Ministry of Foreign Affairs – (Department for Green Diplomacy, GDI)

Meeting in the Council for Development Policy 10 June 2020

Agenda item 2

1. Overall purpose For discussion and recommendation to the Minister

2. Title: Accelerating climate action in large cities in developing

countries – strategic support to C40

3. Presentation for Programme

Committee: 10 October 2019

Accelerating climate action in large cities in developing countries

File No. F2 2019-34450 **Key results:** • C40 strengthened support to member cities in Country Global developing countries in the transition from climate Responsible Unit **GDI** action planning to accelerated inclusive implementation preparing cities to deliver concrete results on mitigation Sector Climate and energy and adaptation to climate change. The C40 Cities Climate Leadership Group Partner • C40 cities in developing countries in the global South lead by example in delivery of climate action that meets 2020 2021 2022 2023 2024 scientifically derived emission reduction and resilience Commitment 67.0 targets consistent with the Paris Agreement and a 8 15 15 14.5 14.5 Proj. annual collective C40 target to halve emissions by 2030. disburs. • C40 cities in developing countries in the global South Mid-2020 – end 2024 (4½ years) **Duration** demonstrate in practice a model of climate action that Previous grants DKK 15.0 million (2018-2020) delivers social and economic benefits and a green Finance Act code 06.34.01.35 economic recovery from the Covid-19 crisis, especially benefitting the most vulnerable. Head of unit Rasmus Abildgaard Kristensen Justification for support: Desk officer Tine Anbæk • C40 ambition and business plan priorities very much in line with the Danish Government's clear global climate Reviewed by CFO Christina Hedegård Hyttel ambitions and focus on green economic recovery as a Relevant SDGs: response to the Covid-19 pandemic, including prioritised support for SDGs 11, 13, 7, 8 and 17. • C40 has demonstrated its comparative advantage and \bigcirc *** convening power to raise global climate ambition. C40 No Poverty Good Health. Gender Quality No Clean Water member cities account for 25% of global GDP and Wellbeing Hunger Education Equality Sanitation represent 700+ million people. • Denmark's strong experience and resource base in urban climate action. <u>^</u> CO Major risks and challenges: Affordable Decent Jobs. Industry, Sustainable Responsible • Covid-19 crisis risks negatively affecting priority given Econ. Growth Clean Innovation, Inequalities Cities, Consumption to climate action, including potential slow-down in Communities Energy Infrastructure & Production

- international political and economic commitment to the Paris Agreement and the SDGs.
- Capacity constraints in C40 cities in the global South.
- Changes of C40 city political leaders and political priorities
- Relatively limited C40 experience in supporting implementation, particularly in the global South and on resilience.

Strategic objective:

Contribute to healthier, safer and more prosperous cities in developing countries through the reduction of greenhouse gas emissions, enhanced climate risk resilience and the promotion of green economic recovery from the Covid-19 crisis.

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Justification for choice of partner:

C40's unique mandate to represent, connect and support the world's largest and most ambitious cities committed to addressing climate change and delivering on the Paris Agreement on climate change. Since it was established in 2005, C40 has demonstrated its comparative advantages and convening power and it has a strong brand as the most important group of large city leaders on climate issues globally.

Summary:

Support in 2020 will contribute to facilitate the transition to accelerated implementation of climate action in developing countries. Contribution to C40 Business Plan 2021-2024 will enhance C40 support to climate action implementation in cities in developing countries in the global South. Secondment of a senior specialist to support climate action implementation especially in Africa.

Budget in DKK million:	
Grant	61.4
Secondment of senior specialist	5.0
Mid-term Review	0.6
Total	DKK 67.00 mill.

Ministry of Foreign Affairs of Denmark (MFA) The C40 Cities Climate Leadership Group
Accelerating climate action in large cities in developing countries
Accelerating climate action in large cities in developing countries
Strategic support to C40
Programme Document
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Final

21 May 2020

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Key Abbreviations and Acronyms

BP	Business plan
BMUB/BMU	Now renamed BMU- German Federal Ministry for the Environment, Nature Conservation,
, , , , , , , , , , , , , , , , , , , ,	and Nuclear Safety
С	Celsius
C40	C40 Cities Climate Leadership Group
C40 cities	C40 member cities
CAP	Climate action plan
CAPTAP	Deadline 2020 Climate Action Planning Technical Assistance Programme
CCAC	Climate and Clean Air Coalition
CDP	Carbon Disclosure Project - A not-for-profit charity
CEO	Chief Executive Officer
CFF	C40 Cities Finance Facility
CIFF	Children's Investment Fund Foundation
Covid-19	Coronavirus disease 2019; a severe viral infection that caused a pandemic in 2020
Deadline 2020	Routemap for achieving the Paris Agreement, outlining the pace, scale and prioritization of action needed by C40 member cities
DK2020	Programme extending the approach of C40's Deadline 2020 framework for climate action
	planning to Danish municipalities. With funding from Realdania, DK 2020 started CAP
	process in 20 municipalities and will be extended to all Danish municipalities
DKK	Danish kroner
DTU	Danish Technical University
EE	Energy efficiency
ESMAP	World Bank Energy Sector Management Assistance Program
EU	European Union
F2	MFA electronic archive system
FSCI	C40 Financing Sustainable Cities Initiative
G20	International forum for the governments and central bank governors from 19 countries and
	the European Union
GCOM	Global Covenant of Mayors for Climate and Energy
GDI	MFA Department for Green Diplomacy
	(previously Department for Sustainable Growth and Employment, SGE)
GGGI	Global Green Growth Institute
GGND	Global Green New Deal
GHG	Greenhouse gas
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit,
	German technical cooperation agency
GJL	MFA Department for Sustainable Investments, Jobs, and Equal Opportunities
one	(previously Department for Quality Support, TQS)
GPC	Global Protocol for Community-Scale Greenhouse Gas Emission Inventories
HRBA	Human rights-based approach to development
ICA	Inclusive climate action
ICCT	International Council on Clean Transportation
ICLEI	Local Governments for Sustainability network
IFI	International financial institution
IFU	Investment Fund for Developing Countries
HED	International Institute for Environment and Development
IISD	International Institute for Sustainable Development
IMF	International Monetary Fund

Inclusivity	C40 defines 'inclusivity' as: The practice of including relevant stakeholders and communities,					
Therasivity	particularly marginalised and hard-to-reach groups, in the policymaking and urban					
	governance process, in order to ensure a fair policy process with equitable outcomes.					
IOM	International Organization for Migration					
IPCC	International Organization for Migration Intergovernmental Panel on Climate Change -					
	the United Nations body for assessing the science related to climate change					
IRENA	International Renewable Energy Agency					
KPI	Key performance indicator					
MEL	C40 Monitoring Evaluation and Learning framework					
MFA	Ministry of Foreign Affairs of Denmark					
MSW	Municipal solid waste					
MTR	Mid-term Review					
NDC	Nationally Determined Contribution					
	(under the Paris Agreement on Climate Change)					
ODA	Official Development Assistance (government aid designed to promote the economic					
	development and welfare of developing countries). OECD maintains a <u>list</u> of eligible					
	countries and territories; aid to these countries count as ODA.					
OECD	Organisation for Economic Co-operation and Development.					
P4G	Partnering for Green Growth and the Global Goals 2030					
PANT	Human rights principles of participation, accountability, non-discrimination and transparency					
PAP	Process action plan					
PD	Programme Document (for Danish strategic support to C40)					
PPT	Microsoft PowerPoint					
Q	Quarter					
RE	Renewable energy					
Realdania	A Danish non-profit, charitable <u>association</u> working to create quality of life for all through					
	the built environment					
RfP	Request for Proposal					
SDGs	Sustainable Development Goals					
SGE	MFA Department for Sustainable Growth and Employment (BVB in Danish)					
ToC	Theory of change					
TQS	Former MFA Department for Technical Quality Support (KFU in Danish)					
UNEP	United Nations Environment Programme					
UN-Habitat	The United Nations Human Settlements Programme					
USD	United States Dollar					
WRI	World Resources Institute					
	•					

1 USD = 6.81 DKK

Ref. National Bank of Denmark rates on 19 May 2020

1. Introduction

Climate change presents the single biggest threat to sustainable development everywhere and its widespread impacts disproportionately burden the poorest and most vulnerable. Therefore, decisive action to halt climate change and deal with its impact is integral to successfully delivering on the SDGs. The double crisis of climate change and Covid-19 underscores the need to step up action for building resilient, low carbon societies while in the short term, building back better and greener.

Cities are where the future happens first and more than half of the world's population live in cities. By 2025, another 2.5 billion people will have been added to the world's urban areas. Countries in Sub-Saharan Africa and some parts of Asia experience the highest growth rates in urban population. Large cities present major opportunities for delivering on the SDGs while building resilience and reducing emissions. Cities account for 70 percent of global emissions and 60 percent of global energy consumption. Therefore, climate action in cities is crucial, particularly in large cities. While cities in the global South are generally contributing less than cities in the global North to GHG emissions, they are increasingly challenged by effects of climate change, particularly affecting the most marginalised groups. Further, global South cities have a unique opportunity to avoid "carbon lock-in" while developing their infrastructures fast, by opting for low-carbon, resilient and inclusive solutions.

C40 is a global association of the world's largest cities that have committed to ambitious leadership and action on addressing climate change. Connecting 96¹ cities across the world, of which over half are in the global South, the network of C40 member cities represent 1/4 of the global economy and at least 700 million people, of which more than 2/3 live in the global South. The mix of cities united through C40 illustrates how shared goals among cities from the global North and the global South can create a strong movement of solidarity and knowledge sharing.

Denmark currently supports C40 through a DKK 15 million grant for C40's assistance to the development of climate action plans in the cities of Addis Ababa, Ho Chi Minh City, Jakarta, Wuhan and Qingdao over the period 2018-2020 and through the secondment of a Programme Manager to the Programmes, Business & Innovation team in London. This collaboration has provided a good basis for assessing the potential of C40's climate engagement.

2. Strategic Considerations

C40 has demonstrated global bargaining power to influence the climate negotiations and build a race-to-the-top approach between large cities across the globe. With the mobilisation around the Global Green New Deal, C40 has taken a strong commitment to promoting a just transition in cities in the world and has enhanced its engagement in assisting member cities

¹ 94 active members plus 2 that are temporarily inactive. See map of C40 cities in Annex 12.

in the global South in implementing inclusive climate action thus further linking delivery on the Paris Agreement and the SDGs.

