



# **NDC PARTNERSHIP WORK PROGRAM**

**JANUARY 2018 – DECEMBER 2020**

# BACKGROUND

## INTRODUCTION

Launched at the 22nd Conference of the Parties (COP) to the United Nations Framework Convention on Climate Change (UNFCCC) in Marrakesh, the NDC Partnership is a coalition of countries and institutions working together to mobilize support and achieve ambitious climate goals while enhancing sustainable development. The over-arching objective of the NDC Partnership is to ensure that countries have access to the technical assistance, knowledge, and financial support they need to implement their NDCs and related SDGs to turn goals into action. Collectively, the Partnership seeks to reinforce international political support for climate action, using the knowledge and learning from individual successes to create solutions that accelerate global transformation. The Partnership helps build wider support for more ambitious climate action and the wider sustainable development agenda by demonstrating successful implementation of NDCs, leading to effective mitigation and adaptation actions and associated social and economic benefits.

The coming period of 2018-2020 will be critical for translating the political framework of the Paris Agreement into sustained climate action in countries around the world. The Partnership aims to make a critical contribution to this process.

## WHO IS THE PARTNERSHIP?

The NDC Partnership is a coalition of countries and institutions sharing a set of guiding principles and working in a coordinated manner to advance climate action and sustainable development. The Members are assisted by a Support Unit that facilitates the processes and operations for coordination amongst the Members. The work of the NDC Partnership is conducted by its Members working in a collaborative fashion and through common processes for supporting country-led engagements and a shared platform for disseminating the resulting knowledge and learning. In this document, the “NDC Partnership” undertaking action refers to a collaborative effort between Members and the Support Unit. Members typically take responsibility for the implementation of NDCs and the delivery of the technical, knowledge, and financial support. The Support Unit provides coordination and convening assistance.

While many countries start from pragmatic initial steps, implementing NDCs offers countries the opportunity to pursue transformative changes in the sectors that drive their economies and reimagine their development models. These transformative changes may include expanding the use of renewable energies, adopting climate-smart agricultural practices, building climate-resilient infrastructure, and shifting transport modalities, among others. These changes – and the mobilization of resources at scale from public and private sources—will only happen on the foundations of a range of enabling measures that support appropriate legal frameworks, institutional arrangements, policies, and knowledge base.

Though the work of the NDC Partnership is focused on facilitating high-impact actions to accelerate achievement of the Paris Agreement, in many cases its work will begin with support to help countries build the right enabling conditions to unlock large investments from within and beyond the Partnership. Through the NDC Partnership, Members work together to:

- » **Support in-country technical assistance, sharing of knowledge, and capacity-building, as well as mobilizing public and private investments aligned with the needs identified by governments for the effective implementation of their NDCs.**
- » **Ensure that support is fast, impactful, and sustained.**
- » **Deepen coordination, both horizontally across the different parts of government and vertically to include sub-national governments, with non-state actors, the public and private sectors, civil society organizations, as well as between individual Member countries and their international partners.**
- » **Enhance alignment between climate action and development strategies, including in key sectors such as energy, land use, and transport.**
- » **Support accelerated country uptake of effective NDC implementation practices and global learning**

**by sharing successes and lessons, contributing to knowledge resources, and actively participating in peer-to-peer exchanges and other convenings.**

- » **Champion shared messages, successes, knowledge and solutions to inspire and influence the global climate community in support of ambitious NDC implementation**
- » **Support climate leadership to contribute to increased political momentum for the Paris Agreement, by demonstrating successful implementation of current NDCs while also encouraging the continued cycle of raised ambition.**

To accomplish these tasks, the Members of the Partnership work with a shared set of principles, processes, and a common infrastructure for sharing information and coordinating action that allows them to generate collective impact in countries. Based on country needs, Members bring their capacities and resources to provide support through in-country assistance and capacity-building, including to help unlock needed financial investments and access to the best available knowledge and experiences on NDC design and implementation.

The NDC Partnership's Support Unit (SU) has a critical role in this process in supporting Member alignment and coordination by: connecting countries requiring support on NDC revision, implementation and fast tracking with those who can help meet their needs; maintaining the common systems used by Members to facilitate collaboration across a range of countries; and, facilitating knowledge-sharing and global communications efforts.

The work of the Partnership builds on country-driven processes that surface NDC implementation priorities and needs from Member countries. Focal Points of Member countries coordinate across their governments to identify these needs and bring them to a dialogue with the Partnership. The Members of the Partnership and other relevant stakeholders<sup>1</sup> share their skills and align

<sup>1</sup> The processes of the Partnership are also open to non-members since meeting the full range of needs identified by countries will require support and action by a broad range of stakeholders from the public, private, and NGO sectors. The actions of Members to align their resources and instruments represents a key step for motivating and mobilizing others.

their resources and instruments for the benefit of Member countries requesting support. The nature of support needed varies for each country depending on the work already undertaken by and in the country.

The SU both organizes and coordinates the participation of Members in fora to share experiences and solutions so that Member countries within the Partnership and those beyond can advance implementation of their NDCs. Such sharing will be especially important leading up to 2020 as countries design and revise implementation plans for their NDCs. Members also actively communicate their experiences to profile national commitments and contribute to the political momentum for implementation of the Paris Agreement.

Achieving the vision underlying the Partnership depends on the commitment of its Members to work together to support NDC implementation. The collaborative efforts to support countries in implementing their NDCs and increasing ambition over time will be key to achieving the Paris Agreement and related Sustainable Development Goals.

## ABOUT THIS WORK PROGRAM

This Work Program sets out the ambitions of the NDC Partnership for the period from 2018 to 2020, strategies for achieving these objectives, and proposed contributions and activities of Members and the SU.

The Work Program will be supported by a Monitoring and Evaluation (M&E) framework to help the Partnership monitor the effectiveness of its operating model and associated activities in delivering on its objectives.

