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NGFS Expert Network on Capacity Building

Terms of Reference

Chairs of the Expert Network: Madelena Mohamed (Bank Negara Malaysia) and Saskia de Vries (World Bank)

A. Objective

Capacity building and training have been part of the NGFS core activities since its establishment in 2017, with the aim to foster a forum for sharing of knowledge and good practices, and to provide central banks and supervisory authorities with the necessary tools to take action. Following the work done by the Task Force Capacity Building and Training, which assessed the need for a permanent working structure to address the topic of capacity building and training, it was decided, in the course of summer 2025, to establish a dedicated Expert Network to help shape and bring capacity building activities forward within the NGFS. The Expert Network will help connect supply with demand, taking into account resource constraints of NGFS members, and the resulting challenges to design and develop training programmes themselves as well as members' urgency to develop internal expertise. The Expert Network will build on the strong foundation laid by the previous NGFS Task Force on Capacity Building and Training, and the tools developed. This includes the practical implementation of the NGFS [Sustainability Training Reference \(STaR\) Guide](#), and ensure a greater use and impact of the NGFS [Sustainability Knowledge and Information Learning Library \(SKILL\)](#). The Expert Network will also seek to promote the systematic inclusion of an emerging market and developing economy dimension into NGFS work, to support the practical implementation in a broad range of countries.

The objectives of the Expert Network will be to map, match and improve effectiveness of expertise by bringing together training experts from across the membership to share know-how and knowledge and develop peer-to-peer training, creating a platform for exchange on capacity building best practices and approaches, and providing collaborative support in the design and implementation of capacity building initiatives across the NGFS Working Groups. The Expert Network will also support capacity building and the practical implementation of NGFS work across Regional Groups, depending on identified needs and subject to resource or expert availability.

B. Relevance to the work of the NGFS

Through its transversal and coordinating structure, the Expert Network on Capacity Building will contribute to strengthening members' expertise and skillsets and help provide guidance on the

practical implementation of NGFS recommendations and best practices. This will enable members to take concrete actions for addressing climate and nature-related risks and thereby improve the NGFS's collective response to those issues. Therefore, the Expert Network will support the NGFS in enhancing its role as a convener of capacity building and training. It will facilitate the dissemination of NGFS publications and best practices, also by enhancing the leverage of existing reference platforms for sharing NGFS-related training and capacity building material (e.g. CTA portal)¹ as well as accelerate the development of capacity building initiatives across the NGFS membership.

C. Tasks

1. Structure and coordinate capacity building activities across the NGFS

The Expert Network will support capacity building initiatives across NGFS Working and Regional Groups in a targeted manner, aiming to maximise synergies, minimise overlaps and improve overall efficiency.

It will conduct a gap analysis of existing materials based on desk reviews, surveys and regular engagement with Regional Groups, to ensure that capacity building activities effectively respond to members' needs.

2. Enhance dissemination and accessibility of NGFS knowledge products

The Expert Network will strengthen the dissemination of NGFS outputs by developing thematic guides and learning pathways, particularly to support new members in navigating existing materials.

It will also improve the dissemination of forthcoming outputs through standardised tools and strengthened communication, in close cooperation with NGFS Working Groups.

1. Foster peer-to-peer learning and knowledge sharing among members

The Expert Network will promote peer-to-peer learning by identifying expertise across member institutions and establishing a directory of experts to support capacity building efforts. It will facilitate knowledge exchanges through mechanisms such as matching platforms, calls for interest, secondments and topic-specific exchanges. Regular interactions within the Network and the annual Plenary will support the sharing and replication of successful initiatives.

2. Strengthen the collaboration with external partners for capacity building

The Expert Network will develop targeted collaboration with key partners, including regional training centres (e.g. CEMLA, MEFMI, SEACEN), based on shared priorities and complementary expertise.

This includes mobilising partners to deliver capacity building activities aligned with NGFS members' needs and exploring formal cooperation arrangements, such as memoranda of understanding. It also includes encouraging the use of the STaR Guide in partner-led programmes where relevant.

¹ [BIS CTA Page](#)

3. Maintain and develop the SKILL platform

The Expert Network will ensure that the Sustainability Knowledge and Information Learning Library (SKILL) is regularly updated with training opportunities and relevant information. It will promote its interactive use to better match the supply and demand of capacity building resources within the NGFS.

4. Monitor and report on capacity building progress

The Expert Network will monitor progress, challenges and opportunities related to capacity building and training activities, and report regularly to the Steering Committee.