



Center for Implementation of Investment Projects

CAPACITY BUILDING AND TRAINING PLAN

2025

Dushanbe, Republic of Tajikistan

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1. Introduction and Purpose

1.1 Objective

The purpose of this Capacity Building and Training Plan is to strengthen the skills, knowledge, and operational capacity of CIIP personnel involved in the management of climate finance and environmental projects, including both adaptation and mitigation initiatives. The plan is designed to ensure alignment with the requirements of international funding agencies, particularly regarding environmental, social, and gender safeguards. It will support CIIP's role as a Direct Access Entity by enhancing institutional readiness and technical proficiency.

1.2 Scope

This plan covers a wide range of thematic and functional areas, including but not limited to:

- Climate project design and implementation across both adaptation and mitigation areas;
- Environmental and social risk management (aligned with ESS standards);
- Gender mainstreaming in project cycles;
- Monitoring, Evaluation, and Learning (MEL);
- Financial accountability and fiduciary standards, including procurement;
- Stakeholder engagement and participatory approaches;
- Soft skills development (e.g., negotiation, leadership, report writing).

1.3 Importance

Capacity building is a cornerstone of effective project execution. It ensures that CIIP personnel can independently manage complex climate change adaptation and mitigation projects, respond to compliance and safeguard requirements, and contribute to sustainable, inclusive climate resilience strategies in Tajikistan and the region.

1.4 HR Department Leadership and Coordination

The HR Department serves as the institutional lead for all capacity building and training initiatives, with specific responsibilities including:

- Coordinating the institutional learning framework and overseeing integration into staff development plans;
- Organizing and conducting annual Training Needs Assessments (TNAs) to identify skill gaps and training priorities;
- Maintaining comprehensive staff learning records and training completion databases;
- Identifying and developing internal trainers to build institutional self-reliance;
- Integrating training outcomes with bi-annual performance evaluation processes as outlined in CIIP's HR Policy Section 8.5;
- Ensuring training compliance with fiduciary standards and donor requirements;
- Managing training budgets and coordinating with external training providers;
- Coordinating with the Risk Management Focal Point to ensure training programs address identified institutional and project risks as outlined in CIIP's Risk Management Policy;
- Coordinating with the Compliance/Integrity Officer to ensure training programs address identified integrity risks and support prohibited practices prevention as outlined in CIIP's Framework on Prohibited Practices;

- Supporting the Compliance/Integrity Officer in delivering specialized training on anti-corruption, anti-fraud, anti-money laundering and counter-terrorism financing requirements;
- Establishing and maintaining the Ethics Oversight Committee as required by CIIP's Code of Ethics;
- Ensuring all employees complete mandatory annual ethics training within 90 days of hire and annually thereafter;
- Establishing and maintaining the Ethics Oversight Committee as required by CIIP's Code of Ethics;
- Ensuring all employees complete mandatory annual ethics training within 90 days of hire and annually thereafter;
- Maintaining anonymous reporting mechanisms for ethics violations and coordinating with the Ethics Oversight Committee for complaint resolution.

2. Legal and Regulatory Framework

A robust understanding of legal and regulatory requirements is essential for effective climate finance and environmental project management, including both adaptation and mitigation initiatives. The CIIP Capacity Building and Training Plan is designed to ensure staff are equipped to operate within both national and international legal frameworks.

2.1 National Legal Framework (Tajikistan Legislation)

All training activities will be fully aligned with the legal and policy instruments of the Republic of Tajikistan. This includes but is not limited to:

- Environmental Protection Law;
- Labor Code of Tajikistan;
- Law on State Guarantees of Equal Rights for Men and Women;
- National Climate Change Adaptation Strategy and Action Plan;
- Nationally Determined Contribution (NDC);
- Sectoral laws relevant to agriculture, water resources and land management.

Training will emphasize the practical application of these laws in CIIP project planning and implementation, ensuring staff understand compliance obligations and the institutional responsibilities of CIIP within the national system.

2.2 Requirements of International Climate Funds and Partners

The training plan will be aligned with the policies, safeguards, and fiduciary requirements of international climate finance institutions and development partners with which CIIP collaborates. This includes, but is not limited to, the Adaptation Fund (AF), Green Climate Fund (GCF), and other bilateral and multilateral climate investment mechanisms. The HR Unit will support mapping training needs to partner compliance standards.

Key areas of focus will include:

- **Environmental and Social Safeguards (ESS):** Understanding screening procedures, development of Environmental and Social Management Plans (ESMPs), and risk categorization frameworks used by donors such as GCF, AF and the World Bank;
- **Gender Equality and Social Inclusion (GESI):** Building staff capacity to apply gender policies and integrate inclusive approaches across project design, implementation, and monitoring phases;
- **Monitoring, Evaluation, and Learning (MEL):** Strengthening skills in results-based management, performance tracking, and donor-specific reporting requirements;
- **Fiduciary Standards:** Covering financial accountability, procurement compliance, anti-corruption measures, and audit readiness;
- **Stakeholder Engagement and Grievance Redress:** Ensuring knowledge of participatory engagement tools and responsive mechanisms for addressing stakeholder concerns.