The text of this document includes activities and milestones for supporting members, including at the country level and through catalytic knowledge exchange across countries. This document is complemented by Partnership Plans<sup>2</sup> that specify actions and results to be achieved in individual countries and the associated commitments made by individual Members. These Partnership Plans represent a distinct contribution of the NDC Partnership, and the results achieved at the individual country level are part of the M&E Framework.

The subsequent sections of this Work Program are built around three workstreams (Country Engagement; Knowledge & Learning; and Finance) and the crosscutting activities that support them. Each section elaborates further on the approaches in the respective areas and expected results.

<sup>2</sup> The Partnership Plan is a service offering of the NDC Partnership. As a tool that aligns NDC Partnership members and other implementing partners around common objectives, it provides a simple, transparent framework for harmonized climate action and sustainable development. For further information, please refer to the Country Engagement Strategy.

## IMPACT AND OUTCOMES FOR THE PARTNERSHIP FOR 2018-2020

Partnership is founded on the main goals of the Paris Climate Agreement, namely, to contain the rise in global temperature to less than 2 °C from pre-industrial levels, as well as pursue efforts to limit the temperature increase even further to 1.5 °C, reduce country vulnerability, increase climate resilience and adaptive capacity, and facilitate adequate climate financing.

Through this Work Program, the Partnership's work aims to contribute and achieve the following impact and outcomes respectively. Examples of high-level indicators are provided below<sup>3</sup>.

### IMPACT

- » **Member countries advance achievement of mitigation and adaptation targets in line with the Paris Agreement and commit to higher ambitions, over time, for greenhouse gas (GHG) reduction and enhanced resilience mechanisms, ensuring climate-development linkage.**
  - » *One-third of Member countries increase the ambition of their NDCs, compared to the targets in their current NDC*

### OUTCOMES

- » **Member countries to integrate NDC climate mitigation and adaptation goals into national/sub-national development plans, policies, and budgets with a specific goal that:**
  - » *Two-thirds of the Member countries drawing upon Partnership support<sup>4</sup> will have aligned their development goals with climate change (e.g., through long and/or medium-term development plans, budget framework papers, etc.).*
- » **Member countries effectively implement, replicate and scale-up NDC-related actions and successes:**
  - » *At least 20 climate-smart policies and strategies in the Partnership Plans are implemented, disaggregated by countries.*
  - » *Members report improved coordination and harmonization between countries and partners in relation to NDC implementation in countries with Partnership Plans.*
- » **Member countries increase access to public and private finance at the country level, to meet prioritized climate financing gaps:**
  - » *An aggregate number of 30 NDC-compatible investment projects that reduce emissions and/or improve resilience will be included in Partnership Plans with at least one-third having secured funding.*
  - » *Proportion (%) of Member countries with an increase in the total public and private finance leveraged in association with priority climate-development priorities expressed in Partnership Plans.*

<sup>3</sup> For more information on the specific indicators to measure results, refer to the M&E framework.

<sup>4</sup> Member countries drawing upon Partnership support through Partnership Plans, Request Letters, investment forums/support, or participation in Partnership peer-peer convening.

# WORK PROGRAM – WORKSTREAMS

## 1. IN-COUNTRY ENGAGEMENT

### OVERVIEW

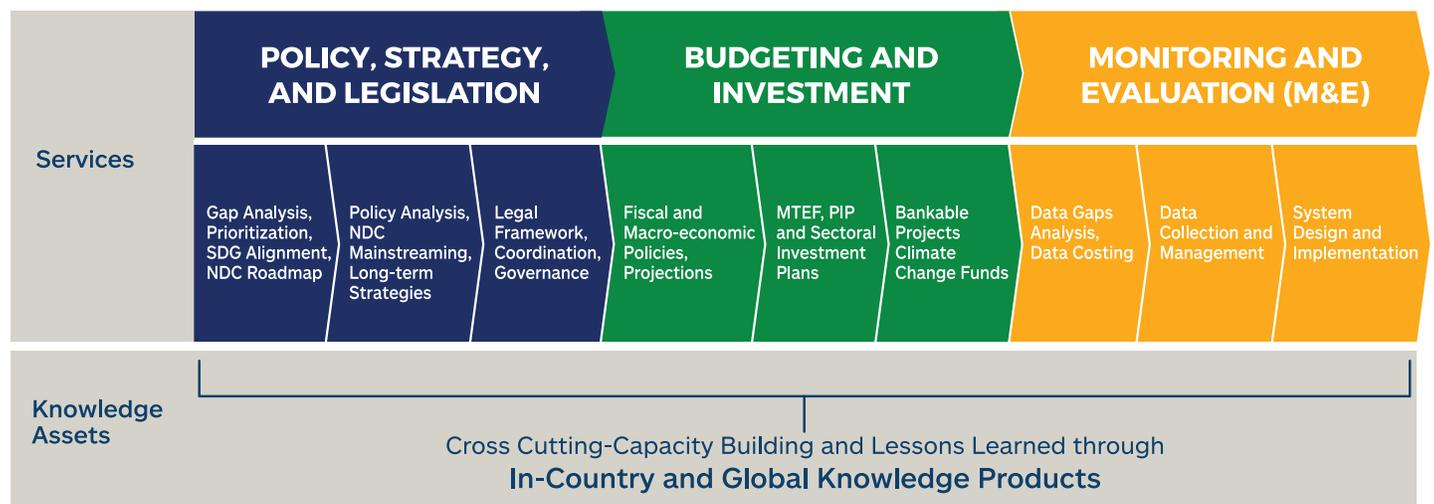
The Partnership’s Country Engagement Strategy (CES)<sup>5</sup> provides a framework through which priority needs of the Member countries are matched against the support of the Partnership’s Members and beyond.

The CES consists of five stages (led by the Member countries drawing upon Partnership support) designed to assist governments in developing the policy frameworks, budgeting and investment environments, and monitoring and evaluation (M&E) tools for achieving their climate targets. The NDC Partnership aims to apply its CES consistently, yet flexibly, to accommodate the specific context of each country.