Most recently, C40 is responding to Covid-19 as mayors are reaching out to each other sharing knowledge. In late April, C40 launched the "Global Mayors Covid-19 Recovery Task Force" under the leadership of Milan's Mayor Sala and with the Mayor of Seoul, the Mayor of Freetown and the Mayor of Medellin amongst the participants. Committed to build a better, more sustainable, more resilient and fair society out of the recovery from the Covid-19 crisis, nine principles have been launched to support city recovery (see principles below).

Essence of C40 Global Green New Deal

Commitment to protecting our environment, strengthening our economy, and building a more equitable future by cutting emissions from the sectors most responsible for the climate crisis – transportation, buildings, industry, and waste – to keep global heating below the 1.5°C goal of the Paris Agreement.

This includes putting inclusive climate action at the centre of all urban decision-making to secure a just transition for those working in high-carbon industries and correct long-running environmental injustices for those disproportionately impacted by the climate crisis — people living in the global South generally, and the poorest communities everywhere.

Adopted at C40's World Mayors Summit in Copenhagen, October 2019

Box 2.1 – C40 key principles for green economic recovery

C40 key principles for green economic recovery

- 1. The **recovery should not be a return to 'business as usual'** because that is a world on track for 3°C or more of over-heating;
- 2. The recovery, above all, must be guided by an adherence to public health and scientific expertise, in order to assure the safety of those who live in our cities;
- 3. Excellent public services, public investment and increased community resilience will form the most effective basis for the recovery;
- 4. The recovery **must address issues of equity** that have been laid bare by the impact of the crisis for example, workers who are now recognised as essential should be celebrated and compensated accordingly and policies must support people living in informal settlements;
- 5. The recovery **must improve the resilience of our cities and communities**. Therefore, investments should be made to protect against future threats including the climate crisis and to support those people impacted by climate and health risks;
- 6. Climate action can help accelerate economic recovery and enhance social equity, through the use of new technologies and the creation of new industries and new jobs. These will drive wider benefits for our residents, workers, students, businesses and visitors;
- 7. We commit to **doing everything in our power** and the power of our city governments to ensure that the **recovery from COVID-19** is healthy, equitable and sustainable;
- 8. We commit to using our collective voices and individual actions to ensure that **national governments support** both cities and the investments needed in cities, to deliver an economic recovery that is healthy, equitable and sustainable;
- We commit to using our collective voices and individual actions to ensure that international and regional institutions invest directly in cities to support a healthy, equitable and sustainable recovery.

The C40 Business Plan 2017-2020 is coming to an end. The Deadline 2020 Climate Action Planning programme, which supports cities to develop inclusive and integrated adaptation and mitigation action plans consistent with the 1.5 °C ambition of the Paris Agreement, has been at the core of C40's engagement over this period. By mid-2021, all C40 cities will have developed and presented their Climate Action Plans and focus will shift to implementation of priority action.

In many ways, C40 stands at an institutional transformative crossroad. The network has already shown convincing adaptive capacity at political level with the mobilisation behind the Global Green New Deal and the swift reaction to the Covid-19 crisis. The need to ensure that the economic recovery is both green and inclusive is underlined by the dim economic outlook. In mid-April, the International Monetary Fund (IMF) projected that global growth would fall to -3% in 2020, -1% for emerging markets and developing economies alone². While the challenge is global, C40 cities in developing countries are particularly exposed due to existing socio-economic fragility. C40's Business Plan 2021-2024 will maintain the principle of providing deep support to member cities in the global South. However, in its current form, C40 has limited capacity to support these member cities in overcoming barriers of implementation. Some institutional reorientation is required including new technical capacity, stronger presence in the regions in the global South and new delivery models.

3. Justification

Funding for C40's Business Plan is provided by 3 main strategic funders, Bloomberg Philanthropies, the Children's Investment Fund Foundation (CIFF), and Realdania. It is noteworthy that these three main strategic funders have all continued to increase their financial contribution over the years with expected maintained or increased annual contributions and with Realdania having recently announced its annual contribution of USD 5 million in 2021-2024.

Through a strategic partnership with C40, Denmark can lend relevant expertise from local presence and decades of working on the ground in developing and transition countries while C40 can share expertise from longstanding collaboration with and across cities. This exchange has already proven valuable during the formulation process of the present programme, which coincided with key milestones in the preparation of the C40 Business Plan 2021-2024³. The MFA helped advance C40 thinking in particular with respect to adaptation and resilience, results framework and monitoring, systematic approach to ODA traceability in budget, spend and accounts, and models for delivery of technical support at large scale for accelerated implementation in cities in developing countries. The Danish grant aims to support C40 in the accelerated implementation and close collaboration is foreseen throughout the implementation of the business plan, through e.g. active engagement of relevant Danish embassies, secondment at senior technical level, and continued strategic dialogue.

² IMF, World Economic Outlook, April 2020.

³ Cf. Annex 8

The <u>development objective</u> of the proposed support is to contribute to resilient, low-carbon cities in developing countries through the reduction of greenhouse gas emissions, enhanced climate risk resilience and the promotion of building back better and greener from the Covid-19 crisis.

The focus will be on C40 member cities in the global South in low income and lower middle-income countries in Africa and Asia, especially:

	Africa	Asia
Low income countries Lower middle income countries		Lower middle income countries
Addis Ababa Abidjan Accra Freetown Dakar Lagos Dar es Salaam Nairobi		Dhaka Hanoi, Ho Chi Minh City Bengaluru, Chennai, Delhi, Kolkata Jakarta
Cape Town, Durban, Jo	hannesburg, Tshwane (Pretoria)	Karachi

In addition to monitoring progress in focus cities, MFA will continue to monitor overall progress and results in strategic areas such as adaptation and resilience including creation of decent green jobs, delivery models for accelerated implementation, ODA traceability, and organisational adjustment for enhanced support to cities the global South (see also selected indicators in Chapter 5).

During the implementation, a range of Danish resources can be drawn on including a strong Danish resource base in urban planning and climate action as well as know-how and technologies for urban climate solutions. The City of Copenhagen is a member of C40 as an innovator city⁴. The C40 standard for climate planning is extended to Danish municipalities through the DK2020 programme, funded by Realdania, thus creating connections between Danish cities and the strategic platform of the large cities associated in the C40 network. In return, the Danish experience is the basis for C40's work to extend climate ambition beyond the large member cities. The City of Copenhagen and the City of Aarhus are both engaged in Strategic Sector Cooperation related to sustainable urban development in countries in Africa.

3.1 Context

The C40 network is based on membership and new cities interested in joining C40 must meet set criteria for membership. To keep this membership, each city must annually comply with C40's participation standards, which require a high level of ambition on climate action, as defined in a set of strong commitments to be made by each member city. C40 closely monitors city adherence to the participation standards and continued membership is contingent on climate action, not payment of a membership fee.

Key instruments for raising ambition are the Deadline 2020 framework for climate action planning and the network's five key sectoral Declarations aiming to shift global markets that have mobilised some of the world's most ambitious cities rallying behind these platforms for concerted action. To bring into play city expertise and experience, C40 operates with 16 thematic networks for peer-to-peer exchange aimed at helping cities replicate, improve and

⁴ Lord Mayor, Frank Jensen, is a Vice-Chair of C40's Steering Committee.

accelerate climate action. C40 also increasingly support cities to develop finance-ready projects to reduce emissions and strengthen resilience. Currently, approximately 19 projects are supported through the Cities Finance Facility⁵. See examples of C40 initiatives in Box 3.1 below.

Box 3.1 -Examples of C40 action

C40 Building Energy 2020 Programme

4 cities in Africa and 5 cities in China transforming their building stock for a low carbon future

Building resilience to urban flooding

Development and sharing of methodologies for urban flooding risk assessment, emergency responses, and flood adaptation measures in the Urban Flooding Network.

Economic development and creation of green jobs

The development of methods for creating and measuring "green jobs" is anchored in the Green Economy and Innovation Forum and illustrates the C40 city-to-city knowledge sharing and learning among senior city planners.

Cities, climate and migration

Exploring the nexus between climate and migration in cities, C40 in collaboration with the Mayors Migration Council.

To push an innovative and actionable climate agenda, C40 has created broad collaborative networks and established strategic cooperation with a number of stakeholders including from the private sector. C40 is member of several city alliances such as the Global Covenant of Mayors for Climate and Energy and the Coalition for Urban Transitions. Other key partners are ICLEI - Local Governments for Sustainability, and the World Resources Institute (WRI).

C40 adheres to the principles of good governance and applies sustainability standards. The principles of participation, accountability, non-discrimination and transparency are at the core of C40's values and principles. C40 also gives high priority to gender equality and the inclusion of youth in their work with member cities. In the line-up to the 2019 Women4Climate Conference in Paris, C40 published the report Gender Inclusive Climate Action in Cities. Under the core principles of the Global Green New Deal, business, governments, investors, labour, civil society, citizens, and communities, disproportionately impacted by climate change and poverty, will be part of the coalition necessary to tackle the climate crisis. Through the C40 Global Youth Initiative, C40 works closely with young people in C40 cities to help shape the sustainable future they want. The work of the Green Economy and Innovation Forum includes high-level city planner meetings on a regular basis to develop methodologies and tools to define green jobs and how climate action and green transition can generate those.

Annex 1 provides further details on key findings and conclusions from the context analysis of background documents and information. A list of key background documents used in the context analysis and in this Programme Document is found in Annex 6.

⁵ Further information about C40 declarations, networks, programmes and other tools is included in Annex 11.