CIIP staff will be trained to apply and integrate these policies consistently across the full project lifecycle, ensuring alignment with the expectations of all international climate financing partners.

3. Key Principles and Objectives of the Capacity Building and Training Plan

The Capacity Building and Training Plan for CIIP is underpinned by a set of core principles that ensure relevance, effectiveness, and sustainability. These principles guide the design, delivery, and evaluation of all training interventions.

3.1 Comprehensive Learning

The training plan adopts a holistic approach by addressing the full spectrum of knowledge and skills required for successful implementation of climate change and environmental projects, including both adaptation and mitigation . This includes:

- Technical areas such as climate risk analysis, greenhouse gas (GHG) accounting, energy efficiency, renewable energy solutions, ecosystem-based adaptation and resilient infrastructure;
- Operational areas including procurement, financial management and compliance;
- Cross-cutting competencies such as stakeholder engagement, negotiation and communications.

All training modules will incorporate diversity, equity and inclusion principles as outlined in CIIP's HR Policy and Gender Policy. The HR Department will ensure training delivery methods accommodate diverse learning needs and promote equal participation across all employee groups. Mandatory training requirements will include the following components:

- Annual DEI and anti-harassment training for all staff as specified in HR Policy Section 10.2;
- Gender-responsive programming training to ensure project activities integrate gender considerations;

- Annual ethics and anti-corruption training as required by Code of Ethics, including zero-tolerance policies for corruption, fraud and bribery, conflict of interest disclosure procedures and anonymous reporting mechanisms;
- Inclusive training delivery methods that accommodate employees with disabilities and other accessibility needs;
- Establishing and maintaining the Ethics Oversight Committee as required by CIIP's Code of Ethics;
- Ensuring all employees complete mandatory annual ethics training within 90 days of hire and annually thereafter.

Training participation and outcomes will be monitored for gender balance and inclusivity as part of the annual HR monitoring framework referenced in HR Policy Section 8.4.

Completion of mandatory ethics training is a condition of continued employment, with non-compliance resulting in disciplinary action per HR Policy Section 11.

3.2 Alignment with International Fund Standards

CIIP staff will be trained to meet the policy and operational standards of the international climate funds it works with—such as the Adaptation Fund, Green Climate Fund, and others. This includes:

- Environmental and Social Safeguard (ESS) systems;
- Gender-responsive programming and monitoring;
- Financial integrity, transparency, and audit preparedness;
- Adherence to project lifecycle requirements, including reporting and impact evaluation.

3.3 Sustainability and Capacity Retention

The plan prioritizes long-term capacity development. Training activities will focus not only on meeting current project demands, but also on institutionalizing knowledge through:

- Developing internal trainers and knowledge champions
- Creating standard operating procedures (SOPs) and guidance documents
- Establishing internal learning hubs and communities of practice

3.4 Continuous Improvement

To maintain relevance and effectiveness, the training plan will incorporate mechanisms for ongoing learning and adaptation, including:

- Periodic refresher courses and thematic deep dives;
- Integration of lessons learned from project evaluations;
- Regular feedback loops from trainees and project partners;
- Monitoring of training outcomes and capacity gaps over time.

These principles aim to embed a culture of learning and professional development across CIIP, ensuring the organization remains agile, compliant, and effective in delivering climate adaptation solutions.

4. Structure and Approach to Capacity Building and Training

CIIP's capacity building approach is designed to be systematic, responsive, and inclusive, addressing institutional and individual learning needs across all key project functions. This section outlines the design methodology, thematic coverage, delivery formats, and implementation structure of the training program.

4.1 Needs Assessment and Gap Analysis

The foundation of the training plan will be a comprehensive **Training Needs Assessment**. HR is responsible for organizing Training Needs Assessments (TNAs), maintaining staff learning records, and identifying internal trainers. TNA is needed to identify:

- Existing knowledge and skill gaps among CIIP staff in critical areas such as project management, climate adaptation and mitigation technologies, gender safeguards, financial management and risk mitigation;
- Organizational capacity constraints that affect project delivery and compliance with donor requirements.

The TNA will inform the design and customization of training modules to ensure the relevance and effectiveness of the learning experience for both individuals and teams.

Training needs assessment will incorporate fiduciary risk evaluation as outlined in CIIP's HR Risk Management Framework in HR Policy Section 2.6. The HR Department will identify training requirements that address financial integrity, procurement compliance and audit readiness as part of the institutional capacity assessment.