Country ownership is an essential condition for the success of CES implementation. Based on the guidance and choices of Member country governments, the Partnership can adapt and coordinate amongst its Members in order to provide support in a customized manner regardless of whether a country applies all or some of the stages of the CES or chooses a different path entirely.

The CES is an opportunity for the Members to jointly bring their expertise and resources to governments for collective impact. A Member country government may decide to base its engagement on the full range of the Partnership’s value chain of services (see Figure 1 below) through the application of CES or a focus on discrete requests for support.

**FIGURE 1: VALUE CHAIN OF SERVICES**



<sup>5</sup> Refer to the CES, approved by the Steering Committee of the Partnership in September 2017 for more information.

Partnership engagement is aligned with national planning and budgeting cycles, as well as existing national and international coordination mechanisms within the governments and with development partners to avoid any duplication of efforts. Supporting country-driven processes, enhancing integration of NDCs into national/sub-national planning and budgeting, and promoting long-term actions are fundamental principles against which the country engagement is initiated and sustained.

## RESULTS TO BE ACHIEVED

- » The Partnership's Country Engagement process aims to fast track NDC implementation and enhance ambition.<sup>6</sup>
- » NDC-prioritized needs are mainstreamed at the national/sub-national levels of the governments.
- » Ministries of planning and finance<sup>7</sup> actively participate in the country engagement processes.
- » NDC coordination mechanisms are established and/or strengthened.
- » In-Country Facilitator(s) are nominated by Members in 38 countries.
- » Partnership Plans with clear roles and responsibilities for all involved parties are developed and approved in 35 countries.
- » On average, 5 Members commit to providing support through existing or new initiatives in response to the needs reflected in the Partnership Plan in 31 countries.
- » Partnership Plans are under implementation in at least 28 countries.

## MEMBER CONTRIBUTIONS NEEDED

- » Members receiving support incorporate actions reflected in Partnership Plans into national, sub-national, sectoral plans and budgets;
- » Members receiving support establish the necessary legal/policy/institutional frameworks that enable effective and sustainable implementation of their NDC;
- » Member institutions coordinate horizontally across programs/areas and vertically between country offices and headquarter offices;
- » Members providing support (both countries and institutions) create alignment between their portfolio of in-country projects, programs and technical assistance and the objectives and priorities articulated by the governments through Partnership Plans or other forms of request to the Partnership;
- » Members leverage resources to address gaps in support for implementation of Partnership Plans and Request for Support Letters from countries; and
- » Members, both countries and institutions, take on scoping and facilitating roles to support the country engagement process, per the direction or approval of the Member country governments receiving assistance (see Annex 1).

The number of new countries that can be supported each year in initiating the CES while deepening engagement in countries where the process has already started, depends on having sufficient commitment by Members to implement the engagement process and sufficient capacity in the SU. The SU currently has capacity to engage a maximum of ten new countries on a yearly basis (depending on the ability of Members to contribute to

<sup>6</sup> The Partnership's Outcome Results are staggered to capture only those results that will be delivered within the life cycle of this Work Program to the end of 2020. For countries that initiate the country engagement process towards the end of the Work Program's life cycle, results will be delivered beyond 2020.

<sup>7</sup> In cases where climate change mandates fall under the direct responsibility of the President or Prime Minister's Office, engagement with these entities throughout the process is also expected.

supporting CES processes), while continuing engagement where it has already begun. More countries can only be supported if Members commit to assuming the roles in the country engagement process (see Annex 1), or if the capacity of the SU grows.

## MILESTONES FOR THE SUPPORT UNIT (SU)

The table below summarizes the results that the NDC Partnership SU seeks to achieve through the CES to produce transformational changes in each Member country receiving support. These results are based on the current capacity of the SU in 2018.

	MILESTONES			
	2018 <sup>8</sup>	2019	2020	TOTAL
<b>STAGE 1 VIA SCOPING MISSIONS AND OTHER COMMUNICATIONS</b>				
Proportion (%) of Member countries whose needs have been assessed within three months of the receipt of the support request	40%	50%	60%	
<b>STAGE 2 VIA BILATERAL AND MULTI-STAKEHOLDER CONSULTATIONS, AND SITUATIONAL ASSESSMENTS</b>				
Rapid Situational Assessment completed with inputs from Partners	22	8	8	38
Country governments receiving support that have taken whole of government approach for consultation for NDC Partnership Plan preparation process	22	8	8	38
<b>STAGE 3 VIA MULTI-STAKEHOLDER ENGAGEMENT AND WHOLE-OF-GOVERNMENT APPROACHES</b>				
Member countries with NDC Partnership Plan, endorsed by the government	10	15	10	35 <sup>9</sup>
In-Country Facilitator(s) nominated by country governments <sup>10</sup>	22	8	8	38
NDC Working/Coordination groups operational <sup>11</sup>				
<b>STAGE 4 VIA COORDINATION BETWEEN GOVERNMENT, FACILITATOR, AND PARTNERSHIP</b>				
Partnership Plan under implementation <sup>12</sup>	7	15	10	32
Proportion (%) of government focal points reporting improved coordination and harmonization of government agencies' systems, strategies and responses in support of NDC implementation, disaggregated by Member country <sup>13</sup>				
<b>STAGE 5 VIA STOCK-TAKING AND COORDINATION BETWEEN GOVERNMENT, FACILITATOR, AND PARTNERSHIP</b>				
In-Country stop and reflect exercise conducted and results communicated to the government Focal Points and relevant Partners for follow ups	1	12	12	25

<sup>8</sup> Values for 2018 include countries initiated in 2017

<sup>9</sup> Three are expected to be approved in 2021

<sup>10</sup> Governments are responsible for integrating embedded facilitators in their offices and climate teams, supported by the Partnership.

<sup>11</sup> Milestones to be determined by the Members receiving support

<sup>12</sup> The implementation of an additional three Partnership Plans is likely to start in 2021

<sup>13</sup> Baselines will be determined to inform the targets.

