**Essential Change Advisory Services**

rob.fowler@essentialchange.com.au • +61 402 298 569

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Essential Change provides expert advisory services in carbon markets, climate policy, landscapes and change.

Our focus is on developing the capabilities of government officials, business decision makers and land managers so they can better navigate the complexity of climate change & sustainability.

Rob Fowler leads all of Essential Change’s advisory engagements. His profile is available ***here***.

We provide advisory services across a number of specialised areas. However, all of our advisory services are tailored to the situation and needs of the client, so no two engagements are the same.

A selection of recent engagements is provided below.

***Corporate Advisory on Carbon Markets***

***Project Mechanisms (carbon credits & offsets)***

***Monitoring, Reporting & Verification***

***Institutional Arrangements***

***Training & Coaching***

***China’s Carbon Markets***

Please ***contact us*** if you would like to explore how Essential Change can support your efforts in climate change & sustainability.

Rob Fowler – Lead Advisor & Expert

Rob Fowler is recognized globally as an expert in climate policy, carbon markets and their impact on business. Over the last decade he has provided advice to a wide range of organisations, including the UN, governments, regulators, major corporations, international banks, service providers, industry associations and non-profit organisations. His experience and expertise is focused on the detailed design and implementation of carbon market mechanisms, development of robust reporting and verification regimes, and preparing government and business decision makers for their role in a carbon constrained global economy.

Rob has undertaken a wide variety of engagements since his carbon career began in 2002. The activities summarized on the ***Services*** pages demonstrate his breadth of experience, his versatility, and his deep understanding of the technical, institutional, commercial and political challenges of climate change, carbon emissions and sustainability.

Over ten years of full time work in carbon means that Rob has been involved from the very early days of carbon markets and low carbon development. He continues to be a valued contributor at expert discussions convened by the World Bank, the OECD, UNEP, WRI and the UNFCCC. He has an extensive network of high level and technical level contacts across government, business and civil society.

Over the last seven years Rob has been active in the international negotiations on climate change and the UNFCCC processes, including roles as delegate coach, government advisor, business advocate and civil society participant.

Rob’s expertise and advice on carbon markets and sustainability is grounded in a long career in corporate strategy consulting across the Asia Pacific which began with a leading international firm back in 1996. Through his roles with LEK Consulting, Booz & Company, and various smaller firms he has advised senior management teams and Boards of leading companies in a range of industries. His work has supported major commercial decisions in energy, aviation, rail, construction, biotech, manufacturing, forestry, telecommunications, and resources sectors.

Rob has lived and worked in Melbourne, Sydney, Shanghai, Singapore, Abu Dhabi, Boston, Bangkok, and East Kalimantan. These experiences have provided him with a flexible approach to working styles and the ability to drive high quality outcomes in a wide variety of cultures and environments.

***Corporate Advisory***

* **International Emissions Trading Association (IETA)**: Rob is the representative for IETA in Australia & New Zealand. His role with IETA includes discussions with government officials, convening of expert dialogues for the business community, secretariat support for IETA’s AusNZ Working Group, and sharing of global best practice with carbon market participants across the Asia Pacific region (2011-14)
* **Morgan Stanley Australia**: Rob supported the carbon team in Morgan Stanley with the establishment of a trading operation, early deal flow and the creation of a commercial presence in the Australian carbon markets. Tasks included internal education, political scenario development, origination of investment opportunities in the land sector, due diligence of prospects, commercial negotiations, and new product development (2011-12)
* **Latin American Development Bank (CAF)**: Rob assisted the carbon unit within CAF to review its strategy, change its operational structure, and to examine and pursue opportunities in carbon finance. This included developing a strategy for commercialisation of their current portfolio and pipeline of carbon assets in emerging carbon markets (2011-12)
* **Origin Energy**: Rob prepared a series of workshops on the potential and implications for linking carbon and renewable energy schemes between Australia and New Zealand (2009)
* **Australian Carbon Traders**: Rob is advising this small Australian company on a business model to service the domestic carbon market in Australia. Rob’s role includes pitches and negotiations with financiers, business planning, financial modeling, pricing strategy, and development of CFI project activities across forests and intensive agriculture (2011-14)
* **Booz & Company**: Booz is the oldest global management consulting firm with 60 offices in over 30 countries. Rob was hired by Booz & Company to establish its global Low Carbon & Sustainability practice and to build its presence in this new market. During this period he led a variety of consulting engagements as well as executing a structured program of brand building, marketing and publishing of intellectual capital for the firm (2008-11).
* **Financial Services License**: Rob holds an Australian Financial Services License to advise companies on carbon pricing, derivative structures and foreign currency exchange