3.2 Key results, lessons and challenges

Box 3.2 - Key results from current C40 Business Plan period (2016-2020)

Key Results 2016-2020

- 96 of the world's largest cities have committed to ambitious climate action through C40's demanding Participation Standards.
- All C40 member cities are expected to complete 1.5°C aligned, resilient and inclusive climate action plans (CAP) in 2020/2021.
- C40 Declarations serve as important platforms for concerted climate action, e.g. 23 cities committed to Net Zero Carbon Buildings, 28 cities and regions representing around 155 million citizens committed to Advancing towards Zero Waste Declaration.
- Demand-driven advice and assistance provided to C40 cities through embedded city advisors and peer-sharing sectoral networks.
- 19 finance-ready projects to reduce emissions and strengthen resilience underway through the Cities Finance Facility (CFF)

Lessons and challenges emerging from past evaluations

C40 is demand driven and engaged in an ongoing dialogue with member cities. Candid feedback is provided by mayors, directly as well as through the elected Steering Committee. C40 has undergone regular evaluations of which the most recent were in 2016 and 2020 respectively. Among the main observations and recommendations are:

There was consensus among cities that membership of C40 brings value to the cities' climate work, through the exchange of experiences and exposure provided to the cities. Further, cities agreed that membership gives cities a voice at the global stage and that the internal peer pressure in the network inspires cities towards action. Cities found the substantial technical and knowledge support they receive from C40 and peer cities decisive, leading to bolder and more efficient action.

Regarding cities in developing countries in the global South in particular, strengthened focus on adaptation was requested. Further, while the global South cities appreciated the guidance provided by City Advisors and Regional Directors, there also was a demand for further enhancing presence of expertise in the regions and at local level.

The 2021-2024 Business Plan reflects clear responses to lessons from formal evaluations as well as from the ongoing dialogue with member cities. In particular, the enhanced focus on dedicated C40 support to cities in the global South is a response to past lessons and queries. The strengthening of capacities and the internal organisation of climate adaptation resources is another example of C40's response.

3.3 Relevance

Relevance to SDGs and the Paris Agreement on Climate Change: The Global Green New Deal is a strong C40 commitment to promoting a just transition in cities in the world. This commitment has enhanced C40's engagement in assisting member cities in the global South in implementing inclusive climate action and further linking delivery on the Paris Agreement and the SDGs, particularly SDG 10 (Reduce inequality within and among countries). By definition, C40's work also contributes directly to SDG 11 (Make cities and human settlements inclusive, safe, resilient and sustainable) and SDG 13 (Take urgent action to combat climate change and its impacts). C40's work on climate change mitigation is also highly relevant for SDG 7 (Ensure access to affordable, reliable, sustainable and modern energy for all). Further, the C40 BP 2021-2024 includes focus on green jobs, thus contributing to SDG 8 (Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all).

With C40's immediate response to Covid-19 and the adoption of key principles for green economic recovery, the network may further underpin its contribution to all the above mentioned SDGs. Finally, C40's convening power and wide city membership, inclusive action at member city level, as well as C40's cooperation with global actors contribute to SDG 17 (Strengthen the means of implementation and revitalize the global partnership for sustainable development). Obviously, City climate action also contributes directly to the goals of the Paris Agreement on Climate Change and to raising ambition in the related Nationally Determined Contributions (NDCs).

Relevance to C40 member cities and their citizens and city level stakeholders: To raise global ambition, C40's value proposition is demand driven and evidence-based. The demand-led approach requires continuous adjustment of the offer. C40 is therefore increasingly moving from a primary focus on mayors and overall city governance to stronger cooperation with technical level city staff, as the C40 business plan focus is moving from climate action planning into accelerated implementation of climate action. This also leads to working on more issues such as access to finance for climate action, promotion of immediate socioeconomic benefits and prioritizing urgency, inclusivity, the creation of green jobs and a just transition. C40 is looking to support entrepreneurial city governments that use public and private investment and tough regulation to create and shape markets for products and services related to adaptation to climate hazards as well as zero carbon products and services. To this end, C40 is planning to build alliances with businesses, financial institutions, and civil society groups who share this commitment.

During the 2021-2024 Business Plan, C40 will assist cities with the implementation of the priority actions in their respective resilient and inclusive climate action plans aligned with the 1.5°C ambition of the Paris Agreement. Particular focus will be on supporting C40 global South cities, through the existing offer complemented by dedicated regional thematic programmes and City Advisors for tangible results on the ground.

Relevance to Danish Development Cooperation Priorities: With strong backing from parliament, the Danish government is committed to very high national climate ambitions and has engaged Danish private sector actors in setting and delivering sector specific targets.

Through active climate diplomacy, national commitment is put forward to raise global ambition. Denmark's strategy for development cooperation and humanitarian action, The World 2030, also reflects Denmark's high level of ambition and the strategic articulation of the C40 Business Plan 2021-2024 is very much in line with Danish strategic priorities going forward. The Minister for Development Cooperation has met the Covid-19 crisis with resolute action allocating substantial funds in 2020 for the emergency response as well as for initiatives for building back better and greener. The latter are expected to constitute an essential priority in the years to come including in the 2021 Finance Act. The proposed support for C40 is explicitly mentioned in the Danish Government's Priorities for Danish Development Cooperation 2020, which also highlight Africa and SDGs 11, 13, 7, 8, and 17.

Denmark already supports climate action planning in 5 C40 cities in the global South. In addition to funding contributing to delivering on the above mentioned SDGs in cities in developing countries, a strategic partnership with C40 for the coming BP period allows to engage expertise from various sectors and levels of the Danish society to the benefit of implementation of climate action in developing countries. At the same time, Denmark can learn from C40 and member cities tackling climate action and adaptation with great ambition. MFA can share networks and experience, including in designing and monitoring implementation programmes on the ground in developing countries. Lending experience from many years of engagement in international development cooperation, MFA has been engaged in strategic meetings with C40, focusing on core elements of the BP 2021-2024, including aims, objectives and indicators (along with C40's three strategic funders) and the further development of C40's systematic ODA expenditure tracking. An MFA-funded study on C40 delivery models in developing countries is another contribution to supporting C40's Business Plan development while also ensuring relevance to Danish concerns of delivery of tangible results of climate action in cities in developing countries.

3.4 Effectiveness and Efficiency

C40 was established in 2005 and has continued to broaden the network of cities, while at the same time maintaining high requirements (Participation Standards) for the active engagement of member cities. Over the past 15 years, the organisation has continued to professionalise its strategy and interventions through programmes such as "Deadline 2020" and "Inclusive Climate Action", but also through partnerships with selected organisations (including ICCT, ICLEI, World Bank, GGGI, WRI and P4G) and private companies (such as Rockwool, Grundfos, Novo Nordisk). Although the number of partners has grown considerably, C40 has managed to maintain focus on the organisation's core objectives. It is also noted that the original strategic funders have continued and stepped-up their strategic core support providing predictability and strengthening coherence, effectiveness and efficiency. With close alignment to the aims and objectives of C40's Business Plan for 2021-2024, the present strategic support is aimed at further ensuring focus on C40's strategic goals and the adaptation of the organisation to new requirements related to cities' efficient implementation of climate action leading to tangible results on the ground, in particular in cities in developing countries in the global South. The enhancement of C40's expertise in action related to adaptation is also a clear requirement, as adaptation and resilience are very high priorities in cities in developing countries in the global South, and particularly in Africa.

Driven directly by city demand, C40 responds flexibly to evolving city priorities by for instance convening new networks around sectors of interest to cities, such as the Urban Flooding Network of particular interest for cities in developing countries. C40 is tracking delivery and impact on the ground through a robust set of indicators agreed with its strategic core funders. The focus indicators for the present strategic grant are chosen from this set of indicators and particularly concern results in a selected subset of cities in developing countries in the global South.

3.5 Sustainability and Impact

Given C40's Participation Standards, cities engaging as C40 members are by definition already committed to combatting climate change. Participation in C40 is helping and supporting the cities, although many remain prone to known structural challenges, not least cities in developing countries. C40 and the member cities strive to create momentum through peer-to-peer guidance and action. These effects are likely to be sustained beyond C40 participation. The active use of "impact drivers" can help achieve deeper and more sustainable impact potential. Examples of such drivers are given in Box 4.1.

As C40 moves from planning to accelerated implementation of climate action in cities, the top-line global impact C40 seeks by the end of 2024 is that almost every city's emissions have peaked and are declining at a rate consistent with the trajectory set out in their 1.5°C pathways, aligned and inclusive climate action plans, while having increased city climate resilience. Particular attention will be on ensuring accelerated implementation of climate action in cities in developing countries in the global South. C40 will also measure C40-wide success by assessing progress towards the collective 2030 sectoral targets in C40's global Declarations and with regards to improved city resilience, as well as wider social, environmental and economic benefits delivered.

4. Theory of Change and key Assumptions

The Theory of Change (ToC) underlying Danish support to the C40 accelerated implementation strategy is that,

if cities in developing countries in the global South have developed an evidence based climate action plan and, based on inclusive consultations, have identified policy and project, if there is strong political backing, if cities can access support to address barriers to implementation, and if they can access resources and partnerships to efficiently deliver key climate initiatives, then they can implement climate action in a way that is ambitious, sustainable and inclusive, through concrete policies and projects delivered on the ground to the benefit of climate and citizens.

C40's ToC for the Business Plan 2021-2024 is presented below.

Theory of Change C40 Business Plan 2021-2024

C40 believe that the voices and the actions of the mayors of the world's major cities can help the world avoid a climate crisis.

If cities have a plan and identified priorities, if there is strong political backing, if they can access support to address barriers, then they can implement climate action in a way that is ambitious, resilient and inclusive, through concrete policies and projects delivered on the ground.

If C40 supports cities in overcoming the most frequent and difficult barriers for delivering action for a number of key initiatives with high impact, then cities will make progress on the most globally relevant actions. Support includes: facilitating the sharing of best practice between cities; enabling partnerships; technical assistance; and helping cities to make the case for climate action to citizens and stakeholders. This is particularly important in C40's global south membership, as these cities often face a wide spectrum of potential barriers to implementation but severely lack capacity.

If C40 cities are implementing the most important 1.5°, inclusive and resilient actions, then this positions them to be the credible catalysing force in a coalition to address climate breakdown. They will demonstrate that it is still possible to deliver the change we need. This in turn will inspire other mayors – beyond C40 cities – to implement similar actions and to learn from the lessons of leading cities that have gone before them.

If cities also pursue greater engagement with citizens, businesses, and different tiers of governments, they can contribute to building widespread momentum for change, spurring greater innovation and collaboration, helping to reach critical tipping points in markets, generating jobs and economic opportunities and encouraging all actors to be more ambitious in tackling climate change.

If all actors become more ambitious in tackling climate change, this will have deliver emission reductions globally and also making it easier for C40 members to deliver on their commitments locally. This will help the world avoid the climate crisis.