	MILESTONES			
	2018	2019	2020	TOTAL
Countries where Members play the Scoping role (refer to Annex 1 for details)	3	5	7	15
Number of countries where Members play the temporary (i.e. maximum two years) role of facilitator <sup>14</sup> to build systems and processes	6	14	10	30
Members responding to government support request through existing or new commitments (average number per country, per the Partnership Plan)	3	5	7	5 (average)
Aggregate % of outputs supported per Partnership Plan by Members <sup>15</sup>	30%	50%	70%	
Member country governments receiving support in which the budget framework papers (e.g., Ministry of Economy and Finance), and national/ sub-national development plans reflect NDC and SDG priorities expressed in the Partnership Plans	10	10	8	28

## MILESTONES FOR MEMBERS

In addition to these SU targets, the following table presents targets to be pursued by the NDC Partnership as a whole (see Annex 1). These targets for leading engagement in countries and supporting outputs in Partnership Plans will determine the level of ambition that can be pursued by the Partnership.

## ACHIEVING RESULTS

Member countries requesting support will be engaged on a rolling basis when they demonstrate political will to engage with the Partnership. Throughout this Work Program, the Partnership's country engagement process is divided into two focus areas:

1. Initiating engagement in new countries; and
2. Deepening engagement with countries that are already implementing the Country Engagement Strategy.

**The Partnership assists countries through coordinated support focused on NDC implementation (Figure 2).<sup>16</sup>**

<sup>14</sup> Nomination of the facilitator is subject to the approval of the government.

<sup>15</sup> Contribution of non-members, which is an emerging trend in developing and implementing Partnership Plans, will also be tracked.

<sup>16</sup> Please refer to Annex 1 for current engagement status in Member countries.

**FIGURE 2: KEY INPUTS TO COUNTRY ENGAGEMENT STAGES**

STAGE		MILESTONES
INITIATING ENGAGEMENT	1	<ul style="list-style-type: none"> <li>» Support requested</li> <li>» Scoping Mission conducted</li> </ul>
	2	<ul style="list-style-type: none"> <li>» NDC actions catalogued and Stakeholders mapped</li> <li>» Sectoral needs identified and prioritized</li> <li>» Gaps in support identified</li> <li>» Engagement approach agreed, including approval of facilitation option</li> </ul>
DEEPENING ENGAGEMENT	3	<ul style="list-style-type: none"> <li>» Partnership Plan developed and endorsed by stakeholders</li> <li>» In-Country Facilitator(s) nominated</li> <li>» Clear roles and responsibilities established</li> <li>» Results monitoring process developed</li> </ul>
	4	<ul style="list-style-type: none"> <li>» Partnership Plan implemented</li> <li>» Periodic progress tracked, reported, and shared, through the In-Country Facilitator</li> <li>» Partnership Plan updated annually</li> </ul>
	5	<ul style="list-style-type: none"> <li>» Results assessed periodically</li> <li>» NDC Partnership-wide 'lessons learned' collated</li> <li>» Knowledge pieces on improving effective cooperation published and shared across the network</li> </ul>

## INITIATING ENGAGEMENT WITH MEMBER COUNTRIES

**First, the Partnership will initiate engagement to meet Member needs through country-driven processes.**

To respond to Member country requests for assistance, the Partnership will support the government to identify gaps and opportunities for NDC implementation in close consultation with interested implementation and development partners, and the government. A central piece of ensuring a country-driven process is that both the ministries of environment and finance and/or planning serve as the Partnership's Focal Points.

**Second, to assist with securing whole-of-country buy-in on NDC implementation, Members of the Partnership and the SU will participate in rapid scoping exercises and support consultation workshops with governments to identify gaps, critical barriers, needs, and opportunities.** To the extent possible, this process will incorporate mapping of on-going interventions by the development partners, governments and other relevant actors, as well as information from other consultation processes, projects and programs. The results of this exercise will be used to develop a Rapid Situational Assessment (RSA) that is shared across the Partnership with the agreement of the country.

## DEEPENING ENGAGEMENT

**Third, based on clear requests from the country that are aligned to NDCs and other national strategic plans, the Partnership will deepen its engagement in countries that are already implementing the CES to support the elaboration of Partnership Plans.** Through this process, the government, with support from the Partnership, will further prioritize needs through a consultative and collaborative process, engaging national and subnational entities, civil society, academia, and private sector. The development of a Partnership Plan is a dynamic process that takes gender into consideration. The process relies on a collective effort to share expertise related to enhancing enabling environments, coordinating support, and leveraging resources for NDC implementation. Partnership Plans may include requests for various types of technical assistance as well as investment projects, both at the national and sub-national levels.

Depending on country requests, two important goals of the deepened engagement stage are to A) facilitate the dialogue amongst sectors, governments and partners to connect NDCs with the broader development agenda and B) support the Member countries on developing the next, higher-ambition NDC, including furthering efforts to address barriers to scaled-up finance.

**Fourth, the Partnership will ensure transparency and effective communication through tracking progress.**

As countries begin implementation of a Partnership Plan, results will be tracked by the Facilitator(s) through existing reporting mechanisms of the implementing partners or the Partnership Progress Update (PPU). Along the way, the Members will continue to strengthen horizontal or vertical coordination between on-the-ground actors and between country and headquarter offices of implementation and development partners.

**Finally, the Member country will collect and share results across the Partnership.** These results will vary from specific activities to high-impact outcomes that bring transformational changes needed to move progressively towards achievement of the Paris Agreement.

## 2. ENABLING ACCESS TO NDC KNOWLEDGE RESOURCES AND COUNTRY EXCHANGES

### OVERVIEW

The NDC Partnership's Knowledge & Learning work has two main roles. The first is to increase country capacity by enabling easy access to climate knowledge, tools, data, and capacity-building resources of Partnership Members and beyond. The second is to draw out and share lessons and successes generated through the Partnership's Country Engagement work in order to support and inspire accelerated, replicated, and scaled-up climate action within and beyond the Partnership's membership. The Partnership is well-suited to achieve this; its membership encompasses countries seeking knowledge, countries with on-the-ground experiences to share, and institutional Members representing some of the leading climate research and implementation institutions in the world.