Fiduciary capacity assessment will include the following areas:

- Skills gaps that could impact financial management and procurement integrity including weaknesses in internal controls, contract management, and competitive bidding procedures;
- Training needs for staff in positions with financial authority, oversight or procurement responsibilities, ensuring they are equipped to manage project resources effectively and in compliance with applicable rules;
- Compliance training requirements for adherence to donor fiduciary standards covering topics such as financial reporting, procurement transparency, conflict of interest prevention and anti-corruption safeguards;
- Knowledge retention strategies for critical fiduciary functions and procedures including documentation of procurement procedures, financial workflows, and continuity planning for key positions.

This integration ensures training investments strengthen institutional fiduciary compliance and support external audit requirements.

Training needs assessment will incorporate risk-based evaluation as outlined in CIIP's Risk Management Policy. The HR Department will identify training requirements that address

operational, financial, environmental, social and strategic risks identified in the institutional risk register.

All Training Needs Assessments must include mandatory ethics compliance review to identify gaps in Code of Ethics understanding and implementation across all staff levels. This assessment will evaluate staff knowledge of anti-corruption policies, conflict of interest procedures and whistleblower protections. Non-compliance with mandatory ethics training requirements triggers immediate remedial training and documentation in personnel files.

4.2 Thematic Training Modules

Each training module is designed with a clear objective to enhance specific competencies aligned with CIIP's role in managing climate adaptation and mitigation projects in compliance with international standards.

Module 1: Climate Adaptation Strategies

Purpose: *To build foundational knowledge of climate change and strengthen staff capacity to plan and implement effective, locally relevant adaptation strategies.*

- Fundamentals of climate change and climate risk
- Adaptation planning tools and frameworks
- CIIP's role in supporting vulnerable communities in Tajikistan
- Relevance of the Paris Agreement and other international commitments

Module 2: Climate Mitigation Strategies

Purpose: To enhance staff understanding of mitigation approaches and support the development and implementation of low-carbon, climate-resilient projects in line with national and international targets.

- Greenhouse gas (GHG) emissions sources and accounting methodologies;
- Energy efficiency and renewable energy technologies;
- Low-emission development strategies and NDC implementation;
- Carbon finance, MRV (Monitoring, Reporting, and Verification) systems and co-benefits of mitigation actions.

Module 3: Environmental and Social Safeguards (ESS)

Purpose: *To enable staff to identify, assess, and manage environmental and social risks in accordance with international safeguard requirements.*

- Overview of ESS policies and standards from AF and other partners
- Practical methods for risk assessment, mitigation, and ESMP implementation
- Compliance documentation and reporting

Module 4: Gender Mainstreaming

Purpose: *To ensure that gender equality is integrated throughout the project cycle and that adaptation investments benefit both women and men equitably.*

- Gender analysis in project design and stakeholder engagement
- Tools for gender-responsive implementation and monitoring
- Alignment with CIIP's Gender Policy and donor-specific gender guidelines

Module 5: Financial Management and Accountability

Purpose: *To improve staff skills in financial planning, budgeting, fiduciary risk management, and donor compliance.*

- Budget formulation, financial control, and reporting
- Understanding fiduciary responsibilities and donor audit processes
- Transparency, anti-corruption, and accountability frameworks

Module 6: Procurement and Contracting

Purpose: *To ensure compliance with the Law of the Republic of Tajikistan "On Public Procurement of Goods, Works and Services" and applicable donor-specific procurement standards, while strengthening institutional capacity for transparent, efficient, and accountable procurement practices.*

This module is fully aligned with CIIP's *Procurement Manual*, which outlines the institution's procurement procedures, thresholds, and roles and responsibilities. The manual will serve as a primary reference throughout the training, and its provisions will be integrated into all practical exercises and case study materials.

Key Training Components:

- Overview of Tajikistan's procurement law and associated regulations;
- Core procurement principles: transparency, competition, non-discrimination, and value for money;
- Procurement planning, needs assessment, and market analysis;
- Donor-specific procurement requirements (e.g., AF, GCF, ADB, World Bank) and how these harmonize with national law;
- Procurement methods and thresholds defined in CIIP's *Procurement Manual* (e.g., open competitive bidding, request for quotations, direct procurement);
- Development of bidding documents, evaluation criteria, bid evaluation, and contract award processes;
- Prevention and mitigation of procurement risks, including conflict of interest and fraud;

- Contract administration, monitoring, and documentation standards;
- Use of standard templates, evaluation forms, and procurement checklists provided in the CIIP Procurement Manual;
- Roles and responsibilities of the CIIP Procurement Officer, technical evaluators, and oversight bodies.

This training module is mandatory for all staff involved in procurement planning, implementation, and oversight functions. Participants will receive tailored materials, including real-life procurement scenarios, audit findings, and sample procurement plans aligned with the CIIP Procurement Manual and donor compliance standards.

Module 7: Monitoring and Evaluation (M&E)

Purpose: To strengthen staff capacity to track project performance, measure outcomes, and inform adaptive management.

