

## Annex 3

### | Work Program of the NDC Partnership (Summary)

**Annex 3 appendices:**

| **Appendix C:** Work Program of the NDC Partnership (Full)

## | NDC Partnership Work Programme Summary

(Please refer to Appendix C for the complete and detailed Work Program of the NDC Partnership)

The NDC Partnership's Work Program for the period 2021-2025 builds on the Partnership's early success in country-driven engagement in the implementation of their commitments and aims at further expanding country action. It is designed to coincide with the five-year cycle of the Paris Agreement and will support countries through implementation of their newly-revised NDCs under consideration of further challenges and opportunities induced by the current pandemic.

The Work Program covers the following main areas:

### 1. Harness the Strengths of members

Harnessing members capacity in the provision of expertise with speed and flexibility when responding to country needs. Emphasis will be placed on raised ambition, scaling of action, raising on awareness about Partnership, high level political commitment and diplomacy for engagement, coordination with non-Partnership.

The Partnership's success is based on the speed and flexibility in which we deliver to meet needs expressed by countries. Members and non-members are teaming up with each other and with governments to advance countries' climate priorities, creating synergies and maximizing resources, working through a single framework for action.

To date, more than 70 developing countries are receiving support to implement and enhance their NDCs; over 100 implementing partners, both members and non-members, are providing support. The Partnership is catalyzing action; members are increasingly aligning their climate and development agendas and embedding climate into national and institutional policies. This collaborative work has brought some major advantages.

First, countries seek support across a wide range of needs, from establishing a legal framework for climate action to designing and implementing bankable projects. These needs can be met more effectively by engaging a large membership base with a wide array of comparative advantages.

Second, a transparent approach based on shared, public, government-owned plans avoids duplication of efforts and helps partners see where their support can be most effective.

Finally, aligning action around shared Partnership Plans helps better planning, resource mobilization, and accountability, and facilitates effective learning among both countries and development partners.

Through this Work Program the Partnership will continue to capitalize on its growing membership to make a collective impact on climate action and sustainable development.

The Partnership will strengthen the impact of membership over the next five years by:

- Incentivizing commitment to and engagement within the Partnership;
- Drawing on a greater range of member expertise and resources;
- Finessing strategic membership engagement;
- Broadening opportunities for non-members to engage with the Partnership.

## 2. Deploy In-Country Support at Speed and Scale

In-country support, deploying a range of support tools and mechanisms in response to country needs. Inclusion of analytical and support capacity for climate development nexus; support to pipeline creation for investable and bankable projects. Expand and Strengthen stakeholder ownership, and in-house coordination between members of the NDC partnership. Support NDC update and enhancement.

In supporting countries to plan for and implement their NDCs, the NDC Partnership has a highly flexible country engagement strategy. This starts with a country's requests for support, leads to the development of a Partnership Plan and supports reassessing needs and sharing knowledge and learning throughout. This flexibility allows the Partnership to tailor support based on a government-led assessment of needs and iterative feedback from partners and other stakeholders. The Partnership's ability to adapt to country needs has enabled it to deploy innovative initiatives such as the Climate Action Enhancement Package and assistance on greening COVID-19 economic recovery planning, as well as foster confidence on the side of its country members that timely support is at the ready for developing and implementing increasingly ambitious NDCs.



The Partnership will build on its successful country-driven engagement model. The Work Program 2021-2025 is centered on maintaining the flexibility and adaptability of its approach while improving periodic analysis that underpins country planning; stronger alignment between Partnership Plans

and member development planning; and increased capacity to address fast-rising demand. The Work Program includes strengthened capacity to mobilize technical assistance, and a mechanism to bring financing opportunities from NDC Partnership Plans to potential investors. It pursues low carbon, equitable and resilient development and engagement with major emerging economies, and continuous championing of greater climate ambition.

### 3. Learn, Inform and Inspire

Knowledge management, lessons learned, advocacy at its core. The NDC Partnership generates a vast and unique body of learning through its more than 180 members and extensive in-country engagement. The NDC Partnership mobilizes and supports action to generate more ambitious climate and development action globally. Its mission is to harness this unique repository of insights to build a learning coalition, as well as, inform and inspire effective climate action. There is a strong commitment to capturing, synthesizing and sharing this repository of lessons within and beyond the Partnership.

### 4. Monitoring and Evaluation Framework

The Monitoring & Evaluation Framework (MEF) for the 2021-2025 NDC Partnership Work Program outlines a set of key result statements, indicators, and targets to track implementation progress. The MEF is structured around the Partnership's Theory of Change which maps out necessary preconditions and building blocks for how change is proposed to take place.

Through the MEF, the Partnership can monitor and assess the extent to which the Partnership is delivering on results; track progress on the Partnership's efforts and those of its Members at both the country and the global level; and make evidence-based course adjustments as needed to achieve Work Program targets. A key MEF goal is to support continuous learning to improve the programmatic and operational design of Partnership initiatives and support to members.

The MEF is established as a coherent framework for the NDC Partnership activities that are implemented under WRI-led, UNFCCC and UNOPS-led activities. Results are interdependent and require close cooperation between the parties.

**Monitoring:** Progress of activities towards output level results will be monitored on a regular basis using the key performance indicators (KPIs) outlined in the matrix below. It will also seek periodic feedback and input from Government Focal Points, NDC Partnership In-Country Facilitators, and Implementing and Development Partners (IP/DPs) through, for example, annual member surveys.

KPI data and information will be aggregated at the global level to enable the review of collective NDC Partnership progress.

**Review and Evaluation:** The Partnership will commission an independent mid-term review (MTR) during the second quarter of 2023 and a final evaluation for the 2021-2025 period during the second quarter of 2026. The MTR's purpose is to identify areas of considerable progress to build on, as well as implementation gaps and areas for improvement to inform possible Work Program and MEF revision for the remaining half of the Work Program. The final evaluation's goal is to analyze and draw lessons on 2021-2025 Work Program implementation to support more strategic directions for the Partnership beyond 2026. The final evaluation will assess the Work Program using the lens of five key standard evaluation criteria: relevance, effectiveness, efficiency, impact, and sustainability.



# NDC PARTNERSHIP WORK PROGRAM 2021-2025

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# INTRODUCTION



This document presents a Work Program for the NDC Partnership for the period of 2021-2025. The Work Program is accompanied by a comprehensive Monitoring and Evaluation (M&E) framework presented in Annex 1 and a Risk Matrix in Annex 2. The M&E function serves to enhance the learning processes that continually improve our work and to hold the members collectively accountable for the successful implementation of the Partnership's work.

## THE PARTNERSHIP'S WORK PROGRAM FOR 2021-2025 IS STRUCTURED IN FOUR SECTIONS:

- 1. Harness the Strengths of Members**
- 2. Deploy In-Country Support at Speed and Scale**
- 3. Learn, Inform, and Inspire**
- 4. Support Unit Capacity**

With the approval of this Work Program, the Support Unit will review and further align the Country Engagement and Knowledge and Learning Strategies. The Support Unit will also coordinate the development of a Finance Strategy to better support countries as they mobilize financial resources to implement their climate priorities. Development of the strategy will be led by members and include inputs from multilateral development banks and finance institutions, as well as with reference to the Finance Ministers' Coalition for Climate Action. These will be shared with the Steering Committee by the 2021 Spring Steering Committee Meeting.

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# PROLOGUE: CONTEXT FOR THE NEW WORK PROGRAM

The NDC Partnership's first Work Program has delivered substantial progress (See Box 1). As of August 2020, the Partnership is supporting NDC implementation based on official requests from 73 countries and supporting NDC revision and enhancement in 63. The Partnership boasts more than 180 committed members, including more than 100 countries. Our work and insights are systematically collated and shared through a comprehensive knowledge management system, knowledge portal, and peer exchanges. Our action-based learning is widely shared with the global community of climate change thought leaders, decision-makers, and implementers at all levels through varied knowledge products, expanding communication platforms and consistent presence at high-profile events. The Partnership pioneers urgently-needed models for more effectively working together, uniting countries and institutions more effectively and taking a whole-of-society approach. This enables the Partnership to mobilize efforts across governments and across societal actors, including integrated approaches to gender equality and youth engagement.

Our success is made possible by the impressive commitment of members. In more than 70 developing countries that are receiving support to implement and enhance their NDCs, more than 100 implementing partners, both members and non-members, are providing support. More than 10 partners have provided funds for the Support Unit's operation to facilitate the Partnership's comprehensive actions. This is a testament to the shared conviction that by working together, we can be more than the sum of our parts.

Countries are empowered to lead their own NDC implementation and enhancement strategies. Development and implementing partners mobilize support in line with their comparative advantages and in coordination with others. Shared public plans avoid the risk of duplicating efforts. We have a model that countries increasingly request.

The Partnership's success is also leading to significant challenges. Despite the impressive rise in support to countries, it lags behind demand thanks to our rapid growth. Under the current response rate, there is a risk of leaving engaged countries without the support they need to achieve their climate goals. If members cannot respond to requests, the task of filling gaps in support generally falls on the Support Unit, which is running close to the limits of its capacity. The Support Unit is not an implementing partner, but is often left to take on tasks by default. For us to keep up with country needs, members need to respond even more quickly and expansively or the Support Unit needs the capacity to fill the gaps.

This new Work Program for the period 2021-2025 aims to build on the Partnership's early success to drive still more ambitious action on climate change and sustainable development. It is designed to coincide with the five-year Paris Agreement cycle. It will support countries through implementation of their newly-revised NDCs submitted in 2020-2021, through the Global Stocktake of 2023, and into the new cycle of NDC revision and enhancement that culminates in 2025. It ends just five years before 2030, when the Sustainable Development Goals (SDGs) are to be met as well as the targets in the first round of NDCs. The Partnership aims to be a major driver for successful implementation of both the Paris Agreement and the 2030 Agenda for Sustainable Development.



This Work Program will unfold in very challenging circumstances. Even without the disruptions of 2020, global action on climate change lags well behind what is needed. Global emission trajectories have us on a course to far exceed the two degree or 1.5-degree Paris Agreement warming goals. The aim to mobilize \$100 billion per year in climate finance for developing countries has not yet been met. Countries are generally not on course to meet the Sustainable Development Goals.

## Box 1: At a glance: Achievements from the 2018-2020 Work Program

During the less than four years since its founding, the Partnership has made significant progress. This progress is documented in full in Progress Reports on the 2018-2020 Work Program as well as the CAEP Progress Reports presented to the Steering Committee. These are based in part on an independent Mid-Term Review. In summary:

- **Thirty Partnership Plans have been developed**, harmonizing support from donors and providing a mechanism for coordination, improving the effectiveness of support. These Plans also help countries to prioritize and coordinate action.
- **Governments across 46 countries have identified and operationalized facilitation mechanisms ranging from government taking charge of overall coordination, to facilitation through 30 embedded facilitators, to institutional members nominated to play the role of facilitator.** With support from seven Partnership members, these mechanisms have proven effective to enhance coordination and provide much needed capacity to governments.
- **Forty-eight countries have established or strengthened NDC or Climate Change Sectoral Working Groups at the technical or ministerial levels.** These are bringing together different sectoral priorities and perspectives and leading to concrete synergies between sectors to support discrete climate change mitigation and adaptation policies and activities.
- **Over USD500 million has been mobilized and disbursed through multiple member managed NDC financing facilities.** Members have worked together through consultative processes to plan, program, and disburse resources for a collective impact.
- **Economic Advisory support to the finance and planning ministries of 32 countries** is recognized as one of the earliest movers to integrate climate in economic recovery plans.
- **Through the Climate Action Enhance Package (CAEP)**, a total of 63 countries are receiving support to enhance the quality of their NDCs, raise their climate ambition, and fast-track implementation. This financial and technical support is being delivered by 46 partners with more than USD45.5 million in financial support in less than 12 months, including USD23.8 million disbursed through the Partnership's Technical Assistance Fund (TAF) and more than USD21.7 million leveraged in co-finance from partners.
- **The Partnership's Knowledge Portal** contains almost 1,000 curated tools and resources contributed by members and non-members across the Climate Toolbox (640), Good Practice Database (252), and Climate Finance Explorer (98), while also providing valuable data on GHG emissions, NDC-SDG linkages, NDC content, and other data tools.

- **The internal knowledge management system (kNook)** catalogues a unique data set with approximately 4,300 individual country requests to the Partnership and the support being delivered against them. These data inform regular briefings to all members to analyze trends and fill gaps in support.
- **The Partnership has facilitated more than 40 peer exchanges since 2018**, engaging more than 2,000 country and institutional participants to share lessons and insights from practical experiences in climate action.

These challenges would be daunting enough, but recent events have made them herculean. The world struggles with a pandemic that will certainly persist through 2021 and likely well beyond. As a result of recovery measures, most countries face a growing debt burden that will put serious pressure on budgets for climate spending, both domestically and internationally, throughout 2021–2025. Indebtedness will limit the scope for investment in many countries. Furthermore, a preoccupation with economic recovery and health care responses will pull political attention away from climate action unless countries find ways to pursue these issues together.

