CHECKLIST

<b>Comments from ELK/QA</b>	<b>Response and follow-up with ecbi</b>	<b>Changes in document</b>
Further information on which countries are expected to participate and numbers of participants etc. should be included in the document.	Further information has been received from the partner.	Has been incorporated into the project document in section 2.2.
Information on the expected outreach in distribution of documentation to be produced under the Publication and Outreach programme should be included.	The outreach and specifics of the publications depend on the participants and their needs. This has been elaborated in the document.	Has been incorporated into the project document in section 2.2.
Include further reflections on the gender strategy of ecbi/OCP in the partner project/agreement document and include gender disaggregated indicators in the monitoring framework.	ecbi Fellows and other Seminar participants are selected from the ranks of senior developing country negotiators, which means that the gender ratio in these events depends on the gender ratio not only in national delegations but also in leadership positions in the UNFCCC negotiations. However, ecbi has a track record of women participation above the UNFCCC baseline and will continue to try to maximise the percentage of females participating within the mentioned constraints.	An extra output concerning women participators has been added to outcome 1 and reflections have been added to section 2.2.
The objective presented in the Results Framework should be reviewed to better reflect the overall objective of the support.	ok	New development objective added in the results framework section: Contribute to equitable, effective, inclusive, and sustainable global solutions to climate change.
The Results Framework should be reviewed to also include the expected results from the Publications and Outreach activities.	ok	A new outcome as well as an output concerning publication of policy papers has been added to the results framework.

<p>Further details on the budget and costing should be provided in order to enable a better assessment of the soundness of the budget in relation to the activities to be conducted by OCP.</p>		<p>A new annex (5) with further details has been added.</p>
<p>Further elaboration on the engagement of other (donor) partners is needed, also with a view to assess potentials for joint financial and administrative procedures as well as management and monitoring approaches. Overall financial sustainability should also be considered in this regard.</p>	<p>Denmark is the sole donor for the Fellowship and Trustbuilding Programme. In addition, the Danish contribution will go to the crosscutting support unit on Publications and Outreach. Fundraising among other potential donors will be undertaken by ecbi for the Training &amp; Support Programme and the Legal Support Unit.</p>	<p>Clarification included in the project document and in annex 5.</p>
<p>A financial management capacity assessment of BVRio should be conducted. In relation to this, a careful assessment of the financial and administrative manuals, guidelines and procedures of BVRio should be carried out and the relationship between BVRio and OCP should be clarified in this context.</p>	<p>BVRio has provided substantial documentation on its financial management procedures, and also submitted audited accounts for 2018, 2019, 2020 along with management letter. In addition, jointly prepared policies on financial management, travel and procurement have been submitted by BVRio and OCP.</p>	<p>A separate financial management capacity assessment of the partner has been carried out by GDK's financial management hub.</p>
<p>Requirements for submission of progress reports should be specified in the project/agreement document (frequency, deadlines etc.) and other mechanisms for engagement between MFA and ecbi/OCP (meetings etc.) should be specified.</p>	<p>ok</p>	<p>A annual narrative report has been added to the documentation requirements as well as a yearly review meeting between OCP, BVRio and GDK.</p>
<p>Include reference to the mandatory Danida Annual Stocktaking Review which</p>	<p>ok</p>	<p>Has been included in section 7.2 of the project document.</p>

<p>will be undertaken by GDK on a yearly basis (see <a href="#">Danida Guidelines for Country Strategic Frameworks, Programmes and Projects</a> p. 48).</p>		
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