***Project Mechanisms (carbon credits & offsets)***

* **The Gold Standard Foundation**: Rob currently serves as Chair of the Gold Standard’s Technical Advisory Committee and is a member of the Foundation’s Board. The Gold Standard is the leading certifier of sustainable development outcomes in today’s carbon markets and continues to demonstrate cutting edge innovation. Rob has served on the TAC since 2007 and has overseen the rapid expansion of the Gold Standard’s work in renewable energy, energy efficiency, waste and land use. More recently he has played key roles in:
  + renewing of the Gold Standard’s registry and project information systems
  + expansion into certification of activities in the land-use and forests sectors
  + enhancement of the Gold Standard’s governance structures
  + testing of new certification concepts in water benefits and in low carbon cities
* **Australia’s Carbon Farming Initiative**: Rob served as a member of the technical committee created to examine new methodologies and provide advice on the positive list under the Carbon Farming Initiative. The CFI is focused on low carbon outcomes in agriculture, forests and other land-use within Australia (2010-12)
* **Japan’s Joint Crediting Mechanism**: Rob supported one of the original feasibility studies into the practicalities of the JCM. He worked with a major Japanese conglomerate and trading house to develop practical structures for bilateral arrangements between Japan and Peru, including detailed assessment of institutional and technical readiness (2010-11)
* **Verified Carbon Standard**: Rob served on the VCS Steering Committee on Streamlined Approaches for Setting Baselines and Assessing Additionality. The Committee examined performance benchmarks, technology tests and other important innovations (2010-12)
* **Clean Development Mechanism:** Rob worked as an international carbon broker for TFS Green, facilitating and contractingCDM projects in China across renewable energy, cement, steel making, and low-emissions power generation. His role included project discovery, advice on project structures, deal negotiations and financial closure on behalf of major banks and European energy companies (2006-08)
* **Kyoto Mechanisms**: Rob lead the preparation of a comprehensive report on the international carbon markets for the Australian Government, including the development of consensus volume and price forecasts, detailing of market drivers, and modelling of supply and demand in the CDM (2008)
* **Australia’s Carbon Markets**: Rob supported the Australian State & Territory Governments and then the Australian Government with the detailed design of various iterations of Australia’s emissions trading scheme. He had a particular focus on the offsets mechanisms, administrative structures and verification frameworks (2006-08);
* **Greenhouse Gas Reduction Scheme (GGAS)**: Rob worked in the Secretariat to the GGAS Scheme Administrator in the first three years of its operation (2003-06). His roles included:
  + Assessment of complex abatement projects in all sectors covered by GGAS
  + Development of improved emissions monitoring and estimation techniques and protocols for coal-fired power stations (Performance Improvement Testing Regime)
  + Implementation of the Carbon Sequestration Rule including development and implementation of legal frameworks, carbon accounting approaches, permanency arrangements, treatment of uncertainty, and Kyoto-consistency
  + Sharing of experiences and insights with various domestic and international schemes, standards bodies and think tanks on carbon markets
  + Monitoring of developments in the international carbon markets, both to facilitate ongoing consistency of GGAS with national and global approaches, and to understand differing approaches to scheme operation
  + Training of auditors and potential scheme participants, education of stakeholders and other interested policy makers, market players and commentators
  + Development of electronic tools and systems to improve the efficiency of the Scheme Administrator's internal processes for project assessment and compliance monitoring
  + Providing technical advice and guidance to other GGAS Analysts on calculation methodologies, project eligibility assessments and compliance regimes
* **Energy Savings Scheme (ESS)**: Rob advised the NSW Government on the carve-out and establishment of the ESS, originally part of the NSW GGAS. The ESS covers a wide variety of energy efficiency activities across residential, commercial and industrial sectors (2008)
* **UNFCCC**: Rob served as a Methodology Expert for a number of bodies within the UNFCCC during its formative years (2004-2009). He was heavily involved in workshops and expert discussions, as well as the formal processes within the new mechanisms, including:
  + Roster of Experts for the CDM Methodology Panel, reviewing new methodologies
  + Registration & Issuance Team, reviewing a variety of projects for the CDM Executive Board, including an expert review of the first registered CDM forestry project
  + Accreditation Teams, assessing and witnessing the work of verifiers
  + JI Appraisal & Review Team, reviewing projects for the Joint Implementation Supervisory Committee, including an expert review of the first registered JI project