Social and economic pressures have played a role in surfacing long-standing questions of equality and inclusion. It remains unclear how much ongoing limitations on travel and large meetings will hamper essential activities for countries and for those supporting them.

There are also opportunities, though. The focus on economic recovery has opened an expansive discussion about how countries can “build back better” using economic recovery measures to invest in more sustainable infrastructure and models of growth. The push to build more resilient health care systems and societies, a renewed appreciation for scientific advice, and the demonstrated power of action through concerted public policy and multilateral efforts all closely overlap with the drivers of climate action. The focus on social and economic inequalities matches the Partnership’s approach of combining climate and sustainable development action as well as its strategic engagement on subjects such as gender equality and youth. A greater focus on ambition and the alignment of NDCs with long-term climate strategies will help countries avoid later problems of stranded assets or being locked in to higher-emission growth paths.

Nevertheless, with political attention and financial resources focused on the health crisis and economic recovery, the ship of climate action will start 2021 sailing into strong headwinds. Countries will require sustained support as they face competing public policy priorities and tighter budgets. Although the Partnership’s members will be vital to the global response, they are not the whole picture. Important action will depend on major non-member countries that are not yet engaged with the Partnership. The Partnership will need to inform and inspire action from these major actors as well as support its own members. This Work Program includes measures to take a more proactive stance in engaging major emerging economies.



Finally, the Work Program is designed to be flexible. In the year since the 2019 Climate Summit, the world has seen widespread youth protests demanding climate action, a global pandemic, the steepest economic downturn in a century, and the sparking of massive political action in response to racial, social, and economic injustice.

We must be ready to adapt to unforeseen future events. A mid-term review will be conducted during the Work Program's third year and used as the basis for major adjustments. But the Steering Committee, meeting every six months, will also be empowered to make course corrections as they are needed.

The Partnership serves the twin goals of accelerating implementation of NDCs and enhancing their ambition while driving sustainable development (see Figure 1 for what is new in this Work Program and Figure 2 for the Theory of Change). By 2025, we seek to ensure both that members are well on the way to implementing their NDC goals for 2030 and that they have submitted revised NDCs setting greater ambition beyond 2030, empowered by growing and effective support. This Work Program builds on the successful model of country driven engagement established by the Partnership's work in 2018-2020 and informed by the mid-term review of that work carried out in early 2020. It also seeks to:

- **Strengthen the links between development and climate action** by supporting coordinated actions across governments and societies.
- **Promote greater commitment, coordination, and engagement from members**, including political engagement and commitment to a whole-of-society approach from countries, and “whole-of-institution” engagement from institutional and associate members.
- **Scale up resource mobilization to support country action**, both through the increased commitment from members and by using NDC Action Plans as the basis for engaging a wider community of investors.
- **Deepen engagement on NDC implementation and enhancement** with major emerging economies within the Partnership.
- **Drive action beyond the Partnership** by sharing learning and demonstrating political leadership.



# A GUIDE TO THIS WORK PROGRAM

The Partnership's work covers many areas of climate and development responses. Some are of particular interest to different members, which is part of what makes the Partnership so valuable, as members focus their efforts and expertise where they will be most effective. The Partnership's members offer a vast range of expertise and support. This Work Program does not attempt to encompass that range, but to focus on where acting as a Partnership adds to our collective effectiveness.

Members have identified many topics of urgent interest. These will feature in the Partnership's work through our core modalities. First, countries may make any relevant request and the Partnership will respond through its members. Second, members and the Support Unit will support knowledge and learning on topics of interest.

This document does not attempt to spell out all the issues that will be covered because the Work Program aims to maintain the Partnership's flexible, country-driven approach. This is in line with the recommendations from the 2018-2020 Work Program Mid-Term Review.

The Partnership responds to requests from any developing country member on an equal basis. Because of the nature of the support we offer, least developed and most vulnerable countries particularly benefit. We have had less success so far in engaging with major emerging economies. For this reason, there is a specific discussion of major emerging economies, but this does not indicate that these are a priority group for the Partnership.

## PRINCIPLES USED IN THIS WORK PROGRAM

### CLIMATE ACTION

The Partnership supports climate and development action through the NDCs. Our climate action is governed by the Paris Agreement. This means that:

- Adaptation and mitigation action are equally important.
- Mitigation action should be consistent with the Paris Agreement goal of limiting warming to well below two degrees centigrade and pursue efforts towards 1.5 degrees centigrade as compared to pre-industrial levels.
- Adaptation action aims to increase countries' ability to adapt to the adverse impacts of climate change, and to foster resilience and low-carbon development while preserving food security.
- Finance flows should be consistent with a pathway towards low greenhouse gas emissions and climate-resilient development.

Based on countries' priorities and requests, all Paris Agreement elements will be supported through the Partnership to empower countries to achieve the Paris Agreement goals. These include, but are not limited to, implementation of NDCs, enhancing ambition, alignment of NDCs with long-term strategies, and implementation of the Enhanced Transparency Framework. As future stages in the Paris Agreement processes arise, such as participation in the 2023 Global Stocktake, we expect that the Partnership will respond to related country requests for support.

## CLIMATE-DEVELOPMENT LINKS

One of the Partnership's guiding principles is to align the climate and development agendas. This link is spelled out in our Theory of Change, which connects the Paris Agreement's implementation and the 2030 Agenda for Sustainable Development, as well as the Addis Agenda on financing for sustainable development. This supports an integrated approach to climate action with development and associated topics, such as green job creation, and includes efforts by countries to recover from COVID-19 in a way that is aligned with their climate goals.

## NDC ENHANCEMENT

NDC enhancement in this Work Program encompasses two elements: increasing ambition and improving quality, which can also be enabled by strengthening NDC development processes. Either or both may be present in a particular country's enhancement activities.

- **RAISING NDC AMBITION** means strengthening mitigation or adaptation targets and actions over time. Countries may raise ambition by strengthening emissions reduction (including the addition of sector-specific targets) or by broadening the scope to include wider coverage of sectors or gases. Countries may also raise ambition by moving from conditional to unconditional targets, shortening timelines, adding policies and measures, or adding adaptation targets.
- **IMPROVING NDC QUALITY** means ensuring targets are based on strong underlying data; are detailed, achievable, and verifiable; and are developed under an inclusive and transparent process. Countries may develop more detailed action plans, including sector-specific plans, with outcomes, costing, financing, governance, and the use of robust methodology (scenario-based modelling), which ensures that targets are strategically aligned with national policy and LTS. This means including or strengthening mechanisms for monitoring and oversight or including additional information on vulnerabilities, gaps, and barriers to inform adaptation planning. Countries may engage a wider range of stakeholders to ensure that NDCs are realistic, implementable, and inclusive, and they may build the capacity to better develop and implement NDCs.



## EQUITY AND INCLUSION/ WHOLE OF SOCIETY

Support for social equity through NDC action is at the heart of the Partnership's work. Frequent reference is made to whole-of-government and whole-of-society approaches. These refer to supporting countries in engaging as comprehensively and effectively as possible with all branches of government and with wider stakeholder groups, respectively. A priority is the development of lasting capacity in national institutions. References to capacity in countries, including in the Theory of Change, assume this priority.

The Partnership values outcomes that promote the interests of disadvantaged and underserved populations who are most vulnerable to climate impact and works towards equitable outcomes that meet their needs. We support these outcomes in response to country requests. In the context of the Partnership, this includes a commitment to gender-responsive climate action implemented through the Gender Strategy and to meaningful engagement with young people through the Youth Engagement Plan. Use of the term "equitable and inclusive" in the Theory of Change and elsewhere in the document includes all these elements.



## NDC ACTION PLANS

Countries can make requests through the Partnership in a variety of ways. At the center of the country engagement process is the Partnership Plan. These have been designed from the start as a flexible instrument to include whatever NDC actions the country wishes and to track support for those actions. Partnership Plans will remain at the heart of our work. However, country requests can come in a variety of forms, including but not limited to Partnership Plans (PPs), Request for Support Letters (RSLs), Climate Action Enhancement Package (CAEP) support, and support provided through the Economic Advisory initiative (EA).

"NDC Action Plans" in this document is a generic term that refers to national government-owned plans outlining how a country will implement or enhance their NDC, with support from the Partnership. It includes all of the above instruments.



## FIGURE 1: WHAT'S NEW IN THE 2021-2025 WORK PROGRAM

The core of the Partnership's work will remain the same. We will focus on:

- Responding with speed and flexibility to country requests related to NDC implementation and enhancement
- Sharing information on country requests among all members to mobilize the widest possible range of support
- Supporting countries in taking a Whole of Society approach, engaging a wide array of stakeholders and aligning climate and development agendas
- Sharing knowledge and learning from all the Partnership's activities

The new Work Program foresees the following enhancements:

### FOCUS ON BOTH IMPLEMENTATION AND ON RAISING AMBITION

Build on the Climate Action Enhancement Package (CAEP) to provide earlier support in the next round of NDC updating.

### STRONGER FOCUS ON MOBILIZING MEMBERS

Increased member engagement at the political level to mainstream NDC action and share Partnership messages.

Greater engagement with non-members and with major emitters.

Continuous refinement of the Partnership's work based on M&E and periodic consultations with members.

### IMPLEMENTATION OF CLIMATE AND DEVELOPMENT PRIORITIES WITH SPEED AND SCALE

More analytical work to strengthen climate-development linkages as basis for more effective implementation.

More structured alignment to members' country planning and budget frameworks and long-term climate strategies.

Drive greater social equality through the Gender Strategy and Youth Engagement Plan.



## MORE ACTION TO MOBILIZE FINANCE

Deeper integration with ministries of finance and planning.

Support development of regulatory frameworks to attract domestic and international investment (public and private).

Identify and further develop bankable projects promoting private sector investment and mobilization of finance by members.

Alignment of climate priorities with post-COVID economic recovery plans through economic advisory support and other activities.



## FIGURE 2: THEORY OF CHANGE

IMPACT	OUTCOMES	INTERMEDIATE OUTCOMES	OUTPUTS	ASSUMPTIONS
Countries successfully reduce emissions, improve climate resilience, and advance sustainable development, with strong international support consistent with the achievement of the Paris Agreement and the 2030 Agenda for Sustainable Development	By 2025, member countries are on track or ahead of schedule to implement their NDCs with the support of the Partnership	Implementing and development partners accelerate and coordinate support so that member countries have the capacity and resources needed to implement and update their NDCs using a whole-of-society approach	Implementing and development partners have the capacity and resources to respond with speed and flexibility to requests from countries through the Partnership	High level commitment from members and other stakeholders in line with the Guiding Principles of the NDC Partnership
	Member countries communicate new NDCs reflecting greater quality and ambition by 2025 with the support of the Partnership, inspiring and informing others	Member countries have integrated NDC mitigation and adaptation targets into national and subnational development plans, policies, budgets, and recovery plans	Member countries have results-based, equitable, and inclusive NDC Action Plans in place, aligned with development and recovery plans	Availability of technical and financial resources and capacity building support from members for NDC implementation and updating at the national and subnational levels.
		Member countries receive increased investment flows towards climate action	Member countries have participatory NDC coordination mechanisms and resources for inclusive and transparent NDC implementation and updating	Implementing and development partner members are willing to use country requests presented through the Partnership as a key element in their resource programming
			Increased country access to knowledge and capacity development	Members receiving support have cross-government commitment to the ongoing implementation and enhancement of their NDCs and to the work of the Partnership
			Improved enabling environment established and public and private finance providers mobilized	
			Implementing and development partners use Partnership data and insights to program support in alignment with NDC Action Plans	



# 1

## HARNESS THE STRENGTHS OF MEMBERS

The Partnership's success has been made possible by the impressive commitment of members and dedicated stakeholders. We are a country-driven, member-led initiative and our members work together to achieve a greater collective impact than would be possible acting individually. This section describes measures that can deepen cooperation during the period 2021-2025.

### 1.1

## DEEPENING POLITICAL ENGAGEMENT

The Partnership has tremendous potential for increased political impact. Collectively, our members have enormous credibility and capacity to demonstrate and drive political leadership. Members demonstrate commitment based on their own NDC implementation, through climate diplomacy, and in their role as support providers.

### MEMBERS WILL:

- **Speak out on climate action** and, where possible, on the Partnership's behalf, through various channels: bilaterally with partners and at a range of global fora, including beyond climate.
- **Use the platforms they lead and can access** to amplify Partnership successes, lessons, and calls to action.
- **Increase awareness of climate change** to decision makers at the highest political levels.
- **For countries, promote cooperation with the NDC Partnership** in governance structures where there are shareholders or development partners. These include the European Union, the Multilateral Development Banks (MDBs), International Organizations, international coalitions, etc.
- **For institutions, make efforts to mainstream climate action across organizations and promote cooperation through the Partnership** by engaging with departments responsible for major spending and policy action.
- **Use diplomatic channels and other foreign policy outreach** to promote climate action and highlight the advantages of collaboration through the Partnership.
- **Build on existing networks and relationships** to promote engagement of major emerging economies with the Partnership (see section 2.1.5).
- **Leverage the Partnership's visibility and reputation** to strengthen member engagement, work closely with non-members that can bring value to the Partnership, and attract new members.