A slightly simplified visualization of strategic aims and objectives for the Business Plan 2021-2024 is presented in the ToC graphic in Figure 4.1 also including key assumptions. It is noted that C40 views the BP aims as the intended impacts while the objectives are seen as expected outcomes. For easy reference, key assumptions and impact drivers are presented here:

Box 4.2 – Key assumptions and impact drivers

Key assumptions:

From Inputs to Activity/Output Areas

- C40 and member cities committed to sustained engagement and willing and able to allocate staff time and inputs in-kind to engage effectively.
- Timely and flexible work planning to ensure city input/knowledge uptake and implementation action.
- C40 management team flexible to allow for quick remedial action when deviations from agreed work plans occur.

From Outputs to Outcomes

- C40 cities value strategic cooperation for informed decision making and prioritisation of resources to achieve targets.
- C40 cities engage effectively throughout the BP period and value peer-to-peer exchanges of good practice and paths to avoid.
- C40 city climate action is inclusive and involves relevant stakeholders.
- Ability of C40 and member cities to ensure additionality and synergies in a field with many actors.
- Flexibility and continued attention to assumptions and risks during implementation to ensure alignment and effectiveness of C40 support to city priority needs in a highly dynamic context.

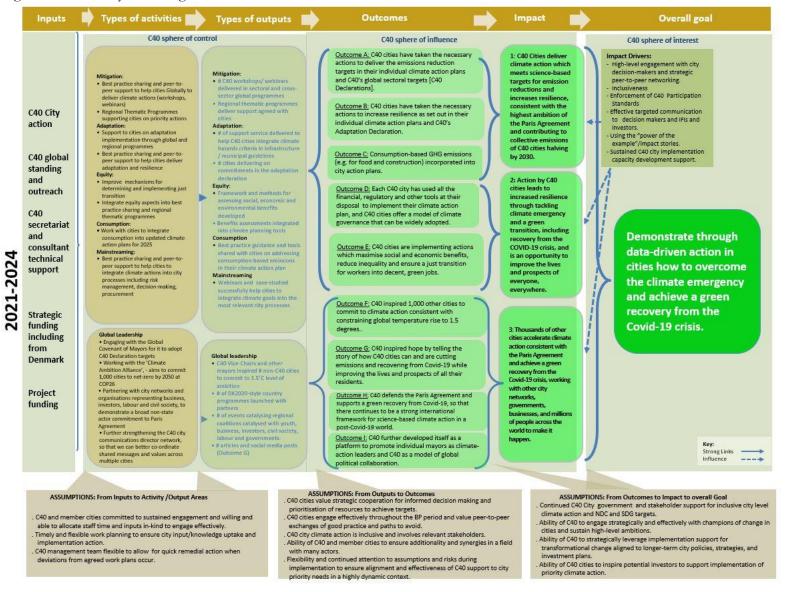
From Outcomes to Impact and overall Goals

- Continued C40 city government and stakeholder support for inclusive city level climate action that contributes to national NDC and SDG targets in C40 city countries.
- Ability of C40 to engage strategically and effectively with champions of change in cities and sustain high-level ambitions.
- Ability of C40 and member cities to strategically leverage implementation support for transformational change aligned to longer-term city policies, strategies, and investment plans.
- Ability of C40 cities to inspire potential investors to support implementation of priority climate action.

Impact drivers:

- High-level engagement with city decision-makers and strategic peer-to-peer networking.
- Inclusiveness, involving the key stakeholders at city level, including effective public-private partnerships and involvement of civil society organisations in advocacy and awareness-raising.
- Enforcement of C40 Participation Standards.
- Effective targeted communication to decision makers also at regional and national levels and to IFIs and investors.
- Using the "power of the example"/impact stories and "seeing is believing" where relevant and possible support for study visits enabling decision makers to see innovation first-hand.
- Sustained C40 city implementation capacity development support.

Figure 4.1 – Theory of Change



5. Objectives and Summary of Results Framework

While the final C40 Business Plan 2021-2024 will be signed-off in Q4 2020, the C40 Steering Committee and Board have pre-emptively agreed in March 2020 on the strategic aims of the Plan, under the overarching aim to "demonstrate through data-driven action in cities how to overcome the climate emergency and achieve a green recovery from the Covid-19 crisis".

It is noted that the C40 Business Plan 2021-2024 output level indicators will only be developed from June through November 2020 to be approved as part of the final Business Plan by the C40 Board in November-December 2020. For this reason, the baselines and targets have not yet been finalised. A technical inception review of the Danish support to C40 will assess the defined outputs, baselines and target in view of Danish priorities (see further information on scope and timing in 8.2 below).

Table 5.1 below summarises the C40 Business Plan 2021-2024 results framework at impact level. Further details on the results framework can be found in Annex 3.

Table 5.1 – Impact level indicators⁶

Impact 1		C40 cities deliver climate action which meets science-based targets for		
		emission reductions and increases resilience, consistent with the highest		
		ambition	of the Paris Agreement and contributing to collective emissions of	
	C40 cities halving by 2030.			
Impact Indica	ator 1.1	Average	per capita city-wide GHG emissions (tCO2e/capita/year;	
		baseline	2015)	
Baseline	Year	2015	5.1 tCO ₂ e/capita [TBC]	
Target	Year	2024	Between 4.3 (2020) - 3 (2030) [TBC]	
Impact Indicator 1.2 Absolute city-wide GHG emissions (tCO2e)		e city-wide GHG emissions (tCO2e)		
Baseline	Year	2015	[TBC]	
Target	Year	2024	[TBC]	
Impact Indicator 1.3 %		% of]	population safeguarded against climate impacts through	
		impleme	entation of climate adaptation action	
Baseline	Year	2020	Xx % of population safeguarded from flooding (# TBC per region)	
Target	Year	2024	TBC (# TBC per region)	

Impact 2		Action by C40 cities leads to increased resilience through tackling climate		
		emergency and a green transition, including recovery from the COVID-19 crisis,		
		and is al	so an opportunity to improve the lives and prospects of everyone,	
		everywhere.		
Impact Indicator 2.1 Cumulative # of residents enjoying improved air quality (PM 2.5		tive # of residents enjoying improved air quality (PM 2.5 µg/m³		
		as metric), contributing to preventing premature deaths		
Baseline	Year	2020	# of residents (# TBC per region)	
Target	Year	2024 TBC (# TBC per region)		
Impact Indicator 2.2 # of decent, green jobs created		cent, green jobs created		
Baseline	Year	2020	# of decent, green jobs created (# TBC per region)	
Target	Year	2024	TBC (per region)	

⁶ In C40's Business Plan, impacts are referred to as "Aims".

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Impact 3 Thous			ds of other cities accelerate climate action consistent with the Paris		
		Agreeme	Agreement and achieve a green recovery from the COVID-19 crisis, inspired		
		by C40 and working with other city networks, governments, businesses, and			
millions of people across the world to make it happen.			of people across the world to make it happen.		
Impact indicator % global GHG emissions and % of population represented by		1 GHG emissions and % of population represented by # cities			
3.1 committed		ed			
Baseline	Year	2020	TBC		
Target	Year	2024	TBC		

Baselines and targets per regions will be set. The regions are Africa, Asia, Latin America, Europe, North America⁷.

Particular results focus for Danish contribution 2020-2024

Through the Danish contribution to C40, MFA will have a strategic focus on implementation of climate action delivering tangible results on the ground, corresponding to Impacts #1 and #2 in table 5.1 above. MFA will have a geographic focus on the cities in global South listed in table 5.2 below. Priority will be given to building climate resilience including the creation of decent, green jobs (outcomes B, D and E, cf. Annex 3). In addition, for focus cities in Asia, MFA will also give priority to emission reduction (outcome A, also Annex 3).

As indicated in Chapter 3, the geographic focus will be on cities in low income and lower middle-income countries in Africa and Asia as listed below in table 5.2.

Table 5.2 - C40 member cities in the global South in Africa and Asia

A	frica	Asia
Low income countries	Lower middle income countries	Lower middle income countries
Addis Ababa Freetown Dar es Salaam	Abidjan Accra Dakar Lagos Nairobi	Dhaka Hanoi, Ho Chi Minh City Bengaluru, Chennai, Delhi, Kolkata Jakarta
Cape Town, Du Tshwane (Pretoria)	urban, Johannesburg,	Karachi

As the BP 2021-2024 will enhance focus on accelerated implementation, Denmark will in particular monitor progress on the following priorities for organisational adjustment within C40:

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⁷ C40 regions in Asia include: South & West Asia, East, Central East Asia and East, Southeast Asia and Oceania. These are grouped here under 'Asia' for the purpose of the Results Framework.

Enhanced re	gional C40	C40 strengthens the regional management of its Accelerated Implementation		
representatio	representation		l programmatic activities by further developing the capabilities and	
		respons	sibilities of its regional teams in Africa and South East Asia.	
Indicator		# of A	Accelerated Implementation regional programmes in Africa and	
		South 1	East Asia managed by the relevant C40 regional director.	
Baseline	Year	2020	0	
Target	Year	2024	2	
Strengthened C40 stre		C40 str	engthens the internal organisation of its climate adaptation resources to	
adaptation ca	capacity and increase synergies and organizational alignment around its key adaptation		e synergies and organizational alignment around its key adaptation	
organisation		objectives.		
Indicator	Indicator C40 adaptation capacity streamlined under the management of		aptation capacity streamlined under the management of one C40	
		Manag	ement Team lead.	
Baseline	Year	2020	C40 adaptation capacity embedded in different C40 teams under	
		different C40 management Team leads		
Target	Year	2024	Dedicated C40 Global Adaptation team established under the	
		management of one C40 Management Team lead.		

Finally, in 2020 the Danish contribution will have a focus on the transition from climate action planning in the expiring business plan to the climate action implementation focus in 2021-2024. MFA will in particular focus on progress on the following:

Impact 0		Danish funding in 2020 has contributed to C40 being well-prepared to support				
		C40 cities in developing countries in the transition from climate action planning				
		to implementation of 1.5°C aligned inclusive and resilient climate action, with				
		particular attention to the global South.				
Indicator		Criteria and process for C40 implementation support to C40 city climate				
		actions agreed.				
Baseline	Year	Mid-	C40 support is focused on climate action planning and criteria and			
		2020	process for C40 implementation support is under development.			
Target	Year	End-	Criteria and process for C40 implementation support agreed and			
		2020	strengthening of C40 capacity and adjustment of operational structure			
			decided.			