- Results-based management and logical framework development
- Performance indicators and data collection tools
- Linking M&E results with learning and adaptive management

Module 8: Stakeholder Engagement and Communication

Purpose: To ensure inclusive, transparent, and responsive engagement with stakeholders throughout the project lifecycle.

- Strategies for inclusive engagement of communities and institutions;
- Communication and consultation planning;
- Managing expectations and grievance redress mechanisms.

Training will include gender-sensitive stakeholder engagement strategies and targeted outreach to ensure women and marginalized communities participate meaningfully in project design and implementation as required by CIIP's Gender Policy.

Module 9: Project Management Skills

- Full project cycle management (design–implementation–closure)
- Time and resource planning, risk management, procurement integration
- Use of project management software and tracking tools.

Module 10: Ethics and Workplace Conduct

This module covers CIIP's ethical standards including prevention of gender-based violence and harassment as outlined in HR Policy Section 10.2 and Gender Policy Section 2.8.

Mandatory training components include anti-harassment policy, whistleblower protection procedures, zero-tolerance for gender-based violence, code of conduct requirements and conflict of interest management. Additional mandatory components from Code of Ethics include

zero-tolerance policy for corruption, fraud and bribery with immediate disciplinary consequences, annual conflict of interest disclosure requirements for all staff, anonymous reporting mechanisms and Ethics Oversight Committee functions and complaint resolution processes, and consequences for Code violations including potential termination and legal action.

This training is required for all employees with annual completion documented in personnel files and must be completed within 90 days of employment and annually thereafter, with completion documented in personnel files per Code of Ethics requirements.

Module 11: Gender Equality and Women's Empowerment

This module implements CIIP's Gender Policy requirements for comprehensive gender training across all staff levels.

Training components include gender mainstreaming principles, gender-responsive project design, collection of sex-disaggregated data, prevention of gender-based violence and harassment, and women's meaningful participation in decision-making. This training is mandatory for all employees with annual completion documented in personnel files.

Module 12: Risk Management and Crisis Response

This module builds staff capacity to implement CIIP's systematic four-step risk management process (Identify, Assess, Respond, Monitor) across all climate project activities. Training covers practical risk identification techniques for climate adaptation projects, including threats to vulnerable populations and concrete adaptation outcomes. Staff learn to assess risks using CIIP's likelihood and impact scoring methodology, develop appropriate response strategies (avoid, mitigate, transfer, accept), and maintain effective monitoring systems.

The module emphasizes early identification of climate-specific risks such as maladaptation, environmental and social safeguard violations and threats to project sustainability. Participants practice using CIIP's Risk Register template, learn emergency escalation procedures, and develop skills in community-based risk assessment approaches that engage vulnerable beneficiaries in identifying and managing risks that affect their safety and climate resilience outcomes.

4.3 Delivery Methods

CIIP's training plan will employ a diverse mix of delivery formats tailored to adult learning principles, operational contexts, and accessibility needs. These methods ensure flexibility, inclusivity, and the ability to reach both technical and administrative personnel at all levels.

- **Workshops and Seminars:** In-person and virtual sessions led by national and international subject-matter experts, focusing on applied learning, case studies, and simulation exercises;
- **On-the-Job Training:** Practical, embedded learning opportunities through participation in real-time project activities, guided by mentors or supervisors. This format promotes direct skill application and team-based problem solving;

- **E-Learning Modules:** Self-paced online courses and toolkits accessible via a centralized CIIP learning platform. These resources allow staff to engage with training materials at their own convenience and revisit content as needed;
- **Peer Learning:** Structured knowledge exchange forums such as internal “learning circles,” brown bag sessions, and cross-departmental experience sharing that reinforce internal knowledge management;
- **Donor-Facilitated Trainings and Webinars:** CIIP staff will also participate in capacity-building events offered by international partners and climate finance institutions, including the **AF, GCF, the World Bank and UN agencies**. These trainings often address cutting-edge developments in safeguards, fiduciary standards, monitoring systems, and thematic areas such as gender, climate resilience and innovation. Participation in these external opportunities will be encouraged and tracked as part of the CIIP staff development plan.

4.4 Training Schedules and Frequency

The effectiveness of capacity building depends not only on the quality of content and delivery, but also on the thoughtful scheduling and timing of training activities. CIIP will adopt a structured, yet flexible, approach to training scheduling to ensure optimal participation, knowledge retention, and alignment with project cycles.

Annual Training Calendar:

At the start of each calendar year, CIIP will develop a comprehensive **Annual Training Calendar**, outlining scheduled training activities for all staff. The calendar will be informed by:

- Findings from the annual Training Needs Assessment (TNA);
- Project pipeline and implementation timelines;
- Donor reporting deadlines and compliance milestones;
- Availability of donor-organized trainings and webinars (e.g., from AF, GCF).