**1.2**

## SCALING UP ACTION

The Partnership is a collective of solution-oriented actors. We work together as a catalyst for action, responding to and inspiring the membership, and spurring one another to enact local solutions to global challenges. We succeed when members embody the Partnership's principles.

### MEMBERS WILL:



- Demonstrate leadership on climate ambition and sustainable development by working towards ambition consistent with the Paris Agreement goals, as well as speaking to their own NDC implementation and enhancement experience.
- Provide policy and technical expertise, sharing experiences, tools, and concrete examples of best practices.
- Accelerate efforts to mainstream climate action and sustainable development across all internal policies, projects, and investments.
- In the case of developed countries, provide increased funding and/or technical assistance, where possible, to operationalize the Partnership's work.
- Share knowledge based on their comparative advantage, including by adding knowledge resources to Partnership platforms.

### FOR COUNTRIES:



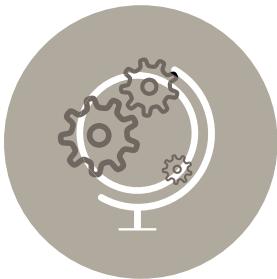
- Demonstrate effective implementation of NDCs and enhancement of NDCs over time.
- Take a whole-of-government and whole-of-society approach, including collaborating with the private sector, youth, and vulnerable populations, and mainstreaming gender in NDC implementation.
- Align planning frameworks, national policies, and budgets with country climate priorities as identified in NDCs and long-term climate strategies. Develop long-term climate strategies where appropriate.
- Demonstrate ownership of the NDC process through vested staff time and resources.
- Enhance capacity in national institutions.

### FOR INSTITUTIONS:



- Provide technical and financial resources in response to stated needs of member countries.
- Strengthen coordination with other institutions and relevant stakeholders to improve impact.

## THE SUPPORT UNIT WILL:



- Serve as the Secretariat for the Partnership, supporting its governance and operation, facilitating member engagement, and coordinating interaction across the membership.
- Expand efforts to foster frequent and meaningful collaboration among members.
- Identify initiatives and areas of interest of members who can provide support and identify gaps in support to match with available resources.
- Create visibility to recognize and further incentivize membership commitments and contributions.

1.3

## ENGAGING NON-MEMBERS

The Partnership's work focuses on the actions of its members. Nevertheless, many non-member organizations already play an important role in our success. More than 50 non-members have supported countries and collaborated with the Partnership more broadly during the first Work Program. These include multilateral funding bodies such as the Green Climate Fund (GCF) and Adaptation Fund; international sources of expertise such as the Organisation for Economic Cooperation and Development (OECD); and in-country implementing partners such as the 2050 Pathways Platform. Some such partners may eventually become Partnership members.

Others have governance arrangements that make this unlikely. Cooperation also extends to other platforms with complementary work, such as the New Climate Economy, Partnering for Green Growth and Global Goals (P4G), and the Global Commission on Adaptation. We will seek to grow these kinds of cooperation, regardless of whether these organizations wish to consider membership. Cooperation will be managed through our core processes—participation in the country engagement process and cooperation on knowledge and learning activities.

The Partnership welcomes new members but does not actively seek to grow its membership. Nevertheless, some non-member countries and institutions will be important to our mission due to their size, regional influence, or importance in critical sectors. Members will use their own networks to expand cooperation with non-members where possible.

Many in-country constituencies, including subnational authorities and private sector actors, are also vital to the Partnership's success. In line with our country-driven model, the Partnership welcomes cooperation with these constituencies but will engage them only in accordance with requests from national governments.

The Partnership's Steering Committee will also consider inputs from youth stakeholders from within and beyond its membership in the form of recommendations from the Youth Forum described in the Youth Engagement Plan.



## How the NDC Partnership Engages Critical Constituencies

The Partnership works with a diverse group of non-member partners to advance our mission. NDC implementation and raised ambition require a broad base of stakeholders, including multilateral institutions, international initiatives, subnational governments, and the private sector.

### MULTILATERAL INSTITUTIONS

Multilateral institutions participate in the Partnership as members and non-members, both directly in country engagement work and indirectly through strategic collaboration. They may contribute directly to the Partnership's work or may fund or implement member work in country. We work to enhance collaboration both in country and at the international level.

### INTERNATIONAL INITIATIVES

The Partnership works in close collaboration with international initiatives and coalitions that serve the membership. These include platforms with a technical or sectoral focus and those that represent specific stakeholder groups. We work to develop complimentary strategies, align messaging, and support delivery of relevant programs.

### SUBNATIONAL ACTORS

The Partnership includes members that are networks of sub-national governments as well as UN agencies focused on regional or local initiatives. We engage with sub-national actors on the request of national governments, who often see them as critical stakeholders in the implementation and enhancement of NDCs. Through our knowledge products and events, we highlight best practices from subnational actors.

### PRIVATE SECTOR

Our members include networks of private sector stakeholders and institutions that specialize in engaging with the private sector. Private sector actors play important roles in planning, creating enabling environments, and mobilizing financing investment. They are instrumental in project implementation and play an important role in shaping policy. As major sources of emissions and potential impacted stakeholders, their active role in mitigation and adaptation is also vital. We engage with private sector actors in country on the request of national governments. Private sector investors are also important audiences for Project Idea Notes (see section 2.1.4) and for peer exchanges on relevant topics.



We also share our information and knowledge resources widely to include all types of stakeholders. For instance, the [Knowledge Portal](#) draws together resources most relevant for NDC implementation in an easily searchable platform that is freely accessible for all users. Written products, such as the Partnership in Action report (see section 3.3.1), bring Partnership insights to wide audiences. Our monthly newsletter is open to all interested parties and shares up-to-date information about the Partnership.

## 2

## DEPLOY IN-COUNTRY SUPPORT AT SPEED AND SCALE

**Partnership engagement starts with a country's requests for support and leads to the development and execution of a Partnership Plan<sup>1</sup> or another form of NDC Action Plan<sup>2</sup>.** Our approach is highly flexible, allowing countries to express their needs and align support with their planning, budgeting, and coordination mechanisms. The Partnership's agility has allowed us to provide customized support and to deploy innovative initiatives such as the Climate Action Enhancement Package (CAEP) and assistance on greening COVID-19 economic recovery planning. Engagement with the Partnership has fostered confidence on the side of its country members that timely support is ready for developing and implementing increasingly ambitious NDCs.

The Partnership's processes ensure countries can communicate their priorities to members for support. This prioritization exercise occurs at two stages:

### Led by Members

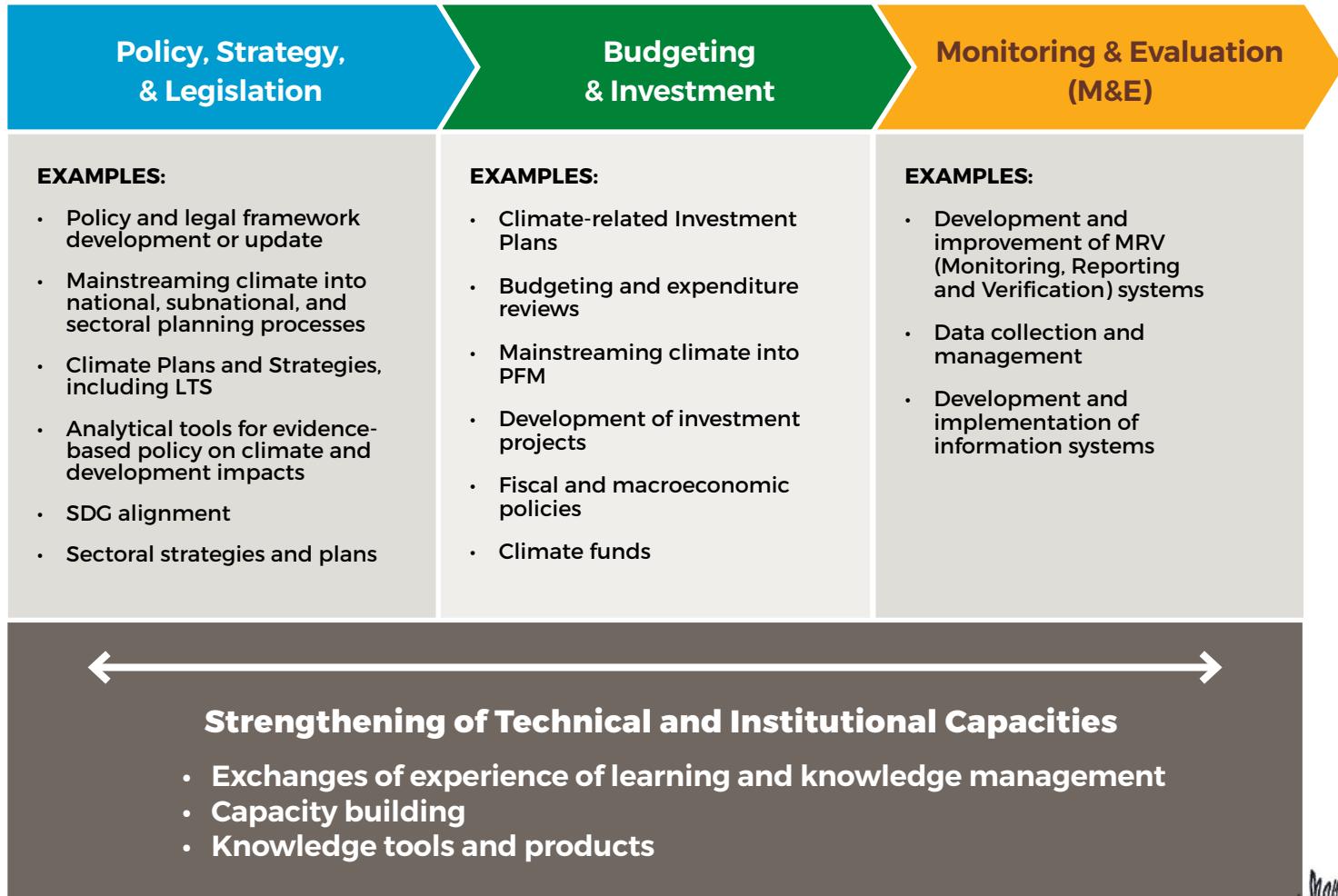
The Partnership's services are centered on maintaining the flexibility and adaptability of its approach. All country actions proposed, unless otherwise mentioned, are to be led by Partnership members, while the Support Unit facilitates coordination and helps match needs with members' resources.

1. A plan that outlines prioritized objectives and outputs, set by the government to achieve country NDC goals. The Plan can be used to ease planning, coordination, and the tracking of NDC implementation progress, as well as for resource mobilization. In some member countries, the Partnership Plan may have another name (e.g. NDC Implementation Plan or NDC Action Plan).
2. See the introductory section "A Guide to this Work Program" for a definition of NDC Action Plans.

**REQUEST FOR SUPPORT LETTER (RSL):** a formal letter from country focal points that is shared with members. The letter identifies priority areas in which the government is requesting support from the Partnership. The value chain of services (Figure 3) is communicated to the government at the onset of the Partnership's country engagement and acts as a framework for setting priorities. Requests focus on short- and medium-term interventions that can catalyze broader transformational changes. RSLs build on consultations with line ministries, existing policy frameworks, climate change strategies and action plans, and the gaps identified in those.

**NDC PARTNERSHIP PLAN:** Based on a whole-of-society approach involving extensive consultations, the government prioritizes actions that are reflected in its Partnership Plan as outcomes, outputs, and KPIs. During the design of the Plan, several rounds of consultations are organized with government, partners, and civil society stakeholders, leading to the alignment, prioritization, and refinement of initial proposed measures. The Plan does not intend to address all country needs to achieve the NDC; rather, it is a tool that the country uses to set priorities and that Partnership members use to mobilize support. These plans are timebound but flexible and according to country requirements may include short-term needs as well as longer-term strategic plans.

## FIGURE 3: VALUE CHAIN OF SERVICES



Once needs of countries are communicated, based on RSL or NDC Action Plans, members define how they will prioritize their support, based on their respective comparative advantages. Analysis of trends in requests at thematic, sectoral, and regional levels, as well as of gaps in support, are conducted on a regular basis by the Support Unit, and are readily available for members to support their programming.

The Partnership will build on its successful country-driven engagement model and deploy a two-pronged approach of (a) facilitating the development, execution, and coordination of NDC Action Plans; and (b) responding to common needs through special initiatives (such as CAEP or the Economic Advisory initiative).

The Work Program includes strengthened capacity to mobilize technical assistance and a mechanism to bring financing opportunities from NDC Action Plans to potential investors. It pursues low carbon, equitable, and resilient development and engagement with major emerging economies. Finally, it includes the continuous championing of greater climate ambition.