5.1 Accelerating implementation in global South cities

To accelerate implementation, C40 will assist cities with the implementation of the priority actions in their respective resilient and inclusive climate action plans aligned with the 1.5°C ambition of the Paris Agreement. The aim will also be to demonstrate, through action by C40 cities, that addressing climate emergency and engaging in green recovery from the Covid-19 crisis is an opportunity to reduce poverty and improve the lives and prospects of citizens. C40 is planning to build alliances with businesses, financial institutions, and civil society groups who share this commitment. Particular focus will be on supporting C40 global South cities in accelerating implementation. In addition to C40 sectoral networks and forums, cities can benefit from a range of global programmes supporting cities needs and provide oversight of progress at regional and city level. These programmes include among other: Measurement

& Planning (M&P), Financing Sustainable Cities, Cities Finance Facility, Divest/Invest Programme, City Business Engagement, Research, Legal and Governance Support, Inclusive Climate Action (see examples in table 5.3 below).

Table 5.3 – Climate action implementation with C40 support

River Restoration - C40 Urban Flooding Network and C40 Cities Finance Facility

For the Durban Riverine Restoration Project, the city of Durban implemented a cost benefit analysis to restore rivers inside the city. The pilot project recovered 185 km, and the goal is to recover 3600 km until 2030 and 7400 until 2050. The project removes alien species and waste from the river, restoring the riparian and floodplain zones and generating jobs for locals. The transformative Riverine Restoration project in Durban was implemented with support from the C40 Urban Flooding Network and the C40 Cities Finance Facility.

Clean Energy - Financing Sustainable Cities Initiative

Chennai was able to develop a net-metering policy for solar PV, which allows building owners to sell surplus generated back to the grid. This policy dramatically improves the business case for investing in rooftop solar in the city and was foundation for a 600-building pilot tender. The State of Tamil Nadu is looking to build upon the success of the tender and scale up the installation of rooftop PV panels on municipal buildings with another tender of almost 10 times the original project. The project was implemented with support from the C40 Financing Sustainable Cities Initiative and the C40 Clean Energy Network.

Despite the broad offer, a series of adjustments of the current offer is deemed needed to ensure accelerated implementation in global South cities. During the first quarter of 2020, an independent Danish MFA funded consultant study was conducted to facilitate clarification, with a focus on cities in developing countries, of the future C40 delivery model for accelerated implementation and to identify areas of institutional reorientation. With respect to the latter, the study found that some adjustment of functions, regional and local presence, staff profiles and communications lines were needed as C40 further enhances support to cities' implementation of climate action. These aspects will be further analysed in an independent study planned for May-July⁸. The gradual strengthening of C40 capacity and operational structure will be in process over the next years. This includes enhanced capacity on the ground, not least in Africa, and a considerable boost of expertise in the field of adaptation.

Regarding the future C40 delivery model, C40 will complement the existing offer with dedicated regional thematic programmes and City Advisors for an efficient and cost-effective response. Before the end of 2020, criteria and process will be designed and approved for agreeing up to 3 priority actions with each global South member city for which cities express a need for C40 support. The priority actions shall be part of the city 1.5 °C aligned, resilient and inclusive climate action plans. Based on the adopted criteria, integrating green economic recovery, and the individual city priorities, the city and C40 will agree on the appropriate suite of C40 services to be provided in a streamlined and flexible way in support of the selected

⁸ Funded by CIFF.

priority actions. This aims to ensure there is a clear compact between each member city and C40 about the goals on which it is focused and the support that C40 will provide to help them achieve implementation.

The content will vary from city to city and will most likely include elements of support through global programmes and peer-to-peer networks as well as regional thematic programmes. Criteria and process for selecting potential Regional Thematic Programmes will be defined and agreed for each region.

The regional thematic programmes will focus on providing services that support the accelerated implementation of each member city's priority climate action, as set out in their climate action plans aligned with the 1.5°C ambition of the Paris Agreement and C40 Declarations the cities have committed to. According to C40 assessment, providing support through thematic sectoral programmes at a regional level have several advantages including:

- Economies of scale for C40 ability to provide technical advice and support to a number of cities at the same time, which reduces the unit cost for city support by C40.
- Opportunity to concentrate resources where they are most needed and reach higher quality in services through targeted recruitment of specialised expertise with deep regional knowledge and understanding.
- Greater similarities between cities in terms of culture and governance structures but also with respect to barriers to climate action⁹.
- Greater opportunities to scale up from a high ambition C40 cohort and replicate to non-member cities within the region leading to increased impact and economies of scale.

Table 5.4 – Example of potential future Regional Thematic Programmes

Potential Regional Thematic Programmes

- O Prevention of flooding in cities in Africa for enhanced resilience, in particular for citizens in informal settlements.
- Low-carbon building design construction programme in cities in East and Southeast Asia offering more formal living arrangements for population in informal settlements.

In general, cities in developing countries have limited access to large-scale finance and investors. This is also a key concern for C40 member cities seeking to accelerate implementation of climate action. Dialogue with institutional investors, including multilateral development banks, will be a pivotal element to promote access to financial products and understanding of expectations to bankable projects at city level. The Danish MFA will contribute to facilitating dialogue is with the African Development Bank and the Pan-African

⁹ Barriers such as national legislation and relationship between national government and cities, mechanisms of civil society, structure of cities (e.g. role of informal sector and informal settlements), finance (credit ratings, financial regulations...).

urban and municipal fund in particular, but also with Danish institutions such as the Investment Fund for Developing Countries and the Export Credit Fund.

6. Inputs, Budget and Financial Management

C40's key strategic funders are Realdania, Bloomberg Philanthropies and Children's Investment Fund Foundation (CIFF). They have all been engaged in C40 over a long period and provide considerable contributions to the implementation of C40's business plan through core funding as well as dedicated project funding to specific projects. Among bilateral funders, Germany and the UK are also long-term contributors to C40 (see list of funders and partners in Annex 4).

6.1 C40 budget

C40 is in the final year of the Business Plan 2017-2020 with a total budget of USD 124 million. C40's budget has doubled from USD 15 million in 2016 to USD 30 million in 2019. From January 2021, the Business Plan 2021-2024 will take effect with a focus on accelerated implementation of climate action in cities. The foreseen budget for 2021-2024 amounts to USD 133.7 million. This amount is likely to increase over the 4-year period.

Table 6.1 – C40 Cities anticipated impact level budget for Business Plan 2021-2024

	Business Plan 2021-2024 Budget	2021	2022	2023	2024	TOTAL million USD
Acce	Accelerated Implementation		25.2	26.1	27.2	103
0	C40 Cities lead by example, to deliver climate action which meets science-based targets for emission reductions and increases resilience, consistent with the ambition of the Paris Agreement to constrain global average temperature rise to 1.5 degrees Action by C40 cities will demonstrate that tackling climate breakdown is also an opportunity to end poverty, improve air quality and improve the lives and prospects of everyone, everywhere					
Glob	Global Leadership		7.2	7.5	7.8	29.5
0	C40 seeks to inspire thousands of other cities to accelerate climate action consistent with the Paris Agreement, and work with other governments, businesses, and millions of people across the world to make it happen.					
Cros	Cross Programme (M&E and other functions)		0.3	0.3	0.3	1.2
Total		31.8	32.7	33.9	35.3	133.7

Note: C40 is in the process of finalising the 2021-2024 Business Plan. The anticipated impact level budget in the above table will be subject to the C40 Steering Committee and C40 Board approvals.

6.2 Denmark's contribution in 2020-2024

Denmark works to increase C40's impact by engaging in a strategic partnership. This new partnership will facilitate C40 access to Danish expertise and increase C40's responsiveness

to cities in low income and lower middle-income countries in Africa and Asia (see table 5.3 above). The planned financial contribution amounts to DKK 67 million in 2020-2024. The full amount is allocated from public development funding and thus tied to ODA eligibility.

Table 6.2 - Impact level budget for Danish contribution 2020-2024

	TOTAL
Budget	million DKK
Accelerated Implementation:	61.4
o C40 Cities lead by example, to deliver climate action which meets	
science-based targets for emission reductions and increases resilience,	
consistent with the ambition of the Paris Agreement to constrain global average temperature rise to 1.5 degrees	
O Action by C40 cities will demonstrate that tackling climate breakdown is	
also an opportunity to end poverty, improve air quality and improve the	
lives and prospects of citizens.	
Global Leadership:	
o C40 seeks to inspire thousands of other cities to accelerate climate	
action consistent with the Paris Agreement, and work with other	
governments, businesses, and millions of people across the world to	
make it happen.	
Secondment of senior specialist supporting implementation in Africa	5.0
Reviews	0.6
Total	67.0

For the latter half of 2020, Danish funding will target the strengthening and facilitating of the transition within C40 from climate action planning to implementation with a view to ensure an efficient start of climate action implementation from 2021, in cities in Africa and Asia.

An amount of DKK 5.0 million is allocated to the services of a senior level secondee during 2021 to end 2024. The secondee will be funded by the MFA, recruited by C40 in collaboration with MFA, and administered by C40 (see draft job description in Annex 15).

Finally, DKK 0.6 million of the contribution is reserved for a technical, light Inception Review and a Mid-term Review. This amount is administered by the MFA, i.e. funds will not automatically be transferred to C40.

6.3 Transfer of funds

The MFA will transfer the grant in annual tranches. This will also be stipulated in an Agreement to be signed with C40 to which the present program document will be annexed.

The MFA grant to C40 is in DKK; annual transfers will be exchanged to USD at the prevailing rate. Any loss due to the variation of exchange rates between the grant in DKK and USD must be covered within the grant and changes to the agreed deliverables due to significant variation should be agreed between the parties.

Table 6.3 – Tentative disbursement schedule

Year	Grant Payment,	Secondment	Reviews	Total	
	(DKK million)	(DKK million)	(administered	contribution	
			by MFA)	to C40	
2020	7.8	0.2		8.0	
2021	13.6	1.2	0.2	15.0	
2022	13.4	1.2	0.4	15.0	
2023	13.3	1.2		14.5	
2024	13.3	1.2		14.5	
Total	61.4	5.0	0.6	67.0	

C40 will provide annual audited financial statements within 12 months of each financial year end. All of C40's audit reports to date have been unqualified. C40's auditors are currently KPMG.