The calendar will include fixed dates for core modules (e.g., project management, safeguards, M&E), as well as flexible slots for ad hoc or demand-driven sessions that address emerging needs or gaps.

Frequency of Trainings:

To ensure both foundational learning and continuous improvement, the plan will structure training sessions according to frequency and purpose:

- **Foundational Trainings:** Conducted once or twice per year to ensure all staff—especially new hires—receive core training in key thematic areas;
- **Mandatory Ethics Training:** Ethics and anti-corruption training is mandatory within 90 days of employment and annually thereafter. Failure to complete mandatory ethics

training within the specified timeframe results in disciplinary action per HR Policy Section 11 and may affect employment status during probation periods;

- **Refresher Trainings:** Delivered every 6 to 12 months to reinforce critical concepts and reflect updates in donor policies, national regulations, or internal procedures;
- **Thematic Deep-Dives:** Targeted sessions offered quarterly or semi-annually, focusing on specialized areas such as financial audit preparation, ESMP updates, or new climate risk tools;
- **Onboarding Trainings:** Tailored to newly recruited staff to ensure alignment with CIIP's operational standards and climate finance mandates. New employee training will be integrated with CIIP's recruitment and probation processes as outlined in HR Policy Sections 1 and 4. All new staff must complete foundational training modules during their three-month probation period with completion documented in personnel files;
- **Project-Specific Trainings:** Conducted as needed, aligned with the launch of new projects or major milestones (e.g., mid-term review, closure phase).

Integration with Donor Learning Opportunities:

Training schedules will be designed to accommodate participation in external learning opportunities provided by CIIP's international partners. Priority will be given to:

- **Mandatory compliance trainings** required by GCF, AF, and other funds;
- **Regional or thematic webinars** addressing innovations in climate finance, adaptation technologies, or risk management;
- **Certification-based courses** that enhance staff qualifications and credentials.

Monitoring the Training Participation and Impact:

Each training session will be tracked using a centralized database, which will record:

- Participant attendance;
- Training completion status;
- Evaluation results and feedback;
- Identified follow-up actions or coaching needs.

Progress will be reviewed quarterly to ensure that staff across departments and levels are benefiting equitably from training investments, and that lessons learned are being systematically integrated into institutional practice.

Training participation will be integrated with CIIP's attendance and timesheet management systems as outlined in HR Policy Section 6. The HR Department will maintain comprehensive training logs and ensure completion certificates are filed in personnel records according to documentation standards.

Training attendance documentation will include participation recorded in employee timesheets, completion certificates maintained in the centralized training database and annual training compliance verification as part of HR risk management review processes.

4.5 Integration with Performance Management System

All training activities will be integrated with CIIP's performance management framework as outlined in HR Policy Section 8.5. The HR Department will coordinate this integration to ensure training effectiveness and compliance with documentation standards. Training integration will include the following components:

- Training needs identified during bi-annual performance evaluations will inform individual development plans;
- Mandatory ethics training completion will be verified as a prerequisite for all performance evaluations, with non-completion resulting in unsatisfactory performance ratings;
- Training completion will be documented in personnel files and considered in promotion and salary decisions;
- Performance improvement plans will include targeted training interventions where gaps are identified, with mandatory ethics remedial training required for any ethics-related performance issues;
- Training outcomes will be reviewed during performance evaluation cycles.

The HR Department will maintain training records according to the ten-year retention requirement specified in HR Policy Section 5.6 and integrate training effectiveness measures with the HR Risk Management Framework outlined in HR Policy Section 2.6.

Ethics training completion status will be a mandatory component of all performance evaluations. Staff who fail to complete mandatory ethics training within required timeframes will receive performance improvement plans focused on ethics compliance, and repeated non-compliance may result in disciplinary action including termination as outlined in the Code of Ethics.

5. Staff Development and Empowerment

CIIP recognizes that long-term institutional effectiveness depends not only on technical training, but also on cultivating leadership, specialized expertise, and cross-functional capabilities within its team. This section focuses on empowering staff to grow professionally and assume greater responsibilities in the implementation of complex climate and environmental initiatives.

5.1 Empowering Staff with Leadership Skills

To drive impactful project delivery, CIIP will invest in the development of leadership and managerial capabilities among mid- and senior-level staff. Leadership training will be designed to:

- Strengthen strategic decision-making and problem-solving skills in complex and dynamic environments;
- Build capacity in team leadership, staff supervision, and performance management;
- Enhance interpersonal communication, negotiation, and conflict resolution, especially in multi-stakeholder settings;
- Promote ethical leadership, transparency, and accountability in alignment with CIIP's governance principles.

Leadership training will include risk management decision-making, crisis response coordination and stakeholder communication during risk events as required by the Risk Management Policy.

Leadership development will be delivered through a combination of executive coaching, peer leadership forums, leadership retreats, and participation in regional/international leadership programs organized by partner institutions.