### RESULTS TO BE ACHIEVED

- » Redesigned Knowledge Portal, resulting in improved signposting of and access to knowledge resources, with 80 percent of Member countries or external partners expressing satisfaction with the improvement.
- » Assessment of how knowledge products are being used and the degree to which this use is enhanced by the work of the Partnership.
- » Learning introduced through peer-to-peer exchanges or capacity building convenings, contributing to at least 20 instances of adoption, application, replication, or scale-up of climate-related actions, practices, policies, or increased climate ambition by 2020.
- » NDC Partnership Member countries raise the ambition of the actions under their NDCs supported by learning from the Partnership, exchange among Members and improved access to needed technical resources.

## MEMBER CONTRIBUTIONS NEEDED

- » Members actively share knowledge tools and resources across the Partnership and are invited to provide these to the SU as a potential contribution to the Knowledge Portal.<sup>17</sup>
- » Members are responsive to requests to support NDC learning, knowledge exchange, or capacity building, including participation in convenings and/or online platforms.
- » Members actively share quality NDC lessons and successes<sup>18</sup> with the SU’s Knowledge and Learning function so that these can be shared across the Partnership.
- » Members advocate and champion gender-responsive NDC implementation and mainstreaming of NDCs into plans and budgets within its own institution and at high level meetings.

## ACHIEVING RESULTS

The Partnership’s Knowledge and Learning function supports accelerated NDC and related SDG implementation and enhanced climate ambition over time by:

- » Enabling quick access to appropriate knowledge resources, thus allowing all interested countries and institutions – Members and Non-Members – to find appropriate advice and technical support for NDC implementation;
- » Supporting dialogue and sharing of country experiences through peer-to-peer learning; and
- » Inspiring greater political support and climate action among Partnership Members through knowledge resources that demonstrate real pathways to accelerated climate action.

	TARGETS			
	2018	2019	2020	TOTAL
<b>ACCESS TO INFORMATION AND TOOLS VIA KNOWLEDGE PORTAL</b>				
Knowledge Portal redesigned and updated	1	–	–	<b>1</b>
Knowledge management system established and updated	1	–	–	<b>1</b>
<b>COUNTRY DIALOGUE AND PEER TO PEER CONVENING</b>				
Scoping assessment completed in four focus areas	4	–	–	<b>4</b>
6-8 Partnership supported peer to peer exchanges each year	6	7	8	<b>21</b>
<b>OUTREACH AND PUBLIC INFORMATION</b>				
At least 21 Partnership-supported knowledge resources or public information materials launched to inspire and accelerate climate action and ambition, including: case studies, Partnership in Action reports, videos highlighting best practices, Insight Briefs, Knowledge Portal resources.	7	7	7	<b>21</b>

<sup>17</sup> Knowledge tools or resources shared with the NDC Partnership will retain its brand and remain the intellectual property of its creator.

<sup>18</sup> These include NDC implementation successes, effective practices, lessons and insights which exemplify possible solutions, policy options, pitfalls and other key learning that can accelerate or facilitate climate action. Key areas of focus include the use of knowledge resources, NDC governance and institutional arrangements, gender-responsive NDCs, and climate finance.

**First, the Partnership will support learning through direct engagement among its country, institutional, and Associate Members.** The Partnership will support countries in identifying learning needs and relevant country insights, particularly those generated from Country Engagement. These needs and insights will be shared, along with case studies, NDC resources, tools, and capacity-building or training opportunities across the Members of the Partnership. The SU will encourage learning exercises as well as other modalities such as regular check-in calls with members, missions to Member countries, and Partnership meetings.

**Second, the Partnership will match country needs with available knowledge resources and fill knowledge gaps around four focus areas.** The SU will develop a knowledge management system that curates, and catalogues insights gained from the learning process described above to facilitate targeted responses to country learning requests. Information captured will include country learning needs<sup>19</sup>, NDC implementation successes, challenges and insights, and NDC implementation resources and expertise among Members and wider knowledge partners. Knowledge activities will be identified in response to member requests and may cover any topic. In addition, the SU will facilitate proactive engagement on learning around four focus areas: (1) understanding how countries access and use knowledge tools and resources on NDC implementation; (2) mainstreaming NDCs into budgetary and planning processes; (3) gender-responsive NDC implementation and (4) access to NDC implementation financing (limited to providing guidance on the climate financing landscape, and engaging with major climate funds to identify opportunities for facilitating access to these funds). Targeted finance-related work is covered under the Finance workstream below. Other focus areas may be identified or changed over the course of the Work Program in response to Member engagement and feedback.

**Third, the Partnership will share learning by increasing access to knowledge and capacity building resources; facilitating country dialogue and delivering insights to promote broader climate action.** The Knowledge Portal and its tools will be redesigned to facilitate intuitive, user-friendly navigation; ensure relevant, up-to-date content that meets country learning needs; profile knowledge products and services from Partnership Members (including Associate Members); and support capacity building by facilitating access to technical support and being used as the basis for training and outreach. To support dialogue, the SU will convene targeted peer-to-peer exchanges among Members and experts to provide a safe space for countries to discuss challenges, needs, and knowledge gaps, as well as develop an online Partnership learning platform focused on learning needs. The Partnership will also inform training and capacity building under Country Engagement work for the broader membership.

**Finally, to inspire climate action both within and beyond its membership, the Partnership will develop targeted outreach products.** Planned products include the annual *Partnership in Action Report* highlighting successes and lessons from the past year, quarterly *Insights from the Partnerships* to provide a broader perspective on the featured knowledge and learning focus areas, 3-5 in-depth *case studies* a year profiling successful country NDC mitigation and adaptation experiences; and other *public information materials*, including videos, blogs, online media initiatives, and other outreach products. These knowledge products will support the wider engagement activities described in the Crosscutting Workstream section, below.

<sup>19</sup> Country needs differentiated across generations, culture and other inter-sectional lenses will be captured to the extent possible.