6.4 ODA Tracking

Engaging cities across the globe, C40 membership is around 50/50 split between global South and global North cities. C40 benefits from funding with no geographical or GDP limitations as well as from development funding (ODA, Official Development Assistance). C40 spending reflects this with around 45% of total spending matching the ODA requirements. In the Business Plan 2021-2024, the spending matching the ODA requirements is expected to rise to over 50% of annual spending.

Keen to increase partnerships with larger, bilateral partners (including actors providing ODA restricted funding), under the 2021-2024 Business Plan, C40 will further enhance the systematic tracking and reporting of ODA-compliant spend against budgets. The monthly status will be reported to C40's Management Team as part of the management accounts and quarterly status will be included in the Quarterly Financial Reports that are shared with C40's Board. The criteria established by C40 for systematic ODA-tracking are found compliant with the OECD/DAC definitions. C40 is committed to submitting an annex, to the general account, establishing total received ODA funding (and sources) and above specified spending. The annex will be included in the annual audit exercise.

6.5 Financial Management

C40's 4-year Business Plans are approved by the C40 Steering Committee and the associated budget is approved by the Board. C40 identifies a budget for each business plan per aims/objectives and keeps it up-to-date annually. Consolidated financial statements are prepared annually. C40 provides annual audited financial statements within 12 months of each financial year-end. As per section 6.3, all of C40's audit reports to date have been unqualified. C40's auditors are currently KPMG.

The C40 Procurement Policy and Guidance Framework (2019) sets out C40's general procurement principles and provides an overview and detailed guidance to C40 staff on how to procure goods and services, including support available from the Corporate Services Department. The policy emphasises that C40 gets value for money, allows all relevant parties to be involved, ensures informed decision making, maintains transparency and a fair and open process, protects and sustains C40's reputation, and ensures compliance with certain standards as a charitable organization.. The policy and guidelines are found appropriate. However, as the focus on accelerated implementation in the BP 2021-2024 is expected to entail partner or coalition agreements and procurement of services under framework contracts for larger programmes including regional thematic programmes, it is foreseen that the C40 legal department assess the 2019 policy and consider whether updates are required. C40 has adopted a Safeguarding Policy to promote protection for in people touched by C40's action, in particular vulnerable groups.

Further, C40 has an Antibribery and Corruption Policy (2019) that applies to all staff, partners and entities performing services with or for C40 throughout the world. The policy is clear in its prohibition on bribery covering C40's interactions with all persons and entities. Any reported violations are treated with rigor and when deemed necessary, submitted to local regulators. In addition, C40 has a Whistleblowing Policy designed to enable all trustees, officers, employees, associates, sub-contractors, volunteers etc. to raise concerns internally and at a high level and to disclose information which the individual believes shows malpractice or impropriety.

C40 Travel & Expense Policy, and other internal C40 procedures have been assessed and are found adequate. It is noted that the C40 travel policy encourages staff to travel by rail whenever possible and requires all staff to travel lowest-cost economy while flights over 10 hours may be premium economy or business class subject to prior approval by the Director of Finance.

7. Institutional and Management Arrangements

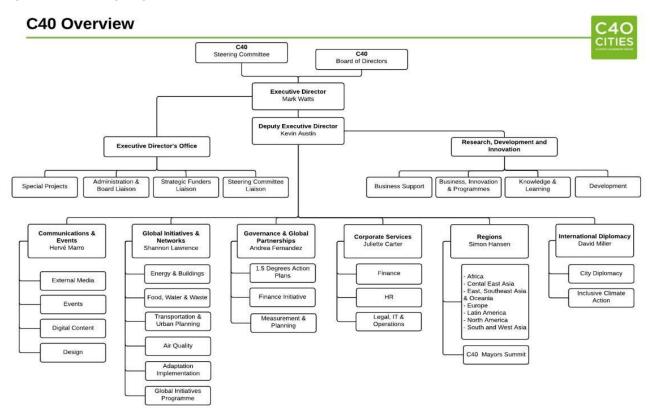
Established in October 2005, C40 is a network of the world's largest cities committed to addressing climate change. C40 Cities Climate Leadership Group, Inc. (C40) is a non-profit organization, tax-exempt under the U.S. Internal Revenue Code. The C40 Executive Director and management team with technical and administrative staff are based in London, UK, this entity was registered in 2017 in the UK as a charity. The network is governed by a Steering Committee, a Board, and a Chair (see C40 organogram in Figure 7.1 below). The Board consists of 8 members and is composed of representatives of the strategic core funders and city representatives. Michael R. Bloomberg presides the Board, which also counts Jesper Nygård, CEO of Realdania, among its members. The C40 Steering Committee is composed of 15 Mayors elected from member cities. Mayor Eric Garcetti, Los Angeles, is the elected Chair of the Committee and thus of C40. Lord Mayor Frank Jensen, Copenhagen, Denmark is a Vice-Chair of the Committee. The full lists of members of the Board and Steering Committee are found in Annex 13.

C40 staff currently totals 230 of which 115 are based in London. Staff is divided into teams responsible for 6 initiative areas driving a number of networks and programmes engaging member cities. Regional Directors are spearheading the close dialogue and collaboration with member cities organised in six regions. The directors are based in Johannesburg, Bangalore, Singapore, Beijing Bogota, and Madrid. Under the auspices of the "Deadline 2020 Programme" city advisors are embedded in over 30 of C40 member cities in the global South, where they assist cities in the climate action planning process. The Director of C40 Regions is based in Denmark and also heads the C40 Copenhagen Office. C40 has decided to expand the office in Copenhagen, which is expected to double from the current 10 staff to 15-20 staff in 2021 and take on a leading role in C40's enhanced work on adaptation. The platform in Copenhagen is largely motivated by the need for a bridge to cities in the broad Nordic region, that is often used as practical demonstrations of green, liveable cities providing inspiration and guidance to member cities.

C40 and the MFA (Department for Green Diplomacy) have engaged in a very active dialogue, although the MFA is not a Board member. Collaboration with Realdania enhances the broad Danish dialogue with C40 and provides MFA with the opportunity to gain further insights and space for influencing C40's strategic direction. In the implementation phase of the present grant, C40 and MFA will hold three to four annual status meetings. In addition to status on implementation, these meetings will have a strategic focus and will be held around the timing of the C40 Board meetings.

Annex 13 provides more detailed information on the organisational set-up, staffing, networks, programmes etc., illustrated in selected tables.

Figure 7.1 – C40 organogram



8. Work Planning, Progress Monitoring and Reporting, Review and Evaluation

8.1 Work Planning, Progress Monitoring and Reporting

C40 is strengthening its focus on results and learning, and its Monitoring Evaluation and Learning (MEL) framework is under development - more information on MEL is given in Annex 14. Work planning will be based upon the BP results framework and the key indicators and targets when approved.

C40 progress reporting is issue-oriented and follows a "traffic light" approach with red/amber/green signalling if activities are on track compared to the results framework targets and indicators. This approach is reflected in C40 reporting to CIFF on the "cascade to impact" and in the current specific reporting to the MFA on the CAP programme. This approach should be continued in the new BP period. C40 reporting comprises the following (see Annex 12 for further details):

- Reporting to cities: An internal dashboard accessible to member cities provides a long list of information shared in a protected environment.
- **C40 Reporting to the Board and Steering Committee:** Quarterly reporting.
- **C40 Reporting to the Management Team:** Quarterly Programme Updates.
- ➤ <u>C40 Reporting to Funders:</u> Currently quarterly and annual, depending on the funder this should as far as possible be harmonised so that quarterly and annual reporting is done using the same formats in order to reduce C40 administration.
- ➤ The UK Board report (financial) A legal requirement as a UK charity, focuses on business plan goals delivery and financials
- The US annual tax report (financial) A legal requirement as a US non-profit, detailed financial statement
- **C40 Annual Narrative Report:** A public-facing glossy publication.
- ➤ C40's approach to learning is part of its evolving MEL framework and is important for ensuring that reporting is focused on results, lessons and best practice examples. The C40 Knowledge Hub is a key vehicle for C40 knowledge management and sharing and provides access to cutting-edge insights and practical resources from leading climate cities. Upon registration and log-in the user can access a wide range of knowledge products including Policy Briefs, Implementation Guides, Case Studies and Best Practice Examples, Webinars, Commentaries and Opinions. These resources are publicly accessible upon registration.

The plan for communicating results is provided in Annex 7 and highlights types of key messages and the timing, key audiences and means of communication. C40 is active on the key social media platforms, which are increasingly important.

8.2 Review and Evaluation

According to MFA regulations, it is mandatory to undertake a mid-term review (MTR) with MFA participation¹⁰. An MTR will typically assess political and strategic developments; progress against the results framework and theory of change including any changes to assumptions; risk management; achievements in documenting and communicating results; sustainability and exit strategies; programme management, including work planning and budgeting, disbursements and expenditures; the relationship between results and financial progress, etc. TOR for the MTR will be prepared in collaboration with MFA. The MTR should as far as possible be undertaken jointly with other C40 strategic funders and TOR should therefore be agreed with them.

A technical Inception Review is foreseen to take place in the first quarter of 2021. It will be a light exercise focused on a) defined outputs, baselines and targets in view of Danish priorities and b) status of outcomes related to the transition period to the 2021-2024 Business Plan (cf. impact indicator in Chapter 4 and specified outcomes in Annex 5).

The MFA shall also have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme. After the termination of the programme support, the MFA reserves the right to carry out evaluation in accordance with this article.

9. Risk Management

The present strategic support to C40 has the potential to deliver high impact but is also associated with a number of risks, not least given the current global context characterized by the double crisis of climate change and Covid-19. While the need to step up action for building resilient, low carbon societies is underscored, the immediate and short-term socio-economic hardship is particularly challenging cities in developing countries. C40 has demonstrated strong convening power and has been instrumental in enhancing attention to climate action in cities. However, C40 still has a relatively limited experience in supporting implementation, particularly in the global South, despite a number of pilots supporting cities for example on building, waste, transportation and urban financing actions in South Africa, China and Latin America. Robust strengthening of capacities and presence at regional and local level is crucial to deliver tangible results on the ground. Particular attention to mitigating this challenge is built into the present grant.