2.1

## SUPPORTING CLIMATE AND DEVELOPMENT PRIORITIES

We support members as they translate NDCs into achievable plans with measurable and time-bound targets. Our aim is to further promote integration of climate action into national, sectoral, and subnational development plans and budgets, and drive investment opportunities to ‘speed and scale up’ NDC implementation. As the medium- to long-term economic consequences of the COVID-19 pandemic unfold nationally, regionally, and internationally, the Partnership will continue to remain agile and responsive to seize opportunities for a better and greener recovery.

2.1.1

### STRENGTHEN ANALYTICAL SUPPORT FOR IMPLEMENTATION

The Partnership will inform its support to member countries by conducting an analysis at the start of the in-country engagement process to better understand the interaction between national development objectives, SDGs, and climate priorities (i.e. as reflected in both NDCs and long-term strategies). This analysis will be conducted by members with Support Unit facilitation. It will be developed in close coordination with the government requesting support, and will include:

- **Identifying updated NDC priorities**, their alignment with Sustainable Development Goals and development plans at the national, sectoral, and sub-national levels, and long-term strategies.
- **Conducting analytical work**, based on needs of the governments, to better understand the link between climate and its impact on social and economic goals.
- **Mapping of development and implementing partners’** (both members and non members) ongoing, pipeline, and new climate-related projects/programs to better understand the availability of support.

- **Further analyzing and clarifying governments' requests for support** to the Partnership.
- **Mapping relevant stakeholders, roles, and responsibilities**, including women and youth.
- **Assessing alignment** between COVID-19 recovery plan(s) and updated NDCs.
- **Assessing the institutional landscape and capacity gaps**, including issues related to just transition and social inclusion.
- **Mapping relevant stakeholders, roles, and responsibilities**, including women and youth.

The Partnership's climate-development analysis will draw on existing work by members and non members. It will draw on trends from its broader global work through the kNook (see section 3.1.1), other relevant tools, and members' in-country experience and expertise. It will serve as a reference point for developing and revising NDC Action Plans.

2.1.2

## ALIGN DEVELOPMENT COOPERATION AND CLIMATE PRIORITIES

The Partnership's members continue to put climate at the heart of their programming, disbursement, and tracking strategies. For the Partnership to remain relevant and effective, development and institutional members constantly look for more flexibility in their programming to respond to country needs in a timely manner. In order to enhance alignment and speed of support delivery, members will:

- **Continue to provide support to address NDC implementation gaps and priorities**, as identified by countries and communicated to the Partnership.
- **Establish or strengthen dedicated flexible technical assistance programs** that can respond directly to requests generated through the Partnership's country engagement processes.
- **Continue to raise awareness** and promote the Partnership's work at the country level.
- **Ensure the needs** of countries surfaced through the Partnership are integrated in country strategies of bilateral and multilateral development partners.
- **Represent the Partnership as a whole** when working on behalf of the Partnership, and seek to collaborate with other members wherever possible.
- **Shorten the timeframe** between receipt of country support requests by the Partnership and delivery of support at the country level.
- **Ensure coordination** among Partnership members to promote the incorporation of climate into development plans and recovery packages.
- **Proactively engage high-level national actors** throughout the Partnership's country engagement cycle to ensure that NDC and implementation plan priorities are subsequently communicated in bilateral negotiations with development partners.



Development cooperation grounded on the principle of the high-level statement

The Partnership's high-level statement (*Promoting a Low-Carbon, Equitable and Resilient COVID-19 Economic Recovery*), signed off on by 80+ members of the Partnership, highlights the urgency for governments and development partners to continue working together and fast tracking support to address the COVID-19 and climate crises.

To ensure systematic and strengthened match-making between needs of countries and support, technical assistance, or project financing, the Support Unit will ensure the following step-by-step approach:

- **Step 1: Periodic briefings** on gaps in support, readily accessible to development and implementing partners. This will be prepared at both the country and global levels;
- **Step 2: Systematic mapping** of development and implementing partners' priorities; planning at country levels for a better understanding of partners' comparative advantages and identifying who could potentially support what;
- **Step 3: Targeted coordination and outreach**, tailoring needs of countries with the timeliness and funding priorities of relevant partners.

2.1.3

## ESTABLISH A POOLED FUNDING MECHANISM TO SUPPORT COORDINATION AND ACCELERATED IMPLEMENTATION

The Partnership's success is based on the mobilization of expertise and resources by its members. During this Work Program, the great majority of resources will continue to be deployed through members, who have the capacity to provide support at scale. To date, various technical assistance (TA) instruments have been designed or used to support the Partnership's work. This ranges from the World Bank's NDC Support Facility to GIZ's NDC Assist, to the UK government's Partnering for Accelerated Climate Transition (PACT). In some cases, associate members such as WWF designed specific projects to deliver the Partnership's country work, thereby ensuring more convergence among members to respond to specific country needs. And, in other cases, existing project scopes have been expanded to accommodate the needs of countries surfaced through the Partnership's work. The Partnership will continue to promote and further deepen these member-driven initiatives as development and implementing partners allocate flexible resources to respond to country requests.



There is a powerful case to complement this member support with the establishment of a pooled funding mechanism, based on the proven success of the Technical Assistance Fund (TAF) established to support the Climate Action Enhancement Package (CAEP). There are three reasons supporting the case:

- 1. Engaging more members and filling gaps in support:** With resources coming exclusively from partners, CAEP would have resulted in support for 40 percent of the requests made by 59 countries, delivered through 25 partners. With the leveraging effect of TAF, CAEP was able to support nearly twice as many requests (75 percent)<sup>3</sup> from all 63 countries through 46 partners (40 implementing partners and 6 TAF funders). With TAF, 15 additional implementing partners provided support to countries while others amplified their impact by supporting more countries and/or more activities. As a last resort, and to fill important gaps in support government identified as critical, 5 percent of requests were directly supported by the Support Unit across 14 countries using TAF resources.
- 2. Reducing transaction costs for bilateral development partners:** The Support Unit currently manages the budget for technical assistance, which includes in-country facilitation support on behalf of some bilateral development partners. This reduces overall transaction costs for development partners who do not have large implementation agencies to manage such funds. It also allows direct engagement through development partners' government representatives posted in countries requesting support, allowing them to achieve their bilateral objectives without having to manage funds.
- 3. Accounting for staff time:** With a rapid increase in demand for technical assistance services on behalf of development partners, having a permanent pooled funding mechanism will enable the Support Unit to properly allocate staff time to manage resources on behalf of members. At present, this role falls on staff that are already at full capacity.

**Under this Work Program, therefore, the Partnership will establish a limited pooled funding mechanism that will have three windows.**

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3. Support for a total of 1,063 activities was requested by countries. 796 of these have confirmed support through CAEP. Some activities, due to their large scope, are receiving support from multiple partners with funding from partners and from TAF. In these instances, TAF was used to supplement support where gaps remained unfilled within activities.



## WINDOW 1: FACILITATION SUPPORT

This window is in line with the recommendation from the 2018-2020 Work Program's Mid-Term Review that suggests an earmarked fund be developed for facilitators to be quickly deployed to support country needs. In cases where members are unable to directly provide facilitation support to countries, this window would fill the gap. Depending on the context, funding could also be used to bridge support before a member takes over the responsibility, or for the entire duration of the facilitation support. The former will be the preferred arrangement and members that are willing and able to provide facilitation support will be given priority over using resources from the pooled funding mechanism. Contributing bilateral development partners will have the option to earmark their funding for specific countries, based on their priorities.

## WINDOW 2: TECHNICAL ASSISTANCE SUPPORT

This window provides support to members to respond to urgent country needs. This would be limited to unsupported time-sensitive activities or unsupported *ad hoc* requests from governments. Where institutional or associate members have the technical expertise to respond to country needs but lack immediate financial resources, this window would enable them to respond with speed and flexibility.

Under this window, there is also the potential to fund thematic calls on topics where large needs have been identified. Any such calls will be determined based on country needs and with approval of the Steering Committee. Between 2023-2025, this window will also support NDC updating. As per current practice, all institutional and associate members will be eligible to access resources to deploy the support needed by countries.

## WINDOW 3: SCOPING SUPPORT

On request from a member country, this window will be used to fund an institutional or associate member which does not have its own resources to initiate engagement on the Partnership's behalf. Seed funding could be used for workshops, mission travel, technical analyses, or stakeholder engagement as part of early stage in-country engagement. This would encourage a wider range of members to take greater responsibility in the Partnership's work and build sustainability. This window would be accessible to institutional and associate members only, working jointly with the Support Unit.

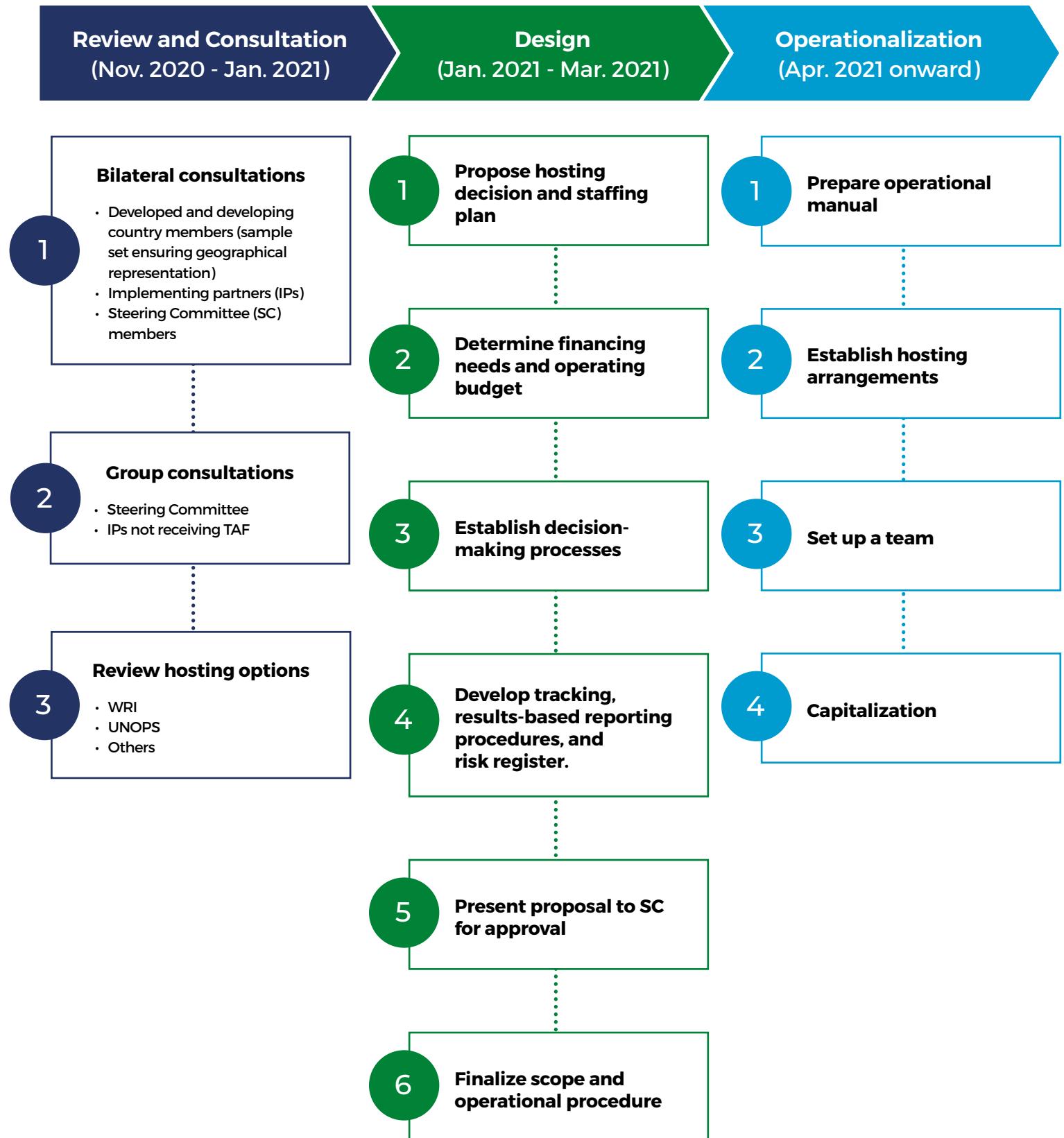


## KEY PRINCIPLES OF THE POOLED FUNDING MECHANISM:

- a. **Grantee of last resort:** The Partnership fully supports employing structures, mechanisms, and modalities that are already in place by different members. Only when no response is received from members will resources from the pooled funding mechanism be considered, thereby clearly demonstrating additionality.
- b. **Funder as the main decision maker:** A member who capitalizes the fund can decide to respond to a country request through its own investment made in the fund. Resource programming, disbursement, and tracking will be implemented in consultation with this member.
- c. **Avoid conflicts of interest:** In order to ensure continuation of the Support Unit's role as a neutral broker and matchmaker between country needs and partner resources, under no circumstances will the Support Unit have any role in implementation, including through deployment of third-party consultants for technical assistance support.