5.2 Building Specialized Expertise

Certain areas of climate and environmental project management require deep, technical knowledge. CIIP will identify high-priority areas where specialization is needed and support staff to pursue advanced training and certifications. These areas may include:

- Environmental Law and Regulation;
- Climate Finance and Investment Planning;
- Gender and Social Inclusion;
- Monitoring and Evaluation (M&E) Systems;
- Data Analytics and Geographic Information Systems (GIS).

Staff selected for specialization tracks will receive tailored learning pathways that may include fellowships, university-level short courses, online certifications, or mentorship from external experts. CIIP will encourage staff to serve as internal resource persons and trainers upon completion of their specialization tracks, fostering institutional self-reliance.

5.3 Cross-Disciplinary Training

CIIP will promote a culture of collaboration by encouraging cross-disciplinary learning. Climate and environmental projects inherently require integration across technical, financial, environmental, and social dimensions. Cross-functional training will:

- Enable staff to understand and support functions outside their immediate area of expertise;
- Strengthen coordination between departments (e.g., finance, procurement, technical, social safeguards);
- Facilitate adaptive team structures where staff can shift roles based on evolving project needs.

Regular job-rotation opportunities, cross-unit workshops, and collaborative project simulations will be introduced to build institutional agility and break down silos within CIIP.

6. Monitoring and Evaluation (M&E) of Capacity Building Efforts

To ensure that the capacity-building initiatives implemented by CIIP are relevant, effective, and sustainable, a robust Monitoring and Evaluation (M&E) framework will be embedded in the training plan. This will enable continuous learning, accountability, and adaptive improvement.

6.1 Evaluation Framework

A structured system will be established to **evaluate the design, delivery and outcomes** of all training activities. This will include:

- **Pre- and post-training assessments** to measure knowledge gained or skill improvement;
- **Participant feedback surveys** to capture reactions to content, facilitation quality, and relevance to job roles;
- **Performance evaluations** to determine the practical application of learning in the workplace;
- **Training completion tracking** to ensure equitable access across teams and departments.

Training evaluation will assess staff capacity to identify, assess and respond to risks as measured through practical risk assessment exercises and integration with CIIP's Risk Register maintenance requirements.

The evaluation framework will be implemented consistently across all training modules and delivery formats, including donor-led and external capacity development programs. HR will track performance evaluations and coordinate learning feedback cycles.

All training evaluation documentation will comply with CIIP's fiduciary documentation standards as specified in HR Policy Section 5.6. The HR Department will maintain training records according to the ten-year retention requirement and ensure documentation supports internal and external audit requirements. Training documentation will include the following elements:

- Pre- and post-training assessments with completion certificates filed in personnel records;
- Participant feedback surveys and evaluation results maintained in the centralized training database;
- Training completion tracking integrated with the HR Documentation Index system;
- Annual training compliance verification as part of the HR risk management review process.

These documentation standards ensure training investments can be verified during donor audits and support institutional accountability requirements.

All mandatory ethics training completion must be documented and maintained for 10 years per HR Policy Section 5.6. Ethics training records are subject to internal and external audit requirements and will be reviewed by the Ethics Oversight Committee as part of annual compliance monitoring. Non-completion of mandatory ethics training will be flagged in personnel files and addressed through disciplinary procedures.

6.2 Impact Measurement

Beyond immediate learning outcomes, CIIP will measure the **medium- and long-term impacts** of training on institutional performance and project success. Key indicators may include:

- Improved quality and timeliness of project implementation;
- Enhanced compliance with environmental, social and fiduciary requirements;
- Increased staff confidence and initiative in leading project components;
- Reduction in project implementation risks due to better-informed decision-making;
- Reduction in ethics violations and complaints reported through anonymous reporting mechanisms;
- 100% completion rate for mandatory ethics training within specified timeframes;
- Improved scores on annual conflict of interest disclosure compliance;
- Demonstrated understanding of Code of Ethics requirements through post-training assessments.

Where feasible, training outcomes will be linked to project-level M&E systems to demonstrate the value of capacity development investments.

Ethics training impact will be measured through the Ethics Oversight Committee's annual compliance report, tracking completion rates, violation trends, and staff understanding of ethical requirements. These metrics will be reported to senior management and included in institutional performance assessments.

6.3 Continuous Feedback

Feedback will be solicited **before, during and after** training sessions to ensure continuous alignment with evolving needs. Mechanisms will include:

- Anonymous digital surveys;
- Focus group discussions;
- Periodic learning reviews;
- Direct interviews with staff and supervisors;

- Ethics Oversight Committee feedback collection on mandatory ethics training effectiveness;
- Anonymous reporting channel feedback to assess awareness and utilization of whistleblower protections.

Feedback will be systematically reviewed and used to revise training materials, improve delivery methods, and prioritize emerging skill areas for future sessions.