The detailed risk matrix according to MFA format is given in Annex 5. Consistent with MFA guidelines, there are three risk categories: contextual risks, programmatic risks, and institutional risks. Risk mitigation measures have been identified and proposed, reducing the residual risks to low to medium levels. It is important to stress that the risk matrix must be closely monitored by C40 as well as the MFA and updated as relevant during implementation.

¹⁰ MTR is mandatory for programmes with a budget exceeding DKK 39 million. More information on the purpose and mandate of MTR can be found in the MFA/Danida AMG, <u>Guidelines for Programmes and Projects</u>, page 40-41-42.

Annex 1: Context Analysis

1. Overall development challenges, opportunities and risks

Briefly summarise the key conclusions from the analyses consulted and their implications for the programme regarding each of the following points:

- By 2050, 2.5 billion more people will have been added to the world's urban areas. Countries in Asia and sub-Saharan Africa are poised to experience the highest rates of urban population and land area growth.
- Cities can provide efficient means of housing. Fast growing populations and urbanisation has the
 potential to lift people out of poverty and provide access to key services. Unmanaged urban expansion,
 however, increases the cost of service provision, deepens inequalities, and imposes heavy economic and
 environmental burdens.
- Cities account for 70 percent of global emissions and 60 percent of global energy consumption. Therefore, climate action in cities and particularly in large cities is crucial.
- Climate change is not solely an environmental issue but is inextricably linked to challenges of eradicating poverty and increasing inclusiveness and participation by stakeholders whose lives, jobs and business opportunities are affected and whose lifestyles and consumption patterns need to change.
- C40 is a global association of the world's largest cities that have committed to leadership and action on addressing climate change. C40 connects 94 (96 if including two currently inactive) cities across the world, of which just over half are in the global South. Together, the member cities represent one quarter of the global economy and at least 700 million people, of which more than 2/3 live in the global South.
- In a 2016 evaluation of C40 undertaken for strategic funders CIFF and Realdania, mayors of member cities concurred that membership brought value to the cities' climate work and deemed C40 an effective and impartial resource for advice.
- Over the period 2021-2024, C40 will expand its focus from climate planning to further accelerate on-the-ground city climate action. The Business plan is still being developed and will be approved by the C40 Steering Committee by December 2020. The plan will include dedicated support to cities in developing countries in the global South.
- C40 climate action takes place in a highly dynamic context with general development challenges that include poverty, inequality and unemployment, extremely rapid and often insufficiently planned urban development in the global South, marginalised populations particularly exposed to the effects of climate change, and a national and regional policy framework in C40 city countries that may not be fully supportive of city climate ambitions and actions.
- C40 is responding to Covid-19 as mayors are reaching out to each other sharing knowledge. In late April, C40 launched the "Global Mayors Covid-19 Recovery Task Force.

List the key documentation and sources used for the analysis:

The issues are addressed in a number of documents from various sources including:

- A number of documents prepared by international organisations including the World Bank, UN, African Development Bank, World Resources Institute and GGGI
- C40 documents and C40 Knowledge Hub resources

Are additional studies / analytic work needed? How and when will it be done?

- There is no need to conduct additional contextual studies and analyses. C40 documentation is adequate.

2. Fragility, conflict, migration and resilience

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

- The proposed engagement directly addresses resilience as part of climate adaptation action. Increasing resilience in large cities through inclusive action particularly in the global South, can have a positive effect on fragility, conflict and migration as living conditions progressively are less strained and green job opportunities are created.
- Climate action designed to also deliver economic, health, and quality of life benefits to citizens and not least the most disadvantaged groups, will have a positive effect on living conditions thus reducing conflict potential and migration pressures.

- The newly formed Mayors Migration Council (MMC) will support cities and city networks to 1) effectively engage in migration diplomacy and policy making on a regional and international level, 2) develop initiatives at the local, regional or international levels on migration issues, and 3) facilitate mobilization of resources accordingly. C40 is a strategic partner of the Mayors Migration Council, since its inception.
- The Covid-19 pandemic has led C40 to early action as mayors are reaching out to each other sharing knowledge.

List the key documentation and sources used for the analysis:

- Numerous organisations and documents address this issue, e.g. World Bank, IOM, EU, WRI, GGGI. C40 information on the new Mayors' Migration Council; C40 Infrastructure Interdependencies + Climate Risks Report; Measuring Progress in Urban Climate Change Adaptation (C40 & Ramboll); Equitable Impacts: Executive Guide (C40 & Dalberg); Inclusive Climate Action in Practice. In late April 2020, C40 launched the "Global Mayors Covid-19 Recovery Task Force".

Are additional studies / analytic work needed? How and when will it be done?

- No further studies are needed.

3. Assessment of human rights situation (HRBA) and gender¹¹

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

Human Right Standards (international, regional and national legislation)

- C40's approach to climate interventions integrate sustainability, including participation and human rights.
- C40 operates in a complex and diverse country environment with large variation in levels of compliance
- C40's <u>Global Green New Deal</u> includes "putting inclusive climate action at the centre of all urban decision-making to secure a just transition for those working in high-carbon industries and correct long-running environmental injustices for those disproportionately impacted by the climate crisis people living in the Global South generally, and the poorest communities everywhere".
- C40 is engaged in partnerships with a number of donors, and they will through their governance representation keep the sustainability and human rights issues on the agenda and ensure that C40 addresses these issues professionally, including identifying key rights holders and key duty bearers in concrete climate action.

Human Rights Principles (PANT)

- C40 adheres to the principles of good governance and applies sustainability standards. The principles of participation, accountability, non-discrimination and transparency (PANT) are at the core of C40's values and principles. C40 Declarations have many references to the focus on vulnerable populations/rights holders, such as e.g. raising awareness of air quality to help vulnerable citizens reduce their exposure, and to reduce the causes of air pollution, such as traffic.
- The Global Green New Deal has among its principles and commitments that "inclusive and equitable climate action is climate action that takes into consideration all communities and whose impacts are distributed fairly amongst all residents, especially those who are on the frontline of climate change. The climate crisis is unfair, and responses to the climate crisis can also be unfair. Those who have historically benefited from the degradation of the climate the most must support the ecological transition the world desperately needs". It further defines "inclusivity" as: "The practice of including relevant stakeholders and communities, particularly marginalised and hard-to-reach groups, in the policymaking and urban governance process, in order to ensure a fair policy process with equitable outcomes".

Gender

C40 gives high priority to inclusiveness and gender equality in their work with member cities. In 2019,
 C40 organised the 2019 Women4Climate Conference in Paris under the leadership of Anne Hidalgo

the Mayor of Paris, who is a woman and at the time was the C40 Chairperson. Ahead of this conference, C40 published the report Gender Inclusive Climate Action in Cities. 14 cities (Aix-en-Provence, Addis Ababa, Auckland, Barcelona, Freetown, London, Mexico City, Montreal, Paris, Tel Aviv-Yafo, Quito, Vancouver, Sydney, New Orleans) have also already launched a Women4Climate mentorship.

Youth

- C40 gives high priority to inclusiveness including youth in their work with member cities. At the mayor's Summit in Copenhagen in October 2019, the Mayor of Paris, Anne Hidalgo, Lord Mayor of Copenhagen, Frank Jensen alongside fellow mayors from Seattle and Freetown, joined with youth climate activists from the US, Uganda, Germany and Copenhagen, to commit to work together with youth climate leaders in delivering a Global Green New Deal.

List the key documentation and sources used for the analysis:

C40 documents

Are additional studies / analytic work needed? How and when will it be done? No further studies are required.

4. Inclusive sustainable growth, climate change and environment

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

The engagement directly targets climate action in cities in developing countries and addresses sustainable growth across these actions. C40 provides support to cities in order to promote climate action across the broad spectre of inclusive green growth and transformation to low-carbon and climate resilient economies. In the 2021-2024 period, focus will be on accelerating on-the-ground inclusive climate action related to reduction of emissions as well as to adaptation to climate hazards. The key aims of the new Business Plan (under formulation) were mentioned above, including a key principle of the Global Green New Deal, namely inclusive and equitable climate action. The Deal also emphasises a "just transition" including both measures to reduce the impact of job and livelihood losses and industry phase-out on workers and communities, measures to produce new, low emissions and decent jobs and livelihoods as well as healthy communities. The work of the Green Economy and Innovation Forum includes high-level city planner meetings on a regular basis to develop methodologies and tools to define green jobs and how climate action can generate green jobs.

While the new business plan places increasing emphasis on adaptation, climate change mitigation remains an important area of C40 actions, as reflected for example in the C40 Net Zero Buildings Declaration and the C40 Green and Healthy Streets Declaration. This supports SDG7 on ensuring access to affordable, reliable, sustainable and modern energy for all, including its targets on energy efficiency improvements.

List the key documentation and sources used for the analysis: See above.

If this initial assessment shows that further work will be needed during the formulation phase, please list how and when will it be done?

No need for additional assessments.

5. Capacity of public sector, public financial management and corruption

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

- Capacity building of mayors and key staff of member cities is an integrated part of C40's work. This effort is ongoing and will be enhanced vis-à-vis member cities in developing countries.
- Dedicated C40 staff (Regional Directors) serve as an active conduit between regional C40 cities, city staff and the organization, connecting cities and activities across the global C40 network. In cities in developing countries in the global South, the C40 City Advisors provide a dedicated staff resource to help cities advance significant climate protection policies and initiatives through increased local capacity. City Advisors are deployed through a competitive bid process, prioritizing cities with the greatest demonstrated need and projects with the greatest potential for impact.
- The embedded city advisors and external consultancy support also contribute to capacity development in C40 cities in developing countries.

- The C40 Participation Standards for all member cities are comprehensive and require commitment to a long list of actions including transparency in reporting. C40 monitoring and enforcement of these Standards is rigorous and from time to time results in member cities being excluded or becoming inactive for a time pending adherence.

List the key documentation and sources used for the analysis:

- C40 documents

Are additional studies / analytic work needed? How and when will it be done?

A separate consultant study report "Accelerated Implementation Delivery Models - Synthesis Report, 11 May 2020 has been prepared with MFA funding. The report outlines considerations on how to design a delivery model or models that enable C40 effectively to assist cities in developing countries with the implementation of the priority actions in their respective Climate Action Plans.