The Support Unit will commission an independent third party to propose modalities and hosting arrangements for the pooled funding mechanism. Options will be explored under the guidance of the co-chairs and a proposal will be presented for approval at the Spring 2021 Steering Committee meeting. The full methodology and timeline for this process are outlined on the next page.

## FIGURE 4: METHODOLOGY AND TIMELINE



## 2.1.4

## ACCELERATE ACCESS TO CLIMATE FINANCE

Inadequate access to financing remains a chief constraint to achieving the Paris Agreement's goals. Reduced climate spending due to the expense of COVID-19 responses—alongside capital flight, revenue loss, and increased debt—have made investment even more difficult. Ninety percent of countries submit at least one request for support aimed at mainstreaming NDCs into budgeting, public investment portfolios, and planning processes, in addition to prioritizing new climate financing opportunities. These requests generally fall into five categories: 1) Integrating NDCs into planning, national budgets, and revenue; 2) Climate finance strategies and financial roadmaps; 3) Developing bankable projects and pipelines; 4) Project and program financing and resource mobilization; and 5) Private sector engagement in NDC implementation.

The Partnership will deploy a three-tier plan to unlock climate finance:

TIERS		
1. NATIONAL LEVEL	2. REGIONAL LEVEL	3. INTERNATIONAL LEVEL
Provide technical assistance for policy reforms for enabling environment and mainstream NDCs into national budgeting, public investment programming, and medium-term expenditure framework	Develop regional investment plans	Link PINs with ongoing member efforts (i.e. the UK government's Climate Finance Accelerator program, Climate Finance Access Network, NAMA Facility) to leverage resources and skill sets
Design Project Information Notes (PINs) <sup>4</sup> with periodic opportunities for country focal points to present these PINs to potential investors at national and international platforms	Organize peer-to-peer exchange on access to finance	Targeted consultation with Partnership members, particularly multilateral banks, as potential investors organize investment forums
Develop equitable investment plans, national climate funds, and bankable projects at national, subnational, and sectoral levels; design and deploy innovative financial instruments	Support regional economic recovery plans (for example EU-UK Africa Recovery Action Plan, Africa-EU Green Recovery Plan) and identify gaps in support	Strengthen engagement with Coalition of Finance Ministers for Climate Action on analytical issues, particularly on enabling a market environment for NDC investments.
Coordinate partner support on green recovery plans through economic advisors in planning/finance ministries		Organize peer-to-peer exchange on access to finance

TIERS		
1. NATIONAL LEVEL	2. REGIONAL LEVEL	3. INTERNATIONAL LEVEL
Organize private sector round table dialogues on specific thematic areas in the Partnership's country engagement process		Update funding navigator

A key delivery mechanism for supporting members at the country level would be the rolling out of embedded finance advisors in finance/sectoral ministries. This would provide capacity support for policy, legal reforms for enabling the environment to increase access to finance, and the continuation of Economic Advisory support to identify and further develop climate projects as means of economic recovery.

Based on the above, the Partnership will develop a comprehensive strategy on how to further contribute to enhanced access to finance and private sector engagement. The strategy development will be led by Steering Committee members and presented to the Steering Committee in March 2021.

## Expanding PINs

Going forward, the following new elements will be added to PINs:

- **Estimated project cost**
- **Analysis of the most appropriate instruments to finance estimated cost components of the project**, with indicative potential sources of financing for each component
- **Identification of the estimated sources of project revenue generation and the uses of revenues** during the life of the project
- **Proposal for economic incentives** for different participants in the project, with special emphasis on the private sector
- **Project risks**, with special emphasis on how the project cost and financial structure is designed to mitigate these risks

4. PINs are designed to give more exposure and provide additional information on projects included in Request for Support Letters, Partnership Plans, and other planning instruments for NDC implementation. PINs capture specific gap areas as identified by countries, where no specific support has been mobilized. These will serve as a step towards access to finance and can be considered as blueprints for countries to replicate from. Members are expected to take the lead role in the design and implementation of PINs, with the Support Unit surfacing needs and matchmaking.



2.1.5

## SUPPORT MAJOR EMERGING ECONOMIES (MEEs) IN NDC IMPLEMENTATION AND RAISING AMBITION

Developing countries, including Major Emerging Economies (MEEs), face the challenge of addressing growing social and economic needs while reducing emissions and ensuring their economic development. Together with industrialized countries, MEEs are key to advancing sustainable pathways and achieving the goals set in the Paris Agreement, especially to keep global warming to 1.5°C/well below 2°C. So far, however, the Partnership's engagement with MEE members has been limited.

Seeing the need for a better alignment among those providing support and considering the experience of MEEs as valuable counterparts for the overall objective of the NDC Partnership, the Steering Committee created a task force to develop a strategy to engage MEEs. In line with the deepened political engagement with major emerging economies (described in section 1.1), this strategy proposes an approach for the Partnership to deepen the collaboration with MEE members and, ideally, bring additional MEEs on board by addressing their needs.

The strategy builds on the Partnership's core principle of supporting country-driven processes, including responding to country members' explicit requests. It highlights how established Partnership processes and lessons learned can be adapted and/or reinforced to add value for the Partnership's MEEs.

The inclusive approach of the Partnership provides opportunities for MEEs to mainstream NDC-related support across sectors and leverage international support. In particular, based on existing formats for exchange, the Partnership aims to facilitate high level interactions and overall alignment, increasing knowledge sharing and providing enhanced country-driven support.

In close coordination with the interested Partnership members, the Support Unit could lead or co-lead concerted efforts to highlight the added value of engaging through the Partnership. Upon expression of interest from MEEs, a range of activities aimed at strengthening their engagement could be proposed, sequenced as most relevant based on the country's specific needs and members' ongoing work.

### These activities may include:

- **Rapid assessment, analysis, and review of division of labor amongst members in supporting climate agenda**, including mapping of ongoing support, preparation of country-specific narratives, assignment of member high-level contacts, and preparation of a joint analysis.
- **Outreach, definition of priorities, and planning activities**, including responses to time-sensitive requests, outreach at the country-level to ensure alignment and complementarity with key partners, development of MEE Country Engagement Plans, and solicitation and coordination of support through Partnership instruments.
- **Facilitation and alignment of activities**, including organization of joint high-level meetings between MEE governments and members, exploration of targeted financing opportunities, and elaboration of in-country coordination processes.
- **Engagement broadening and knowledge sharing activities**, including peer exchanges and knowledge sharing convenings, thematic business cases, trade opportunities, and business fora.



Acknowledging the complexity of MEEs requires specific and tailored approaches. Closely building upon the significant in-country support already delivered by Partnership members, the Support Unit will ensure that the presented MEE Engagement Strategy is operationalized and incorporated into the existing Country Engagement processes. The Support Unit will build on members' existing work and climate diplomacy, and will facilitate a common approach to design Country Engagement plans with three member MEEs (South Africa, Mexico, and Indonesia). It will also potentially plan for initiating further engagement in other member MEEs.

2.2

## COORDINATION MECHANISMS FOR INCLUSION AND IMPACT

The NDC Partnership allows increased transparency and coordination of activities between governments and partners. We will support member countries as they establish government-owned coordination processes and mechanisms for climate and development action. We will spur stronger stakeholder ownership and institutional coordination through enhanced consultation, strengthened facilitation, increased support of in-country NDC coordination mechanisms, and improved management of NDC Action Plans.

2.2.1

### ENGAGE KEY GOVERNMENT AND POLITICAL LEADERS AND WHOLE-OF-SOCIETY

We will continue to be led by government focal points throughout our country engagement cycle. Guided by them, we promote a whole-of-government and whole-of-society approach to climate action. This will include active and continuous engagement of national and subnational governments. Inter-agency collaboration will be supported through the deployment of embedded facilitators from the onset.

Members are expected to include key stakeholders in any NDC Partnership-related process, including women, youth, indigenous communities, academia, civil society, the private sector, and subnational actors, amongst others. **These efforts will be led by government focal points and supported by members, and could include:**

- **Inclusive and extensive consultative processes** (in the form of sectoral/ministerial/development partners/non-state actor working groups) during the updating of NDCs and the development and enactment of NDC Action Plans.
- **Engagement of Parliamentarians**, particularly through Parliamentarian sub-committees for national budget approval.
- **Engagement of Central Bank representatives** to identify fiscal incentive mechanisms for climate-smart investment, as well as the design and deployment of innovative green financial instruments.
- **Implementation** of the NDC Partnership Gender Strategy and Youth Engagement Plan.
- **Integration** of subnational government needs and private sector opportunities in NDC Action Plans.

Consultative processes, where possible, will be based on existing country systems/processes, rather than creating new ones.

2.2.2

## STRENGTHEN NDC COORDINATION AND GOVERNANCE MECHANISMS

Members value the Partnership's consultative, participatory process and highlight the need for further support on governance arrangements for coordinated NDC implementation. Multi-stakeholder engagement and coordination between member countries and development partners has improved, and the Partnership has provided opportunities and mechanisms for harmonizing existing and initiating new donor coordination processes. We will continue to support existing governance and coordination mechanisms at the national and global levels—and will support the creation of new ones where needed—to jointly plan, share information, track, and implement NDCs. **This will be accomplished by:**

### At the country level with support from members:

- **Supporting countries** in updating legislation and guiding documents for the establishment or strengthening of NDC governance mechanisms.
- **Supporting multi-stakeholder convenings** for NDC coordination mechanisms, including capacity enhancement for inter-ministerial coordination.

### At the global level, facilitated through the Support Unit:

- **Organizing global quarterly calls for members** to provide updates on NDC Partnership country engagement.
- **Hosting periodic global coordination calls** on NDC implementation challenges and opportunities and developing country-specific NDC Partnership quarterly progress reports.
- **Providing access** to the Online Partnership Plan Tool and the Knowledge Management System - Knook for improved transparency and coordination on country level support and gaps.

Members have highlighted the critical role of in-country facilitators. These support coordination across government and provide added capacity for tracking, planning, and mobilizing NDC support. The Partnership (through its members), with a clear exit strategy, will extend embedded facilitation support from one to three years, giving countries the ability to build the necessary systems and the capacity needed to take over this role.

The Partnership, through the Support Unit, will also increase its efforts on the standardized and periodic training of facilitators, as well as clearer government capacity building and transition plans.

2.2.3

## UPDATE AND MAINTAIN PARTNERSHIP PLANS

Partnership Plans or other NDC Action Plans help align support from implementing and development partners and improve aid effectiveness. We will enhance their effectiveness through the following member-led actions:

- **Support countries** as they develop, update, and/or refine Partnership Plans or NDC Action Plans in line with the updated NDCs, taking into account progress in implementation and gender and youth considerations.
- **Provide technical assistance** to mainstream key Partnership Plan deliverables into the medium-term development plans.
- **Based on a request from members to enhance transparency**, roll out the interactive web-based Online Partnership Plan tool that enables real-time updating, progress tracking, and country-level reporting.
- **Link the new Online Partnership Plan tool to the kNook** to enable the rapid and current analysis of trends across countries; this will inform members about trends in requests, identify and fill gaps in support, and share lessons learned (see section 3.1.1).
- **Organize periodic feedback exercises** for Partnership Plans to ensure they are up to date and that lessons and best practices are captured through knowledge and communication products. This process will be informed by insights from requests and support across the Partnership's work (see section 3.1.1).

2.3

## ENHANCEMENT OF QUALITY AND AMBITION OF NATIONALLY DETERMINED CONTRIBUTIONS

Increased climate action ambition is a key NDC Partnership goal. The Partnership will focus on ambition by expanding its efforts on supporting rapid implementation and providing technical assistance for the next round of NDC revisions.

2.3.1

### PROMOTE AMBITION THROUGH RAPID IMPLEMENTATION

Partnership Plan development and mobilization of resources for NDC implementation allows countries to accelerate their actions and create a basis for greater ambition. **Based on Country Engagement and CAEP, the NDC Partnership, through its members, will:**

- **Support countries** as they continually drive their NDC implementation.
- **Provide support to update Partnership Plans** based on enhanced NDCs after 2020.



- **Fast track NDC implementation** through objective two of CAEP support (this support will end in October 2021).
- **Provide support to develop or revise** long-term strategies, when requested by countries, and ensure their finalization so they can serve as the basis for next round of NDCs.
- **In close collaboration with UNFCCC, provide capacity development support from 2021 onwards** to fulfill the requirement for countries to the Enhanced Transparency Framework in general, and the submission of the first Biennial Transparency Report (BTR) in 2024 in particular.
- **Assist countries** in preparing the first Global Stocktake in 2023 and ensure the outcomes are integrated into the national planning, budgeting, and investment processes.
- **Identify and share enhancement lessons and opportunities** from across members to promote wider, more ambitious climate action for the next revision cycle.