Feedback on mandatory ethics training will be reviewed by the Ethics Oversight Committee to ensure training effectiveness in preventing violations and promoting ethical conduct. Any feedback indicating gaps in ethics understanding will trigger immediate supplementary training interventions.

6.4 Long-Term Follow-Up

Capacity development will be treated as a long-term, iterative process. CIIP will implement the following:

- **Quarterly or semi-annual check-ins** with trained staff to assess the ongoing application of knowledge;
- **Follow-up coaching or mentoring**, particularly for those undergoing leadership or specialized training;
- Integration of capacity development milestones into staff performance appraisals and institutional KPIs;
- Support for **professional development planning** at the individual level, including continued education or certification opportunities;
- Annual ethics compliance reviews for all staff to ensure sustained understanding of Code of Ethics requirements;
- Mandatory refresher training for staff with documented ethics violations or performance issues related to ethical conduct;
- Long-term tracking of anonymous reporting utilization and Ethics Oversight Committee case resolution effectiveness.

Training interventions will be integrated with CIIP's disciplinary framework as outlined in HR Policy Section 11 where performance issues are identified. The HR Department will coordinate targeted training as part of performance improvement plans and document outcomes in personnel files.

Ethics compliance will be monitored continuously through the Ethics Oversight Committee, with mandatory follow-up training required for any staff member involved in ethics violations or complaints. Repeating violations will trigger enhanced monitoring and potential disciplinary action as outlined in the Code of Ethics.

7. Budget and Resource Allocation

Adequate and strategic allocation of financial and human resources is essential to the successful implementation of CIIP's Capacity Building and Training Plan. This section outlines how training efforts will be sustainably financed and resourced to ensure both quality and continuity.

7.1 Training Budget

As a state-budget funded institution, CIIP operates within constrained fiscal parameters and may have limited flexibility to allocate extensive internal resources for training activities. Therefore, the organization will prioritize budgeting for **direct training costs** only—such as course fees, registration costs, and essential training materials—within its own operational budget. The HR Unit will support prioritization of training expenditures in line with organizational learning goals and maintain a record of budget allocations and spending.

Where feasible, CIIP will integrate training expenditures into:

- **Project-specific budgets**, particularly for adaptation initiatives that include a capacity-building component;
- **Annual operating plans**, allocating modest but strategic resources to support essential employee development needs.

To expand the scope and sustainability of its capacity-building efforts, CIIP will actively pursue external funding opportunities from its international partners. This includes:

- Readiness grants from the international partners, and other multilateral or bilateral partners;
- Technical assistance programs, delivered through UN agencies, international NGOs or regional climate networks;
- Partnership-based training where donor institutions offer open-access learning opportunities or cover participation costs for government-affiliated agencies.

The integration of training-related expenses in readiness proposals and project concept notes will be a strategic priority, ensuring that CIIP staff are equipped with the necessary knowledge and tools to meet the operational, environmental, and fiduciary standards of international climate finance.

This blended financing approach will enable CIIP to deliver high-quality training while maintaining fiscal responsibility and leveraging donor alignment with its institutional development goals.

Mandatory ethics and anti-corruption training costs are prioritized in annual budget allocations and cannot be deferred or eliminated regardless of budget constraints. These training costs are considered essential operational expenses required for institutional compliance and donor eligibility. HR will ensure adequate budget provision for mandatory ethics training delivery, documentation and Ethics Oversight Committee operations.

7.2 Engagement of External Experts and Consultants

Given the limitations in CIIP's internal budget, the institution will strategically engage external trainers, consultants, and subject-matter experts in highly specialized areas where internal capacity is not yet sufficient and where donor support or co-financing can be secured. These areas may include:

- Advanced climate finance and economic modeling;
- Legal and regulatory frameworks for environmental and social safeguards;
- International best practices in gender integration, stakeholder engagement or participatory planning;
- Specialized monitoring, evaluation and learning methodologies;
- Ethics and anti-corruption training specialists with international climate fund experience;
- Code of Ethics implementation consultants familiar with AF and GCF integrity standards.

Where possible, the costs for external expertise will be included in Readiness Needs Assessment grants or project-specific proposals submitted to climate finance entities such as the Adaptation Fund (AF), Green Climate Fund (GCF) or technical assistance partners.

External facilitators will be recruited in line with CIIP's procurement procedures, ensuring transparency and value for money. Preference will be given to individuals or organizations:

- With direct experience in donor-funded climate adaptation programs;
- Familiar with the regional context of Central Asia;
- Able to co-develop training content with CIIP to ensure long-term ownership;
- Demonstrated expertise in ethics training and institutional integrity frameworks;
- Understanding of international anti-corruption standards and whistleblower protection mechanisms.

This approach ensures access to cutting-edge technical input while maintaining financial feasibility and alignment with CIIP's long-term institutional goals.