### 3. FACILITATING ACCESS TO FINANCE FOR NDC IMPLEMENTATION

#### OVERVIEW

During the 2018-2020 period, the NDC Partnership will deepen its capacity to support Members in mobilizing and guiding public and private finance through its in-country activities associated with Partnership Plans and its provision of knowledge resources. Financing the interventions needed to deliver on NDC implementation plans is a core focus, but it is also important to enable countries to pursue the broader goals of decarbonizing their economies and ensuring resilience in investments as part of their climate action. The ability to facilitate access to finance outside of development cooperation frameworks will be an important value-added for all Members and particularly for those who are no longer eligible for development cooperation funding. The Partnership will use 2018 to pilot activities to test how to best enhance the mobilization of finance for Members and look to scale work in 2019 and beyond.

#### RESULTS TO BE ACHIEVED

- » Members giving and receiving support incorporate projects and priorities highlighted through the Partnership Plans into their investment programs and/or national budgets.
- » Members develop financial strategies in support of their NDC implementation plans that identify the most appropriate investor profiles for different actions identified and a related engagement strategy for target investors.
- » Reduction of time for Members to access climate finance.
- » Introduction of NDC-themed investment products and services into the market.

#### MEMBER CONTRIBUTIONS NEEDED

- » Members provide technical assistance and tools to support capacity building around enhancement of enabling environments, planning financing strategies, and development of projects.
- » Members leverage resources through current or future institutional and bilateral investment planning to support investment projects prioritized by countries through Partnership Plans.
- » Members receiving support to develop comprehensive NDC financing strategies and implement policies that establish strong enabling environments for investment.
- » Members collaborate on the further development of the NDC Partnership's finance-related Knowledge tools and resources, including sharing insights and experiences.
- » Members participate in activities organized by the Partnership, including Technical Working Groups and investment forums/meetings.
- » Individual and collaborative efforts by MDBs and climate funds to streamline processes and systems to facilitate access to finance by countries.

#### MILESTONES

- » Growth in the representation of the private sector and financial institutions among Associate Members.
- » Piloting of investor/financing forums or meetings in five countries/regions.
- » Enhancements to the Knowledge Portal/Funding and Initiatives Navigator.
- » Technical Working Group(s) on issues such as Development Policy Loans.
- » Inputs from the Partnership's processes increasingly inform MDB and climate fund investment processes.

	TARGETS			
	2018	2019	2020	TOTAL
<b>MATCHING OF PROJECTS AND INVESTORS</b>				
Countries sharing investment needs or projects through their Partnership Plans	2	8	15	<b>25</b>
Partnership-supported country-level or regional workshops/forums with investors	1	4	4	<b>9</b>
<b>IMPROVED TOOLS FOR ACCESSING TO FINANCE</b>				
Updates to the Funding and Initiatives Navigator	1	1	—	<b>2</b>
Mapping of NDC Partnership members' capacity-building initiatives and tools in finance	1	—	—	<b>1</b>
Consultations amongst members and non-members on opportunities to enhance access	1	2	—	<b>3</b>
Technical Working Groups	0	1	0	<b>1</b>
MDBs and climate funds deepen use of inputs from the Partnership's processes in investment processes.	—	—	—	
<b>OUTREACH TO GLOBAL MARKETS</b>				
Partnership-supported knowledge resources that illustrate the private investment opportunities associated with NDC implementation in Member countries and successful financing strategies. These include reports, web-based resources, or other analysis.	1	5	5	<b>11</b>

## ACHIEVING RESULTS

NDC Partnership Member countries rely on a combination of public investment (e.g. infrastructure projects within national budgets) and private investment to finance their NDCs. Through its country engagement and knowledge work, the Partnership has already established processes to support countries in the development of policies, planning, capacity-building and other technical assistance to support their NDC implementation. The Partnership will deepen the capacity of these processes to support countries in designing strategies required for financing their NDCs, including enhancing the enabling environment for investment, as well as identifying possible financing partners. In doing so, the Partnership will seek to support countries in making

the best possible use of available public finance and developing effective policy packages and strategies to shift and scale the flow of private finance.

**First, the Partnership will support countries in prioritizing and communicating their investment needs to potential financing partners in two ways<sup>20</sup>.** First, the Members of the Partnership will support countries in developing comprehensive strategies and implementing policies and actions that build effective enabling environments. This will be done through the technical assistance and knowledge support on the planning and policy development that are fundamental for mobilizing finance as well as strengthening pipelines of bankable projects. Some countries will access this support primarily through in-country engagement, but knowledge

<sup>19</sup> "Financing partners" refers to a range of potential public and private sources of finance, including development finance institutions/partners, institutional investors, commercial banks, and private sector companies

resources and forums for peer exchanges will support all interested Members. Second, the NDC Partnership will deepen country processes to capture and communicate relevant investment opportunities to its network and will also engage a wider range of potential public and private partners. The SU will work with Members to develop the additional mechanisms for sharing needs and activities and identifying new vehicles to enable countries to engage potential partners on their financing needs, including approaches such as investor forums. The SU will also encourage new private investor networks, private sector groups, and other climate finance institutions/funds to utilize Partnership processes in identifying investment opportunities.

**Second, the Partnership will seek opportunities to catalyze collaboration with and among climate finance institutions to ease access to finance.** The first contribution to enhancing access under the Partnership was the development of the Funding and Initiatives Navigator. The SU will continue to develop this tool together with countries and institutions to enhance functionalities and will also help promote other tools/resources available from Members. In 2018-2019, the NDC Partnership will undertake a dialogue among Members on opportunities to identify further steps to support enhanced access to finance, including actions that can be taken by providers of finance, enhancement of tools available to Members (e.g., new functionalities in the navigator to reduce transaction costs for MDBs), or other collaboration such as technical working groups to help apply known financial instruments to NDCs (e.g., policy-based lending). In parallel, the SU will engage bilaterally with the GEF, GCF and other funds to seek opportunities for their involvement in and use of NDC Partnership country-level processes to support their investment mechanisms.