### 2.3.2 SUPPORT THE NEXT ROUND OF NDC UPDATING

Based on lessons learned from CAEP (e.g., key opportunities to raise ambition, consultation processes, sequencing of activities, and co-benefits), a support package for the next round of NDC updates will be developed to bring technical and financial support from members to meet needs identified by countries.

**The new support mechanism will be informed by an internal evaluation of CAEP, to be completed in 2021. Several refinements will be made:**

- **Provide more time:** Support will be launched at least 36 months ahead of countries' anticipated submission dates.
- **Focus on enhancement:** CAEP offered support for both NDC enhancement (Objective 1) and accelerating implementation (Objective 2). Future support will focus on the NDC enhancement.
- **Clarify country requests:** Improvements will be made to ensure requests are clearly articulated in terms of support needs and how they fit within country plans for the NDC revision. Consultations and workshops with countries and partners will clarify requests and finalize Terms of Reference, or offer deliverables-based support categories. Coordinators will be put in place to ensure there is no duplication of efforts and smooth coordination between development and implementing partners and government counterparts.
- **Match support to requests:** The Support Unit will coordinate with partners earlier in the process to ensure that NDC revision support is integrated with ongoing country engagement processes to harmonize with existing mechanisms in place and reduce transaction costs.

The Steering Committee will consider in early 2023 what additional resources or actions may be needed to support a strong round of NDC enhancements and increased ambition in 2025.



# 3

## LEARN, INFORM, AND INSPIRE

The NDC Partnership generates a vast and unique body of learning through its more than 180 members and extensive in-country engagement. Our expansive learning mission transcends our immediate membership. We are always looking for trends and gaps so that members can focus their actions in areas where country demand is high. Our systems enable us to respond flexibly as new areas of country demand emerge. Our mission is to harness this unique repository of insights to build a learning coalition as well as inform and inspire effective climate action. We are committed to capturing, synthesizing, and sharing this repository of lessons within and beyond the Partnership. This Work Program brings the analytical work of the Partnership into tighter alignment with country engagement to generate greater impact.

### 3.1

## LEARN: BUILD A LEARNING COALITION

The Partnership aims to be an expansive and adaptable learning coalition with faster, more effective, and ambitious implementation. We generate and nurture learning among our members through country requests, direct peer exchange, and monitoring and evaluation.

### 3.1.1

## UNDERSTAND PRIORITIES FROM COUNTRY REQUESTS AND GAPS IN MEMBER RESPONSES

The Partnership's work yields many unique insights thanks to our close work with countries and engagement of a wide array of implementing partners. We work to identify the most useful of these insights to better understand country priorities and to allow members to respond to these priorities through their support. We derive our insights through several channels.

- **Examples derived directly from the Partnership's work in countries.** These are identified by the Support Unit or suggested by members. Stories or products based on these examples are reviewed by involved members and approved by the relevant country.
- **Analysis of trends in requests and support based on the kNook,** the Partnership's knowledge management system (see Box) conducted by the Support Unit or members.
- **Deepening of the insights gained from the Partnership's work** through knowledge products from members with deep expertise on the relevant thematic areas.



## About the kNook

The kNook, the Partnership's knowledge management system, is at the core of its learning process and member engagement. As of September 2020, the kNook contains well over 4,000 data points not captured in any other platform. It has been used by 23 members as well as the Support Unit and has generated around 50 analyses with unique insights from the Partnership's work. These analyses have been used to identify trends and to address gaps in support.

The kNook will be strengthened to achieve more robust learning. The improved kNook will be integrated with the Online Partnership Plan tool (see Section 2.2.3) to ensure real-time updating and to increase the speed and efficient delivery of insights on receipt of country requests. All requests as well as pledged and confirmed support will be included. The kNook will be made more effective and accessible. All members can access the kNook and training resources are available to help them use it effectively.

Planned improvements include:

- **Refining the interface** to improve usability as content expands and evolves.
- **Refining the content and tagging structure** to ensure Partnership knowledge is being appropriately captured and relevant searches can be easily carried out.
- **Developing training materials**, including video tutorials and sample searches to help new users.
- **Improving access to analysis and reports** generated from kNook by adding a library feature.

The unique insights gained will be widely used by members and the Support Unit to inform the programming of support so as to reinforce positive trends and fill gaps in country needed. They will also inform the knowledge products and activities outlined in Section 3.2.

### We prioritize lessons and stories that show:

- Significant action in NDC implementation or raised ambition.
- Activities that drive both climate action and development priorities.
- Clear added value from the Partnership's work.
- Challenges faced by countries that provide useful lessons.
- Possibility for replication and scaling up.
- Activities and lessons that relate to the Focus Areas (see Box).



### 3.1.2 FOSTER PEER LEARNING

Members going through NDC implementation and enhancement processes face many similar challenges and often benefit from sharing experiences and lessons learned. This approach allows learning from both developed and developing countries. **The Partnership supports this peer learning among members through:**

- **Welcoming requests from countries for peer learning activities.** These will be shared through the normal country engagement process (see Section 2) and supported by members.
- **Support for eight peer-to-peer meetings** among developed and/or developing countries per year. These regular peer learning opportunities are co-created by members and the Support Unit and carried out in person where possible but virtually during periods of restricted travel.
- **Conducting peer- and lesson-learning exchanges** led by governments of major emerging economies and encouraging them to use the Partnership as a platform to make major announcements related to their climate commitments.
- **Outcomes of peer-to-peer meetings will be assessed** in part based on participating countries presenting subsequent related requests for support to the Partnership via Request for Support Letters or Partnership Plans (see Section 2).
- **The Youth Forum described in the Youth Engagement Plan** will provide a space for peer learning among Partnership members and youth organizations and experts.

### 3.1.3 CONSTANT IMPROVEMENT THROUGH MONITORING AND EVALUATION

Comprehensive and regular monitoring and evaluation is central to the Partnership's success. By continuously tracking progress and learning how the Partnership can improve its consequent work, we can maximize our global impact. As noted in the introduction, this Work Program is accompanied by an M&E framework by which the Partnership will hold itself accountable for delivering its ambitious goals. The 2021-2025 Work Program implementation will be strengthened to reach the goals and targets established, particularly on the basis of the third-party mid-term review. This will include periodic "Stop and Reflect" meetings with membership to gain feedback on what is working and what needs improvement in the Partnership's work.

### 3.2 INFORM: SHARE SOLUTIONS FOR ACTION

The Partnership informs climate action by making our resources, information, and insights widely available and accessible. We empower members and other actors to more effectively pursue NDC implementation and enhance ambition by making it easy to access information and resources, including expertise from members and lessons learned directly through our work.



## What are Focus Areas?

Focus Areas are topics of central importance to the Partnership's mission and thus priorities for shared learning. In 2020 they are:

- **A whole-of-society approach**, featuring major lessons from the Partnership's in-country work on climate and development, including how climate policy impacts economic and social development, by engaging across government and wider social groups. This will include engagement with young people in line with the Youth Engagement Plan.
- **Gender equality** in NDC design and implementation, based on Partnership experience in implementing the Gender Strategy.
- **Finance mobilization** from domestic and international sources. Central to this is learning from Partnership work on aligning NDC action with post-COVID economic recovery and green job creation.
- **Raising ambition** and NDC enhancement.

These focus areas will receive primary attention at Partnership events, peer exchanges, and the Support Unit's analysis and briefings for members to identify and fill gaps.

The Support Unit will also annually review focus areas with input from the Steering Committee, basing this analysis on country demand. Other topics will also be the subject of analysis based on member requests. The Support Unit will conduct preliminary analysis of demand and support, and will highlight major questions to members with relevant expertise for their further insight and response.

### 3.2.1

## ENHANCE THE KNOWLEDGE PORTAL

The Knowledge Portal is the Partnership's primary tool for bringing its vast and diverse range of knowledge resources, including those of its members, to potential users. **It includes:**

- **The Climate Toolbox**, which helps users build capacity more efficiently by making it easier to find relevant technical resources such as tools, guidance documents, help desks, and data sources.
- **The Climate Finance Explorer**, which facilitates access to multilateral climate funds and calls for proposals to inform members of funding opportunities that can increase financial readiness and enhance access to climate finance.
- **The Good Practice Database**, which brings together good practice case studies from multiple members to make it easier to find examples of effective NDC action.
- **Data modules**, which make it easier to quickly access key information on NDC content, linkages with SDGs, and historical emissions.



While the Knowledge Portal is widely used across the climate community, it is more frequently visited by development and implementing partners rather than by country governments directly—a trend observed with other online platforms. Future development will be based on this observation. For instance, the Climate Finance Explorer will share information on multilateral funds but will not aim to be the source of country information on funding opportunities. This function will be taken over by a bulletin issued by the Support Unit highlighting funding opportunities from members. The Support Unit will continue to enhance the Knowledge Portal by soliciting and incorporating member resources. Members will proactively share new knowledge products for inclusion in the Knowledge Portal and will be consistently encouraged to promote its use. The Knowledge Portal will be enhanced with resources both about youth engagement and aimed at equipping young people to engage in climate action. The Support Unit will improve the user experience by creating an intuitive interface and routine updates. The Support Unit will promote the Knowledge Portal through social media, spotlights on resources in its newsletter, and a regular public podcast highlighting the Knowledge Portal's array of resources.

### 3.2.2

## SHARE COMPELLING LESSONS AND TRENDS ACROSS THE PARTNERSHIP

Concrete and compelling stories demonstrating how countries have accelerated implementation and raised ambition are vital for encouraging and informing further action. We will draw compelling stories from our in-country work around the world and from the cross-cutting lessons learned through the kNook and country work (see section 3.1.1). Members and the Support Unit will share lessons learned with members and others who are driving or supporting climate and development action. **We will share compelling stories in a targeted fashion through:**

- **Partnership Briefings** hosted by the Support Unit to share gaps and trends specifically for members.
- **Webinars** hosted by members or the Support Unit and aimed at broader audiences.
- **Insight Briefs** written and published by the Support Unit.
- **Deeper analyses** by expert members on selected topics (see section 3.1.1).
- **A Thematic blog series.**
- **Expanding access** to peer exchanges and trainings held by members.
- **Linking to external processes** (e.g. OECD Forums, China-led South-South learning); member-led initiatives such as the Thematic Working Group on Agriculture, Food Security and Land Use; and UNFCCC processes such as the Paris Committee on Capacity Building.
- **Links** through members to academic and research partners.

### 3.3

## INSPIRE

Ambitious climate action globally depends on a sense of political momentum and of all countries pulling together. Demonstrating clear action from countries and support from partners advocates for action by showing that no country is being asked to move alone. At its best, this kind of visible leadership can create a virtuous circle of raised ambition and more effective action in a “race to the top” as different actors come



to see a more sustainable future as desirable, achievable, and inevitable. The Partnership's commitment to inform within and beyond its rapidly expanding membership also serves to inspire greater action. Our actions are guided by a multi-modal communications and visibility strategy crafted and implemented by the Support Unit in collaboration with members. We use concrete examples, tailored messages, and regional and thematic champions across new and traditional media to demonstrate possibilities at the political level. The Support Unit and member communication teams work together, where feasible and appropriate, to coordinate messaging, events, and visibility opportunities; leverage each other's platforms; and construct joint campaigns around key issues. Our coherent and active approach encourages a supportive political environment for raised ambition and accelerated implementation.

**3.3.1**

## EXPAND THE PARTNERSHIP IN ACTION REPORT'S REACH

The Partnership in Action (PiA) report, our flagship annual publication, will support learning and inspire enhanced ambition. The re-imagined immersive and multimedia PiA will:

- **Profile the Partnership's impact** and progress across major climate and development topics.
- **Feature compelling examples of champion countries** in their efforts to drive NDC implementation and raise ambition.
- **Profile actions** of implementing and development partners.
- **Spotlight clear links** between improved processes, coordination, and outcomes.
- **Highlight progress and pathways** to address challenges against the Monitoring and Evaluation Framework.
- **Share the voices and experiences** of all categories of members through stories, data, and other relevant means to demonstrate the Partnership's impact.
- **Showcase learning** among members.

The PiA will be an online publication incorporating a range of multimedia resources and will link to compelling stories and information from across the Partnership's work.

**3.3.2**

## SHOWCASE THE PARTNERSHIP THROUGH OUR WEBSITE

The Partnership's website will be upgraded in 2021 and its functionality will be enhanced based on findings from a survey of users. In addition to housing the Knowledge Portal, the website will include:

- **Country pages** bringing together the latest information on Partnership action in each country and other relevant data and resources.
- **Thematic pages** covering the Partnership's insights on specific topics, particularly the focus areas (see section 3.1).

- **The Country Engagement Online Tool**—a learning resource on the Partnership website that helps users understand the country engagement process.
- **Blogs, news items, and the Partnership's newsletter.**
- **Enhanced** visual and multimedia material.