***Monitoring, Reporting & Verification***

* **Kazakhstan’s emissions reporting regime**: Rob worked with the Kazakhstan Ministry of Environment Protection and the Kazakhstan ETS Administrator (Zhasyl Damu) over a 12 month period to support the accelerated implementation of their new MRV system and carbon market (2012-13). Rob’s tasks included:
  + Review of the existing processes and capabilities for receiving reports, quality checks, document management, information requests and IT systems
  + Detailed design of the verification framework for the second phase of the scheme
  + Comprehensive review of the legislation package and necessary amendments
  + Education of staff and contractors on scheme administration and enforcement
  + Workshops with verifiers, industry associations and other stakeholders
* **Australia’s mandatory reporting regime**: Rob supported the regulator of the Australian National Greenhouse & Energy Reporting System (NGERS) in the development of world’s best practice regulatory and compliance frameworks (2008-09). His work included:
  + Identification of potential reporting entities based on coverage and thresholds
  + Detailed advice on risk management and compliance strategies
  + Development of intelligence frameworks for regulator operations
  + Design and establishment of audit processes, scopes and requirements
  + Business needs and implementation planning for building the regulator’s capabilities
  + Process design for reporter registration, internal validation of reports, information requests, auditor registration, evidence gathering, and compliance activities
  + Advice on systems requirements, team structures, training new staff, governance structures, change management and strategic planning
* **Various MRV systems**: Rob has provided advice on verifier accreditation, regulatory systems, guidance documents, administrative processes, risk management frameworks, compliance & enforcement procedures, and governance structures. Engagements include:
  + **EU ETS** – Advised the European Commission on Phase 3 Verification Strategy (2007)
  + **Western Climate Initiative** – Advised the Western Governor’s Association on optimal administrative structures for the WCI offsets mechanism (2008)
  + **Regional Greenhouse Gas Initiative** – Designed the verifier accreditation processes, guidance material and training packages under the RGGI offsets mechanism (2009)
  + **New Zealand ETS** – Review of potential scheme designs for NZ Government (2007)
* **Standards and protocols**: Rob has contributed to the development of a variety of standards and protocols in GHG accounting and estimation. These include:
  + **GHG Protocol** - Project Quantification Standard by WRI and WBCSD, including the Electricity Sector Working Group and the LULUCF Working Group (2005)
  + **ISO14064 & ISO14065** – member of the Standards Australia committee (2003-06)
  + **JAS-ANZ** - member of the Accreditation Review Panel for ISO 14065 (2008-10)
* **Greenhouse Gas Management Institute**: Rob is a faculty member of the GHG Management Institute which is recognized as the leading provider of professional-level training and capacity building in the measurement, accounting, auditing and management of GHG emissions. Rob has assisted with development and delivery of courses and workshops, and advised on regional growth strategies for the Institute (2007-14)

***Institutional Arrangements***

* **Kazakhstan ETS**: Rob led the development of capability maps and an operating model for the Kazakhstan ETS Administrator, including deep dives into time-critical capabilities and key support needs. This work laid out the timing of capability deployment, the risks involved, and the resources required to operate, administer and regulate the national system (2013)
* **United Arab Emirates**: Rob led the design of new institutional arrangements and policy frameworks for UAE government action on climate change (2009-10), including:
  + Identification of low carbon opportunities and mitigation actions within the UAE
  + Institutional design for the new group within the Ministry of Foreign Affairs
  + Team design and role definitions for national and expat staff and contractors
  + Capability development and onboarding for new and existing personnel
  + Process design and on-site coaching for the international negotiations team
* **GGAS**: Rob undertook a review of the internal operations and structure for the Scheme Administrator. The work included assessment of existing operations, development of performance improvement initiatives and redesign of administrative processes (2011)
* **Home Insulation Program**: Rob was part of a review of Australia’s Home Insulation Program (a major energy efficiency and stimulus package) including examination of failure points in implementation processes, development of recommendations for future resource deployment, and prioritization of compliance and enforcement actions (2011)
* **Western Climate Initiative**: Rob advised on the design of the institutional arrangements and decision making structures for the offsets mechanism within the WCI (2008)

***Training & Coaching***

* **World Bank’s Partnership for Market Readiness (PMR)**: Rob co-facilitated the PMR’s first Regional Technical Training in Beijing. His work included structuring of the 3 day training, preparation of training materials and exercises, and facilitation of the sessions. Participants in the training included representatives from the Chinese ETS pilots, the Chinese national government, and other PMR countries in the Asian region (2013)
* **Shanghai ETS**: Rob facilitated a series of workshops with the Shanghai ETS research and design team, sharing the design decisions made in other carbon markets and assisting the team to consider their own design issues (2012).
* **UNFCCC negotiations**: Rob has provided on-site coaching for negotiators from the UAD and Kazakhstan to rapidly build the presence and capabilities of those country delegations in the UNFCCC negotiation processes (2010, 2013)
* **Australian Government**: Rob has conducted a variety of training courses and workshops for government officials as the Australian carbon policy regime has evolved. These include a comprehensive 3-day course for the Offsets Branch on how project based mechanisms work in practice, and a series of workshops with the Audit Branch on how audit scopes should be formulated to achieve effective assurance outcomes (2007-11)
* **Corporate training**: Rob has provided training services for energy companies, top tier law firms, and other organisations. He specializes in the education of senior executives and company Boards through briefings, workshops and roundtable discussions

***China’s Carbon Markets***

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* **China’s Energy Future**: Rob undertook a comprehensive study of China’s energy future including 20 year forecasts, analysis of every aspect of the energy sector, expected technology shifts, logistical constraints for energy supply, and opportunities for disruptive scenarios to impact on sector profitability and growth (2001).
* **Experience in-country**: Rob first travelled to China when he was 7 years old. His experiences in China span three decades and include living and working in Shanghai and Beijing, and visiting a wide variety of other provinces and cities. He speaks some Chinese and is deeply familiar with Chinese customs and business culture.