**Finally, the Partnership will engage with networks of investors and private sector actors to build interest in NDCs as blueprints for investment by using the plans and experiences of Members as references.** The SU is already gathering and sharing insights related to its country activities with the development community and will work with Members to communicate these in ways that will also make them relevant to global investors. In addition, the SU will implement a program of outreach to major investor networks (e.g., PRI) to seek opportunities for collaboration and to communicate the work of the Partnership, including country-level work. Bringing together governments and investors under the Partnership to share information on progress and prospects will contribute to the visibility and relevance of NDCs within the investment community and encourage interest in investible products tied to NDC implementation.

# WORK PROGRAM – CROSSCUTTING WORKSTREAMS

## MEMBER ENGAGEMENT AND COMMUNICATIONS

Membership of the Partnership has grown rapidly and expanded in scope in 2017 to include non-state actors. As the NDC Partnership evolves, cultivating a sense of shared purpose and community is essential to building trust and commitment that foster collaboration and sharing. The Partnership also serves as a platform for highlighting progress and the outcomes of collaboration. Through its global communications efforts, the SU will work with Members to spotlight successes and lessons-learned to reinforce climate progress and commitment to the Paris Agreement. The goal of communications will be to inspire and influence policymakers and thought leaders worldwide to drive effective and ambitious NDC implementation.

### RESULTS TO BE ACHIEVED

- » Vibrant community of countries and institutions that pursue common goals with respect to NDC implementation with numbers of country, institutional Members and Associate Members growing organically.
- » Partnership communications, including contributions to global dialogues, sustain and build political momentum for the Paris Agreement to drive ambitious NDC implementation.
- » Members scale their efforts and benefit from greater efficiencies due to the sharing of strong supporting systems and processes.

### MEMBER CONTRIBUTIONS NEEDED

- » Active participation in NDC Partnership Forums, high-level events, and other key platforms to increase collaboration and resource-sharing.
- » Advocating for the NDC Partnership and its shared messages and solutions in global and regional dialogues, national events, and other communications opportunities such as media briefings and interviews, including through opportunities organized by the SU.
- » Committed use of shared infrastructure and processes developed to coordinate Member collaboration for and involvement in Partnership activities at country, regional, and global level.

	TARGETS			
	2018	2019	2020	TOTAL
<b>FORUM AND CONVENINGS TO INCREASE COLLABORATION</b>				
Annual Membership Forum with attendance by at least 80 percent of Members <sup>21</sup>	1	1	1	<b>3</b>
Biannual Steering Committee Meetings	2	2	2	<b>6</b>
Regional member convenings	2	3	3	<b>8</b>
<b>CREATION OF SYSTEMS TO GATHER &amp; SHARE INFORMATION</b>				
Completion of members-only section of webpage and supporting CRM	1	—	—	<b>1</b>
Annual member satisfaction survey shows satisfaction level of 80%	1	1	1	<b>3</b>
<b>GLOBAL COMMUNICATIONS &amp; OUTREACH</b>				
Quarterly media briefings on targeted topics to complement regular press outreach	4	4	4	<b>12</b>
Biweekly blogs to share activities and updates, enhanced by video and photo stories	26	26	26	<b>78</b>
Annual growth in highly engaged audience on social media channels and monthly e-newsletter	40%	40%	40%	<b>50,000</b>

## ACHIEVING RESULTS

The Partnership will work towards its goals through communications and outreach activities focused on current Members, as well as engagement with the wider NDC implementation and global climate community and networks. The SU will work with the Members of the Partnership to mature the systems and processes currently in use to guide collaboration and coordination around the Work Program as well as enhance its own internal systems and processes.

**The SU will implement robust structures for Member engagement, including enhanced communications channels and feedback mechanisms.** The SU will organize at least one NDC Partnership Forum each year

to convene all Members in addition to a limited number of meetings for Members at regional level. These meetings would generally be on the sidelines of other activities and provide an opportunity for engagement with and amongst the Members as well as an opportunity for members to see themselves as part of a wider community. In addition to Forums, the SU will develop new channels for periodic communication with and among Members to reinforce their shared purpose and to systematically gather feedback on how to best increase collaboration through the NDC Partnership.

**The SU will work with Members across the Partnership to implement a comprehensive communications strategy to share successes and lessons-learned from its efforts, including through shared messages.** Tactics

<sup>21</sup> In addition to its own major convening, the NDC Partnership will develop an active program of outreach including preparing side events at major gatherings such as COP, participating in regional dialogues through its members of SU, and other opportunities. The level of intensity will vary by year based on need and opportunity.

will include strengthened relationships with key reporters covering climate and development issues, an enhanced website and social media presence, and development of print and digital marketing materials. The SU will work with Members to agree upon key messages that support implementation of existing NDCs, SDGs, long-term strategies, and opportunities to enhance the current or next round of NDCs. Through the SU and its Members, the Partnership will seek opportunities to engage high-level and high-profile officials and thought leaders to promote its work.

**The SU will develop an active program of convening and participation in major events and work with Members to communicate the knowledge and experiences gained through the work of the Partnership in global dialogues.**

The Members and the SU will actively seek opportunities to leverage the knowledge resources and shared messages of the Partnership in global dialogues relevant to NDC implementation (including activities both inside and outside formal climate dialogues). This will include a combination of organizing an active presence for the Partnership in major regional dialogues (e.g., UNDP-UNFCCC), side events at major gatherings, and special convenings of members (e.g., Partnership Forums). In the course of these efforts, the SU will work with the Members of the Partnership to actively leverage their experiences to reinforce the shared messages emerging from the Partnership's work. In addition to climate-specific events, the SU will work with the Members of the Partnership to identify strategic opportunities to engage in events targeting other communities and sectors that are critical to climate action (e.g., WBG/IMF, energy, cities, etc.). See Annex 2 for examples of upcoming events. Members will also actively draw upon and utilize shared messages of the Partnership wherever relevant.