### 3.3.3

## GROW THE PARTNERSHIP'S AUDIENCE

**Key audiences for the Partnership's work include:**

- **Institutional members.**
- **Member governments** (political and technical levels).
- **Regional organizations** (political and technical levels).
- **In-country and relevant regional partners**, namely sub-national bodies, the private sector, civil society, and others.
- **Prospective investors** in NDC implementation, including private sector organizations.
- **We also reach targeted segments of our global audience through regional and thematic champions**—respected individuals in particular fields or communities who can be powerful voices for Partnership messages to inspire action among external partners.

We will expand the reach of the Partnership's communications through active use of social media using a dedicated hashtag: #PartnershipInAction. We will also raise the Partnership's profile through active media engagement including op-ed placement.

### 3.3.4

## SUPPORT WORLD-CLASS EVENTS

We amplify our messages and the Partnership's profile by hosting and supporting major events. **These will include:**

- **A major presence** at UNFCCC COP meetings and regional climate meetings, including a Partnership COP pavilion hosting member events.
- **Events at development and climate meetings**, including the United Nations General Assembly, the High-Level Political Forum on Sustainable Development, the World Bank Group Spring and Annual meetings, OECD Forums, and others, including events outside the climate arena.
- **Political-level Partnership representation** by members participating at the ministerial/head of organization level in processes such as the Coalition of Finance Ministers for Climate Action.
- **Speaking roles at major events** through the Co-Chairs, members, and Support Unit representatives.

Members will seek opportunities to engage the Partnership and highlight its work in events they lead. The Support Unit will engage effectively with members in collaborating on events and will seek opportunities to profile the members' work. The Partnership will also engage across many smaller events on different themes and regions. The Support Unit will assist in the promotion of member events and messages that involve or support Partnership action.



# 4

## SUPPORT UNIT CAPACITY

**According to the 2018-2020 Work Program Mid Term Review: “At present the Support Unit is overly stretched and the quality of support may drop unless additional staff are brought in.” Two factors are driving a rapid growth in demand on Support Unit capacity: growth in country requests and new responsibilities.**

### GROWTH IN COUNTRY DEMAND

The existing Support Unit structure is staffed to provide coordination and matchmaking between, on an average, 60 developing country members and 30 developed, institutional, and associate members per year. Current demand, as of September 2020, already outstrips this level and continues to grow. Although members carry out the vast majority of actions, key roles in facilitation, scoping, and other functions continue to fall to the Support Unit. We expect to see participation grow to 80 engaged developing countries and 50 developed, institutional, and associate members per year. Estimated capacity need for every new member country requesting for support is .50 FTE. With active institutional, associate, and developed country members, requiring coordination support, FTE need per member varies from 0.10 to 0.25.

### NEW RESPONSIBILITIES

In addition to the rapid growth in core responsibilities, the Support Unit continues to be allocated new roles. Major initiatives, such as CAEP and support for Economic Advisors, bring substantial demand for Support Unit capacity. The Gender Strategy and Youth Engagement Plan both allocate significant new responsibilities to the Support Unit. Administration of technical assistance on behalf of countries adds significant management responsibilities. More new initiatives, such as the Major Emerging Economies Plan, will increase pressure on the Support Unit for considerable organizational, technical, and administrative inputs.

New initiatives will need to be evaluated on a case by case basis and will require modifications to the Support Unit’s operational budget. Staffing will be managed where possible through short-term consultants, but longer-term roles will require full-time staff.

Once the Work Program is approved by the Steering Committee, the Support Unit will prepare a budget based on the tasks and targets included in the Work Programs and its M&E Framework.



# THE WAY FORWARD

**Following three years of successful growth and establishing its core processes, this Work Program will set a long-term path for the Partnership in support of the Paris Agreement's five-year NDC enhancement cycle.** It will combine a committed membership, more effective mechanisms for cooperation, enhanced technical assistance capacity, a deep learning capacity, far-reaching communications, and enhanced links to finance and investment. It is the basis for the Partnership to play a growing role in supporting its members as they raise ambition in the global fight against climate change.



# ANNEX 1: MONITORING AND EVALUATION FRAMEWORK

**The Monitoring & Evaluation Framework (MEF) for the 2021-2025 NDC Partnership Work Program outlines a set of key result statements, indicators, and targets to track progress on implementation.**

The MEF is structured around the Partnership's Theory of Change which maps out necessary preconditions and building blocks for how change is proposed to take place. Through the MEF, the Partnership is able to monitor and assess the extent to which the Partnership is delivering on results; track progress on the Partnership's efforts and those of its Members at both the country and the global level; and make evidence-based course adjustments as needed to achieve Work Program targets. A key MEF goal is to support continuous learning to improve the programmatic and operational design of Partnership initiatives and support to members.

## KEY MONITORING AND EVALUATION POINTS

**Monitoring:** The Partnership's Support Unit will monitor activities and progress towards output level results on a regular basis using the key performance indicators (KPIs) outlined in the matrix below. It will also seek periodic feedback and input from Government Focal Points, NDC Partnership In-Country Facilitators, and Implementing and Development Partners (IP/DPs) through, for example, annual member surveys. KPI data and information will be aggregated at the global level to enable the review of collective NDC Partnership progress. The Support Unit will report on progress against indicators at the Spring Steering Committee meeting and will provide an overview on progress at the Annual Members Forum during COP.

**Review and Evaluation:** The Partnership will commission an independent mid-term review (MTR) during the second quarter of 2023 and a final evaluation for the 2021-2025 period during the second quarter of 2026. The MTR's purpose is to identify areas of significant progress to build on, as well as implementation gaps and areas for improvement to inform possible Work Program and MEF revision for the remaining half of the Work Program. The final evaluation's goal is to analyze and draw lessons on 2021-2025 Work Program implementation to support more strategic directions for the Partnership beyond 2026. The final evaluation will assess the Work Program using the lens of five key standard evaluation criteria: relevance, effectiveness, efficiency, impact, and sustainability.





## RESULTS MATRIX AND KEY PERFORMANCE INDICATORS

**Throughout the Work Program implementation, the Support Unit will track two overarching membership indicators that can provide a snapshot of a well-functioning, collaborative partnership.**

The first is the total number of Partnership members, disaggregated by countries, international institutions, and associate members. The second is the aggregate number of members and non-members who are engaged in Partnership activities, which can include providing financial or technical support, receiving technical assistance through the country engagement process, or contributing to knowledge sharing and learning activities among members, in addition to other types of contributions to the Partnership. These indicators will be tracked in parallel to the data outlined below.

Once the Work Program is adopted in December 2020, additional aspects of the monitoring and evaluation (M&E) framework will be finalized during the first quarter of 2021. This includes baseline data and targets. Selected indicators currently list these as to be developed or confirmed (TBD/TBC). For some outcome and output level indicators, data reported at the close of the 2018-2020 Work Program in December will form the basis for baseline data and targets in the 2021-2025 Work Program. For the three impact level indicators, the Partnership will rely on UNFCCC and other internationally-recognized data sources to report on these. It is important to note that reported data at the impact level will be subject to a time lag for data on emissions, adaptation and climate financing, and investments. Finally, a dashboard focused on impact and outcome level indicators will also be presented in Q1 2021 to provide a snapshot of overall progress.

*[Signature]*

INDICATOR		BASELINE (JAN. 2021)	TARGET (DEC. 2025)
<b>IMPACT:</b> 1.1		<b>Countries successfully reduce emissions, improve climate resilience, and advance sustainable development, with strong international support, consistent with the achievement of the Paris Agreement and the 2030 Agenda for Sustainable Development</b>	
1.1.1	# of member countries with reduced GHG emissions reported between 2021 and 2025 (compared to baselines defined in their respective NDCs) <sup>5</sup>	31 (2017-2018)	70
1.1.2	# of member countries with enhanced adaptive capacity, strengthened resilience, or reduced vulnerability by 2025 (compared to 2020 levels) <sup>6</sup>	51 (2018-2019)	70
1.1.3	# of developed country members who have increased climate-related financing from 2020 levels <sup>7</sup>	11	45
<b>OUTCOME:</b> 2.1	<b>By 2025, member countries are on track or ahead of schedule to implement their NDCs with Partnership support</b>		
2.1.1	Total # of (unique) member countries receiving Partnership support through NDC Action Plans, disaggregated by support through:  a. Request for Support Letters (RSLs) d. Partnership Plans, including revised Partnership Plans (PPs) c. Climate Action Enhancement Package (CAEP) 1.0 d. Climate Action Enhancement Package (CAEP) 2.0 e. Economic Advisory (EA) support f. Investment Plans	a. 20 b. 30  c. 67 d. N/A e. 10 f. 4	a. N/A b. 60, including 30 revised PPs c. N/A d. N/A e. N/A f. 30
2.1.2	% of member countries receiving Partnership support who are on track or ahead of schedule in meeting their NDC mitigation and adaptation targets  a. Is the country's emission trajectory in line with achievement of its target by 2030? (yes/no) b. Is the country on track to meet its adaptation targets by 2030? (yes/no)	TBD	60%
2.1.3	# of Partnership interventions leading to sectoral transformational change (transformational change defined in terms of scalability, sustainability, critical mass, GHG Emission reduction potential)	TBD	TBD
<b>OUTCOME:</b> 2.2	<b>Member countries communicate new NDCs, reflecting greater quality and ambition, in line with Paris Agreement goals, by 2025 with Partnership support, inspiring and informing others</b>		
2.2.1	% of member countries receiving Partnership support that submit an updated NDC with improved quality	0%	100% (NB: 100% of member countries receiving Partnership support that submitted a 2020 NDC did so with improved quality)
2.2.2	% of member countries receiving Partnership support that submit an updated NDC with increased ambition	N/A	70% (NB: TBD% of member countries receiving Partnership support that submitted a 2020 NDC did so with increased ambition)

5. GHG Emissions data sourced from World Resources Institute (CAIT) data and the Partnership's [Knowledge Portal Historical Emissions module](#).
6. Adaptation data sourced from [ND-GAIN \(Notre Dame Global Adaptation Initiative\)](#).
7. Climate finance data sourced from the [Stockholm Environment Institute's Aid Atlas](#).

INDICATOR		BASELINE (JAN. 2021)	TARGET (DEC. 2025)
<b>INTER-MEDIARY OUTCOME: 3.1</b>	<b>Implementing and Development Partners accelerate and coordinate support so that member countries have the capacity and resources needed to implement and update their NDCs using a whole-of-society approach</b>		
<b>3.1.1</b>	<b>Average % of country requests (channeled through the Partnership) that have been supported by partners</b>	<b>50%</b>	<b>70%</b>
<b>3.1.2</b>	<b>Total # of partners providing support to requests by member countries, disaggregated by members and non-members</b>	<b>120 Members and Non-members</b>	<b>Members: 70 Non-members: N/A</b>
<b>3.1.3</b>	<b># of major emerging economy (MEE) members being supported by the Partnership</b>	<b>6</b>	<b>12</b>
<b>3.1.4</b>	<b>% of member countries receiving Partnership support reporting:</b> a. Increased knowledge and capacity for NDC implementation b. Increased financial resources for NDC implementation c. Improved whole-of-society approaches due to Partnership facilitation	<b>60%</b>	<b>80%</b>
<b>3.1.5</b>	<b># of cases in which Partnership support inspired or influenced improved NDC implementation, raised ambition, or led to a follow-up action</b>	<b>N/A</b>	<b>40</b>
<b>INTER-MEDIARY OUTCOME: 3.2</b>	<b>Member countries have integrated NDC mitigation and adaptation targets into national and subnational development policies, plans, budgets, and recovery plans</b>		
<b>3.2.1</b>	<b>% of member countries receiving Partnership support that have integrated NDC measures into the next cycle of national/subnational/sectoral development plans or budgets, disaggregated by:</b> a. National/subnational/sectoral development plans/national M&E frameworks b. Budgets	<b>30%</b>	<b>60%</b>
<b>3.2.2</b>	<b>% of member countries supported by the Partnership in which low-carbon and climate-resilient investment projects are mainstreamed in the:</b> a. National or subnational development plan b. National or subnational budget	<b>TBD</b>	<b>TBD</b>
<b>3.2.3</b>	<b># of member countries receiving Partnership support that have integrated NDC priorities into economic recovery plans</b>	<b>10</b>	<b>TBD</b>

INDICATOR		BASELINE (JAN. 2021)	TARGET (DEC. 2025)
<b>INTER-MEDIARY OUTCOME: 3.3</b>	<b>Member countries receive increased investment flows towards climate action</b>		
<b>3.3.1</b>	# of investment projects financed through the members of the Partnership (disaggregated by adaptation and mitigation), categorized by: a. National public sector and blended finance (national and international public and private sector) b. Private sector	TBD	150
<b>3.3.2</b>	% of member countries receiving Partnership support who have improved their domestic enabling environments	TBD	TBD
<b>3.3.3</b>	Total USD value of assistance provided to member countries by implementing and development partners within the Partnership's framework: a. Technical assistance b. Project financing (grants only)	a. USD0.7 billion b. TBD	a. USD1.5 billion b. USD10 billion
<b>OUTPUT 4.1</b>	<b>Implementing and Development Partner members have the capacity and resources to respond with speed and flexibility to requests from countries through the Partnership</b>		
<b>4.1.1</b>	# of implementing and development partner members that have aligned country programming frameworks with country needs identified through NDC Action Plans	30	50
<b>OUTPUT 4.2</b>	Member countries have results-based, equitable, and inclusive NDC Action Plans and investment plans in place, aligned with development and recovery plans		
<b>4.2.1</b>	% of member countries receiving Partnership support that have developed NDC Partnership Plans which are gender sensitive, gender aware, or gender responsive	84%	100%
<b>OUTPUT 4.3</b>	Member countries have participatory NDC coordination mechanisms and resources for inclusive and transparent NDC implementation and updating		
<b>4.3.1</b>	% of member countries receiving Partnership support that have engaged key stakeholder groups in NDC planning and implementation consultation (disaggregated by representatives from sub-national entities, the national gender agency, private sector, and youth groups)	70% (estimated TBC)	100%