7.3 Use of Internal Resources

To the extent possible, CIIP will leverage its internal expertise to develop and deliver selected training modules, especially in areas where internal experience and institutional knowledge have already been established. This approach is especially important given CIIP's budgetary limitations and commitment to cost-effective capacity development.

Benefits of using internal resources include:

- Cost efficiency through reduced reliance on external trainers;
- Promotion of institutional learning and cross-departmental collaboration;
- Recognition of internal expertise, helping motivate and retain experienced staff.

Internal trainers and mentors will be:

- Identified through the Training Needs Assessment (TNA) and project performance reviews;
- Encouraged to work in tandem with external consultants to co-create training content;
- Supported to document and disseminate lessons learned and best practices internally;
- Required to complete train-the-trainer certification for mandatory ethics modules to ensure consistent delivery of Code of Ethics requirements;
- Certified by the Ethics Oversight Committee to deliver anti-corruption and whistleblower protection training.

Training participation will be coordinated with CIIP's leave management system as outlined in HR Policy Section 7.9. Staff participating in approved external training programs are eligible for up to thirty calendar days of training leave per year with appropriate documentation required.

Training leave coordination will include advance approval from supervisors, integration with annual leave schedules to minimize operational disruption and reimbursement of training costs subject to available budget allocations and HR approval procedures.

Internal ethics trainers must maintain current knowledge of Code of Ethics updates and international integrity standards. They will receive annual refresher training and certification renewal through the Ethics Oversight Committee to ensure quality and consistency in mandatory ethics training delivery.

8. Stakeholder Engagement and Awareness

The success of the CIIP Capacity Building and Training Plan depends on strong stakeholder ownership, active engagement, and transparent communication. This section outlines how CIIP will promote internal buy-in, leverage external partnerships, and maintain accountability through regular outreach.

8.1 Staff Buy-In and Internal Engagement

Completion of mandatory ethics training covering all prohibited practices (corruption, fraud, money laundering, terrorism financing, SEAH) is a condition of employment. Non-completion results in disciplinary action and affects employment status. CIIP will:

- Secure leadership endorsement to demonstrate top-level commitment and model participation in training efforts, with particular emphasis on mandatory ethics compliance;
- Communicate that ethics training is non-negotiable and failure to complete mandatory training will result in disciplinary action;
- Link mandatory training completion to staff performance development plans and career progression frameworks, with non-compliance affecting employment status;
- Recognize staff who complete training milestones while ensuring all mandatory requirements are met as baseline expectations.

HR will integrate mandatory training completion into staff appraisal and career progression plans, with ethics training compliance as a prerequisite for positive performance evaluations.

8.2 Partnerships for Capacity Building

CIIP will strengthen its training offerings by collaborating with a broad range of partners to co-design, deliver, or co-host training initiatives. These partnerships will include:

- Donor agencies (e.g., GCF, AF, UNDP) providing thematic webinars, toolkits, and technical assistance;
- Academic and research institutions offering access to evidence-based content and accredited courses;
- Regional and international networks (e.g., NAP Global Network, GCF Communities of Practice) for cross-country learning and exchange;
- Local NGOs and training centers with experience in community-based adaptation, gender equality, and stakeholder engagement;
- International integrity and ethics organizations specializing in anti-corruption training for climate finance institutions;
- Regional anti-corruption networks and transparency organizations with expertise in government ethics frameworks;
- Donor-sponsored ethics and integrity training programs specifically designed for Direct Access Entities and climate fund recipients.

These collaborations will create synergies, reduce duplication of efforts, and expand the diversity and depth of training materials available to CIIP staff.

Partnerships for mandatory ethics training will prioritize organizations with demonstrated expertise in international climate fund integrity standards and anti-corruption frameworks. All external ethics training providers must be approved by the Ethics Oversight Committee to ensure alignment with CIIP's Code of Ethics requirements.

8.3 Regular Updates and Transparency

CIIP will institutionalize a transparent communication process to keep internal and external stakeholders informed of the progress and impact of its capacity building initiatives. This will include:

- **Quarterly internal updates** summarizing completed trainings, participation levels and notable outcomes;
- **Annual progress reports** highlighting lessons learned, challenges and forward-looking actions;
- **Knowledge-sharing events** such as “learning days,” webinars or panel discussions to present success stories and innovations stemming from training;

- **Annual ethics compliance reports** documenting mandatory training completion rates, Ethics Oversight Committee activities, and institutional integrity improvements;
- **Anonymous feedback summaries** on ethics training effectiveness and whistleblower protection utilization without compromising confidentiality;
- **Transparency reporting** on disciplinary actions taken for Code of Ethics violations (in aggregate form to protect individual privacy).

Ethics-related updates will be prepared by the Ethics Oversight Committee and shared with senior management, donor partners, and relevant stakeholders to demonstrate CIIP's commitment to institutional integrity and compliance with international standards. These reports will support transparency requirements while maintaining appropriate confidentiality protections.