**The Partnership will continue to welcome new Members** and will support the growth in Associate Members and their integration into activities of the Partnership at global and country-level. In addition, the SU will seek to deepen its collaborations with other platforms and networks that are major actors around climate, development, and finance. Members can form Thematic Working Groups (TWGs) under the umbrella of the NDC Partnership. These will be formed when there is sufficient demand and interest from Member countries. Thematic Working Groups are operated by Members under their own resources and open to all Members of the NDC Partnership. The SU provides assistance in communication of Working Group activities to Members and aligning TWGs' objectives and outputs with the NDC Partnership Work Program.

**The Partnership will improve its systems for gathering and sharing information regarding its activities.** This will involve enhancing systems for sharing country-level work, including enhancing an understanding of the Country Engagement Strategy, as well as inputs into the Knowledge Management System and associated resources. A strong shared infrastructure will be critical to smooth coordination among Members and to manage projects across various workstreams and countries.

# ANNEX 1: POSSIBLE MEMBER ROLES IN COUNTRY ENGAGEMENT PROCESS

The Partnership is currently implementing the CES with 31 countries and has the potential to support an even greater number of countries if Members are able to undertake a proactive role in scoping new engagements. In addition, the ability to sustain and deepen the engagements in current and future countries is dependent on the extent to which Members are able to undertake the role of facilitator and contribute to Partnership Plans. Members have the opportunity to commit to one or more roles within the Partnership's Country Engagement process in order to effectively mobilize and provide support at country level for NDC implementation. The following table summarizes the roles that Members can adopt to support the implementation of the CES. These roles are designed to work within existing initiatives and build on established relationships and networks.

		DESCRIPTION	COUNTRY ENGAGEMENT STAGE	DURATION
ROLE TYPE	SCOPING	The Scoping Role leads initial engagement with the Member country, in representation of the NDC Partnership as a whole, scoping needs and identifying relevant policies, finance structures, ongoing or existing projects and local stakeholders necessary and relevant for NDC implementation. The Scoping Role will start to build a stakeholder list or map of local experts, decision makers and technicians who should be consulted and engaged in a coordinated effort on NDC implementation. The Scoping Role will lead to the development of a Rapid Situational Assessment (or similar analysis as per interested Members’ own processes and tools) that identify gaps and opportunities for climate action and NDC achievement. The Scoping role also entails drafting the Partnership Plans. The responsibilities of the Scoping role finish once the CES process is underway and an In-Country Facilitator has been selected.	Stage 1-3	Six to nine months
	FACILITATOR	The In-Country Facilitator serves as the NDC Partnership’s national-level interface, operating as a liaison between the country and the NDC Partnership. Working on behalf of the government, the In-Country Facilitator plays a key role in ensuring coordination of the country engagement process and building the capacity of the government to facilitate, as needed. This involves working with the partner country to refine its objectives for support over time (including articulation of the Partnership Plan); coordinating the implementation of the Partnership Plan in-country; and to assist in tracking and communicating results. The In-Country Facilitator also liaises with the NDC Partnership SU for vertical information sharing, including both contributing to and accessing knowledge products.	Stage 2-5	Two years
	PARTNERSHIP PLAN CONTRIBUTOR	The Partnership Plan Contributor Role involves committing Member resources, time and attention to carrying forward specific actions or items in a Partnership Plan. Ideally, Members assuming this role will have participated in the Partnership Plan workshop, become familiar with other members providing support through the Plan and understand the way forward for implementing the Plan and tracking progress. Partnership Plan Contributors will provide updated information to the Facilitator on progress of the Plan outputs where they are leading implementation. The Contributor also liaises with the NDC Partnership SU for vertical information sharing, so that collective results across the Partnership may be collected and rolled up to gauge the Partnership’s impact and performance globally.	Stage 4-5	Two to three years

While these roles are designed for longer term, more hands-on engagement, there are other shorter term, less resource intensive roles that Members can fulfill. These roles include:

- » **Information provider:** A local embassy or a country office provides insight from the ground related to climate change, political economy and key stakeholders. They offer insight and use for their own diagnostic studies the Rapid Situational Assessment and Partnership Plans.
- » **Support stock-taking:** A local embassy or country office, at the direction of the Facilitator, organizes periodic in-country stock-taking exercises to assess progress on implementation of the Partnership Plan. These reflection exercises also help raise the visibility of the Partnership amongst other non-members.

Any role for Partnership Members offered here are subject to approval by the government and should be planned within an engagement process that is led by the Member country.

# ANNEX 2: EVENTS AND RELATED OUTREACH

## APPROACH

The Partnership will share progress from its own activities and from broader lessons learned to demonstrate that:

- » There are clear signs that countries are taking NDCs seriously, and that this seriousness is producing results. Challenges are being identified and partners are working together to address them.
- » New models of collaboration are producing more responsive approaches to implementation and support.
- » Countries are successfully combining climate action with broader sustainable development.

The SU will develop supporting materials in line with these categories and based on lessons learned by the Partnership for use by the SU and Members, who will be encouraged to champion the Partnership in their events.

## OPPORTUNITIES FOR ENGAGEMENT

The SU will work with the Members over the course of the Work Program to ensure strong and active NDC Partnership representation at key events organized by other parties. The specific number of events will vary depending on the opportunities presented in any given year. The strategies for engagement will be built on the core Partnership messages but will be tailored to the specifics of each event. In addition to these external events, the SU will also organize the program of Annual Member Forums, smaller Member Convenings/Workshops, and Steering Committee meetings referenced earlier in this Work Program.

During the Work Program, there will be certain recurring events at which the Partnership will be represented by the SU or its Members, including:

- » UN Annual Climate Weeks on the sidelines of the UNGA (and in regions)
- » UNDP/UNFCCC NDC Regional Dialogues and Climate Weeks
- » SBs and COP gatherings
- » Annual World Bank/IMF meetings

In addition, other relevant major events already identified during the next two years include:

- » Global Climate Action Summit (2018)
- » UN Secretary General's Summit (2019)

The SU will continue to look out for emerging strategic opportunities inside and outside the sphere of climate action (e.g., major sectoral conferences), to bring visibility to NDCs, their relevance to broader development agendas, and ways to accelerate implementation.

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