INDICATOR		BASELINE (JAN. 2021)	TARGET (DEC. 2025)
<b>4.3.2</b>	% of member countries receiving Partnership support with facilitators supported by members for a minimum one-year period	50% (estimated TBC)	90%
<b>OUTPUT 4.4</b>	Increased country access to knowledge and capacity development		
<b>4.4.1</b>	# of knowledge products developed or activities conducted from members based on requests from member countries or on gaps identified by Partnership analysis	N/A	50
<b>4.4.2</b>	# of development and implementing partners that provided member countries with new or additional knowledge or knowledge-based capacity development through Partnership engagement	N/A	30
<b>4.4.3</b>	# of media hits and instances of coverage	186 per year	223 per year
<b>OUTPUT 4.5</b>	Improved enabling environment established, and public and private finance providers mobilized		
<b>4.5.1</b>	# of PINs where entities are engaged in: <ul style="list-style-type: none"> <li>a. Financing</li> <li>b. Further development of PINs</li> <li>c. Joint promotion for resources mobilization</li> </ul>	0	a. 25 b. 70 c. 50
<b>4.5.2</b>	# of embedded advisors supported through the Partnership by members in (i) ministries of planning/finance, and (ii) sectoral ministries, disaggregated by: <ul style="list-style-type: none"> <li>a. # of advisors in major emerging economies</li> <li>b. # of advisors in other countries</li> <li>c. % of advisors disaggregated by gender</li> </ul>	a. 1 b. 3 c. 100% men	a. 10 b. 20 c. 50:50
<b>OUTPUT 4.6</b>	Implementing and Development Partners' use of Partnership data and insights to program support in alignment with NDC Action Plans		
<b>4.6.1</b>	# of implementing and development partners that use Partnership data and insights (from kNook, peer exchanges, knowledge products, or the Knowledge Portal) to program support for NDC Action Plans	TBD	20

## ANNEX 2: RISK MATRIX

This risk register aims to identify potential risks associated with the three key sections of the Work Program. The identified risks and their probabilities will be tracked and adjusted over time.

Type of Risk	Description of Risk	Probability (H/M/L)	Impact (H/M/L)	Risk Mitigation Plan
Delivery and Delay Risk	The support committed by partners is delivered with significant delays and does not fully meet the needs of the country requests.	H	M	<p>For climate-related projects, programs, and investments, partners will accelerate the planning and preparation phase.</p> <p>Partners will also respond to requests for support primarily with new or realigned support. Partners will specify the scope of their support in Partnership Plans and other Partnership mechanisms, allowing for quick identification of remaining gaps. New Pool Funding Mechanism of the Partnership will allow to fulfill additional gaps in support.</p> <p>Support Unit tracks progress and reports challenges to the Steering Committee. Members keep the Support Unit informed of progress with implementation.</p>
Implementation Risk	NDC Action Plans are developed, validated, and launched, but do not attract adequate support and pose challenges in regular and coordinated tracking, and countries question their usefulness for resource mobilization.	L	M	<p>With support from facilitators, coordination committees and both Focal Points, implementation will be discussed and tracked on a regular basis. Focal Points will ensure that Ministries of Planning, Finance and key line ministries continue to be involved and have ownership over implementation, including regular reporting on progress as well as needs and gaps.</p> <p>Partners provide regular inputs to the facilitator on implementation of indicated support as aligned with the implementation plan.</p>
Coordination Risk	Partners and countries are insufficiently coordinated to deliver effectively on NDC implementation.	M	H	<p>The Support Unit keeps partners regularly informed about in-country engagement progress and other relevant developments, through a monthly update email and bi-monthly partner update calls and quarterly reports and knowledge exchanges. Partners improve coordination between country offices, regional offices and NDC Partnership Focal Points at the HQ level.</p> 

Type of Risk	Description of Risk	Probability (H/M/L)	Impact (H/M/L)	Risk Mitigation Plan
Coordination Risk (cont'd)	<b>Partners and countries are insufficiently coordinated to deliver effectively on NDC implementation.</b>	M	H	The Partnership supports developing country members in establishing and strengthening in-country coordination mechanisms, including through sustained funding for at least several years of operation if the need exists. In-country facilitators further support the government on partner and inter-ministerial coordination.
Investment Risk	<b>Global economic turmoil may negatively impact ability to attract investment for transformational shifts in key sectors (i.e. energy, agriculture) and reduce resources for ODA and climate finance.</b>	M	H	The Partnership doubles efforts in converting NDC Action Plans into Investment Plans and aligning NDC implementation with core development planning and budgeting processes. Members fast track their support to implement green recovery plans.  Members further step up and make faster and larger investments on projects that directly support delivering on NDC targets, including blended finance mechanisms to crowd-in private finance. The Partnership further strengthens engagement of the private sector in the Partnership's country engagement process.
Climate as a Non-Priority Risk	<b>Countries and partners consider climate change as a standalone issue that can be dealt with separately from sectoral and economic priorities, and thus this can become of lesser priority especially in challenging times. Countries and partners fail to bring together NDCs and SDGs in a common framework, resulting in potential coordination challenges and resource inefficiency.</b>	M	M	Partners increase efforts to engage key players within their organization/government beyond the climate or sustainable development department and build further understanding of linkages between climate change impacts and opportunities and economic development and sectoral priorities, including as part of support for green recovery strategies.  Countries ensure active Focal Point contacts from the Ministry of Finance, Economy, Planning or Investment, and ensure that both Focal Point Ministries engage relatively equally with the Partnership. In-country engagement now includes additional focus on engaging Central Bank representatives and parliamentarians, among others.

Type of Risk	Description of Risk	Probability (H/M/L)	Impact (H/M/L)	Risk Mitigation Plan
Climate as a Non-Priority Risk (cont'd)	<p><b>Countries and partners consider climate change as a standalone issue that can be dealt with separately from sectoral and economic priorities, and thus this can become of lesser priority especially in challenging times. Countries and partners fail to bring together NDCs and SDGs in a common framework, resulting in potential coordination challenges and resource inefficiency.</b></p>	M	M	<p>From the early stage of engagement with the Partnership, countries are encouraged to bring NDCs, SDGs, NAPs, the Financing for Development Agenda, and other key strategic climate-related documents together in a common framework, linked directly to national development plans, medium/long-term strategies, and budgeting frameworks. The Partnership supports countries on the integration of NDCs into development and sectoral plans, and COVID-19 recovery.</p>
Operational and Political Risk	<p><b>Changes in Focal Points of countries and institutions can result in delays and interruptions of members' plans for collaboration with the Partnership. Moreover, frequent changes in countries' political leadership impacts continuity of engagement with the Partnership and may shift country priorities related to climate change.</b></p>	M	M	<p>The Support Unit maintains a well-functioning CRM system, suggests that every member has day-to-day contact persons in addition to Focal Points that receive regular Partnership information, and follows up with those members that are generally not responsive or have only a single contact point.</p> <p>Focal Points do not generally hold political positions; however, shifts may occur. Support Unit staff and engaged members maintain close relationships with working level staff in Focal Point ministries.</p> <p>Members and Support Unit will work together to ensure continued involvement with new governments in the Partnership's processes.</p>
Expectation Risk	<p><b>The support needs of countries greatly exceed the amount of support partners can finance and deliver.</b></p>	M	H	<p>The Partnership focuses on facilitating access to finance as part of its 2021-2025 Work Program, including through a dedicated Finance Strategy. Countries will continue to be encouraged to focus and prioritize requests so support can be directed to priorities and gaps.</p>



Type of Risk	Description of Risk	Probability (H/M/L)	Impact (H/M/L)	Risk Mitigation Plan
Expectation Risk (cont'd)	The support needs of countries greatly exceed the amount of support partners can finance and deliver.	M	H	<p>Partners commit to flexibility and speed in providing support, and further increasing funds to address country requests, including through technical assistance, project financing, and investment. Members will work together to crowd in private sector investments and further optimize the use of resources.</p> <p>Members and Support Unit manage expectations.</p>
Quality Risk	The data and analysis kNook and other Partnership insights are insufficient to inform accelerated member action in practice.	M	M	<p>The kNook will link to the online Partnership Plan tool to ensure continuous updating. Partners are encouraged and offered regular trainings to use kNook directly. Members will engage with the Support Unit to ensure that their expert insights shape Partnership knowledge products.</p> <p>Members step up to produce relevant high-quality analysis, including in response to knowledge needs identified through the Partnership.</p>

## ANNEX 3: GLOSSARY OF TERMS

INTERNAL NDC PARTNERSHIP TERMS		
Terms	Abbr.	Definition
<b>Support Unit</b>		The NDC Partnership's Secretariat
<b>Country Engagement (team)</b>	CE	The Partnership's work stream that coordinates support requests and in-country NDC implementation
<b>Knowledge and Learning (team)</b>	K&L	The Partnership's workstream that captures and distills lessons learned from in-country work, the Partnership's knowledge management system, and its broad network of institutions.
<b>Steering Committee</b>	SC	The Partnership's governing body, which is made up of representatives of member developing and developed country governments and institutions. SC members are periodically rotated.
<b>Co-Chairs</b>		The two rotating chairs of the SC, represented by one developing and one developed country that serve for two years.
<b>Country Members</b>		Countries that are NDC Partnership members
<b>Institutional Members</b>		International institutions, including multilateral banks, that are NDC Partnership members.
<b>Associate Members</b>		Non-state actors that do not engage in profit-seeking enterprises and are NDC Partnership members.
<b>Work Program</b>	WP	This document is the 2 <sup>nd</sup> version of the Partnership's WP.
<b>Climate Action Enhancement Package</b>	CAEP	An NDC Partnership offering designed to deliver targeted, fast-track support to countries to enhance the quality of, increase the ambition of, and implement nationally determined contributions.
<b>Technical Assistance Fund</b>	TAF	Fund established under CAEP to support country requests.
<b>Partnership Plans</b>		Tool to organize a country's NDC priority activities and match them with Partnership member support and in-country stakeholders.



<b>Knowledge Nook</b>	kNook	The Partnership Knowledge Management System.
<b>Partnership in Action</b>	PiA	The Partnership's flagship publication. This annual publication features some of the Partnership's most impactful work.
<b>In-Country Facilitation</b>		Entities or individuals identified and approved by the country government, serving as liaisons between the country and the NDC Partnership and coordinating the implementation of the NDC Action Plan.

## CLIMATE ACTION TERMS

Terms	Abbr.	Definition
<b>Major Emerging Economies</b>		High GHG emitters with advanced or large emerging economies.
<b>Whole-of-Government</b>		Policy approaches that effectively leverage a government's full capacity, i.e. ministries, departments, or similar bodies directly or indirectly involved in climate change responses.
<b>Whole-of-Society</b>		Policy approaches that include representatives from civil-society, academia, the private sector, various identity groups, or other groups at various stages of consultation or other processes.
<b>Nature Based Solutions</b>	NBS	Actions for societal challenges that are inspired by processes and functioning of nature ( <a href="http://nature-basedsolutions.com">nature-basedsolutions.com</a> ).
<b>Nationally Determined Contribution</b>	NDC	Each country's post-2020 climate actions, as established under the Paris Agreement (UNFCCC).
<b>Development Partner</b>	DP	A country providing official financing administered with the promotion of the economic development and welfare of developing countries as an objective.
<b>Implementing Partner</b>	IP	Any partner, member or non-member, that provides support to country requests through the Partnership.
<b>Subnational Actors</b>		Non-sovereign actors within a country. Includes state- and local-level governments and other organizations (public and private) not representing the national level.



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## NDC PARTNERSHIP SUPPORT UNIT

### WASHINGTON, DC, USA OFFICE

World Resources Institute  
10 G Street NE Suite 800, Washington, DC 20002, USA

Phone: +1 (202) 729-7600

Email: [supportunit@ndcpartnership.org](mailto:supportunit@ndcpartnership.org)

### BONN, GERMANY OFFICE

P.O. Box 260124, D-53153  
Bonn, Germany

Phone: (49-228) 815-1000

Email: [supportunit@ndcpartnership.org](mailto:supportunit@ndcpartnership.org)