6. Matching with Danish strengths and interests, engaging Danish actors, seeking synergy

Briefly summarise the key conclusions and implications for the programme of the analysis:

- C40 constitutes an important platform for Danish cities, businesses, consultancies, civil society organisations and others in the Danish resource base offering green urban expertise, experience, and proven concrete solutions that work.
- The City of Copenhagen plays a key role in C40 including in its Steering Committee and the 2019 C40 Mayors' Summit in Copenhagen also helped showcase Danish strengths and interests.
- MFA has initiated a collaboration with Realdania, who is a C40 board member and strategic funder. This collaboration will enhance the Danish influence in C40 and provides the MFA with the opportunity to gain further insights and space for influencing C40's strategic direction.
- The combination of a strategic partnership with C40 and a C40 EU office in Denmark (headed by the C40 Director of Regions) provides a strong opportunity for collaboration.
- Beyond being an environmental issue, climate change adaptation and mitigation is inextricably linked to challenges of eradicating poverty, creating green jobs, and increasing inclusiveness, which are all key Danish concerns. A strengthened partnership with C40 on promoting on-the-ground climate action in cities in developing countries can underpin the results of Denmark's broad international development engagements, including synergies with Danish bilateral and multilateral development cooperation and green diplomacy.
- In the press release announcing the planned Danish support to C40, it was also mentioned that the proposed support would enhance opportunities for smaller cities in developing countries to take advantage of the tools developed by C40. In Denmark, starting with 20 municipalities, the DK2020 initiative supported by Realdania is now rolled out to all Danish municipalities that will draw up binding climate plans. In parallel, the model

- There are many potential synergies between the Danish support to C40 and other Danish development cooperation, for example:
- support to the Partnering for Green Growth and the Global Goals 2030 (P4G) focuses on bringing together business, government, and civil society organizations in innovative public-private partnerships to advance solutions in five key areas: food and agriculture, water, energy, cities and circular economy.
- MFA's multilateral collaboration on sustainable energy provides opportunities for synergy in support of SDG 7, including the World Bank ESMAP programme, IEA's energy efficiency in emerging economies programme, the support for UNEP DTU partnership and its global energy efficiency hub, Danish support to UNEP, WRI, GGGI, IRENA, IIED, IISD, Sustainable Energy for ALL, the African Development Bank Sustainable Energy Fund for Africa, etc.
- Specifically, for GGGI, it is noted that C40 CEO was on the GGGI Council 2015-2018, which strengthened cooperation. There could be scope for developing stronger cooperation between GGGI and C40 at the city level. GGGI generally works in smaller cities (e.g. secondary cities) than C40.
- MFA support to the Green Climate Fund and green funding mechanisms such as IFU/Danida Business Finance
- Further, the collaboration with C40 can contribute to Danish efforts to raising global climate ambition through synergies with the Danish climate diplomacy, including the Danish climate front posts, and the overall development cooperation.
- The close collaboration between C40 and the MFA in the formulation of the Danish contribution has helped advance C40 thinking in particular with respect to adaptation and

- developed for working with Danish municipalities will inspire C40's work with secondary cities.
- Danish strengths are reflected and promoted for instance in the State of Green's focus area of creating smart, green and liveable cities.
- With a focus on cities in developing countries, the Danish embassies abroad can also play an increasing role in facilitating synergies with Danish development cooperation, including the strategic sector cooperation, and highlighting to C40 member cities, the relevant Danish expertise, experience, and leading positions in climate change adaptation and mitigation technologies and solutions.

resilience, results framework and monitoring, systematic approach to ODA traceability in budget, spend and accounts, and models for delivery of technical support at large scale for in cities accelerated implementation developing countries. The Danish grant aims to support C40 in the accelerated implementation in cities in developing countries and close collaboration is foreseen throughout the implementation of the business plan, through e.g. active engagement of relevant Danish embassies, secondment at senior technical level, and continued strategic dialogue.

List the key documentation and sources used for the analysis:

Documents from MFA, C40 and Realdania.

Are additional studies / analytic work needed? How and when will it be done? No additional studies needed.

7. Stakeholder analysis

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

- The key stakeholders are the C40 member cities in developing countries in the global South and their citizens. Other stakeholders are public authorities at national level, business providing green solutions, other global networks (e.g. GCOM, ICLEI, Alliances for Climate Action, etc.), business providing green solutions, C40 partners and donors.
- C40 is engaged in the Coalition for Urban Transitions, a key initiative launched in 2016 supporting national governments to secure economic prosperity and tackle the climate crisis by transforming cities. This coalition membership can be seen here. The Coalition aims to drive a shift away from business-as-usual by empowering national governments with the evidence-based rationale and policy tools they need to prioritise more compact, connected, clean urban development. In this way, the initiative helps catalyse and inform implementation of the SDGs, the New Urban Agenda, and NDCs to meet the goals of the Paris Agreement. While many organisations share the overarching goal of supporting the decarbonisation of cities around the world, this Coalition's work aims to fill a critical gap by bringing national government decision-makers into the process.
- In 2016, the Compact of Mayors and the Covenant of Mayors announced the new Global Covenant of Mayors for Climate and Energy (GCOM), a merged initiative to bring these two efforts together. To be fully compliant with GCOM requirements, cities commit to taking action in three phases, with requirements covering both climate mitigation and adaptation. The status of each committed C40 city can be explored in a dashboard, along with all city-reported data. More details on the requirements can be found here. Partners to GCOM include C40, ICLEI, UCLG and UN Habitat. CDP is the reporting partner for C40 cities.

List the key documentation and sources used for the analysis:

- C40 documents.

Are additional studies / analytic work needed? How and when will it be done?

No additional studies needed; reference is made to the above-cited separate MFA-funded consultant report on the accelerated delivery models (11 May 2020)

Annex 2: Partner Selection

1. Summary of Stakeholder analysis

There are many organisations working on climate action and on climate action and cities. The list includes the international development banks, UN agencies including UN-Habitat and UNEP, international think tanks such as WRI, GGGI, and IIED, associations of local authorities such as ICLEI and the Global Covenant of Mayors.

C40 is a global association of mayors of presently 96 of the world's largest cities that have committed to leadership and action on combating climate change. Half of C40's member cities are in developing countries in the global South. C40's comparative strengths in the global institutional landscape for urban climate action in developing countries include:

- high ambition that is firmly grounded in data and peer-to-peer pressure
- Participations Standards as a powerful enforcement mechanism for delivering on ambitions reflecting that membership is earned through action, and can be withdrawn
- combined political and technical engagement
- regional outreach and presence at the city level through embedded city advisors
- ability to respond flexibly to city needs
- Steering Committee of mayors, reflecting that C40 was created "by cities, for cities"

Together with the analysis in Annex 1 above, this is the justification for C40's continued action.

2. Criteria for selecting the programme partner

<u>Criteria for selecting the partner.</u> The partner is selected with regard to its mandate, legitimacy, potential impact, and capacity in terms of accelerating on-the-ground city climate action.

<u>Grant award procedure.</u> The Danish Ministry of Foreign Affairs support activities and programmes that are an integral part of the work of C40. As such, it is C40 who defines the activities and outputs of the intended support. Therefore, this is implemented as a grant.

3. Brief presentation of partner

C40 is a network of the world's largest cities committed to addressing climate change. C40 supports cities to collaborate effectively, share knowledge and drive meaningful, measurable and sustainable action on climate change. Representing 700+ million citizens and one quarter of the global economy, mayors of the C40 cities are committed to delivering on the most ambitious goals of the Paris Agreement at the local level. Detailed information on C40 is provided in Annex 11, 12, and 13.

The grant is given through direct award. This is due to the fact that C40 has a special mandate, legitimacy and specialist capacity and has developed that comparative strengths summarised above.

An evaluation by Ramboll performed in 2016 concluded among other things that:

- C40 was overall deemed by the member cities as an effective and as an impartial resource for advice. The C40 organisation was seen as an effective connector (network operator) to other cities, and as a trusted global player in the climate agenda the C40 organisation and its staff contributed to pulling cities together and creating common value.
- C40 had been particularly successful in creating a political platform which motivated mayors and participation was a co-driving effect creating momentum for climate action. There was a consensus that membership brings value to the cities' climate work, through the exchange of experiences and exposure provided to the cities and that it gives cities a voice at the global stage.
- Participating in the thematic networks, and only being cities talking to cities, created a special bond between the city officials at both technical and policy level, including mayors. Peer pressure was also reported as inspiring cities towards action. Due to the close relations created in the networks, peer pressure and friendly competition spurred city officials to ensure progress on actions. The peer pressure effect also worked on a mayoral level, spurring mayors to become engaged, and setting (realistic) ambitious targets, and initiating pilot projects.
- What C40 was doing very well was acting as a matchmaker and bringing together a pool of relevant and important stakeholders, which would not be possible for the city to attract.

It is also important to note that the three main core funders – Bloomberg Philanthropies, Children's Investment Fund Foundation and Realdania – are all represented in the C40 Board and have all continued to increase their financial contribution to C40 over the years.

Annex 3: Results Framework

Note: C40 is in the process of finalising the 2021-2024 Business Plan including the results framework. The Outcomes in below table will be subject to Steering Committee approval. The baselines for 2020 and targets for 2024 will be set in the coming months.

IMPACT INDICATORS¹² (i.e. C40 BP Aims)

Impact 1		C40 cities deliver climate action which meets science-based targets for emission				
		reductions and increases resilience, consistent with the highest ambition of the				
		Paris Ag	reement and contributing to collective emissions of C40 cities halving			
		by 2030.				
Impact Indica	ator 1.1	Average per capita city-wide GHG emissions (tCO ₂ e/capita/year;				
		baseline	baseline 2015)			
Baseline	Year	2015	5.1 tCO ₂ e/capita [TBC]			
Target	Year	2024	2024 Between 4.3 (2020) - 3 (2030) [TBC]			
Impact Indica	ator 1.2	Absolute city-wide GHG emissions (tCO ₂ e)				
Baseline	Year	2015	2015 [TBC]			
Target	Year	2024	[TBC]			
Impact Indica	ator 1.3	% of population safeguarded against climate impacts through				
		implementation of climate adaptation action				
Baseline	Year	2020	2020 Xx % of population safeguarded from flooding (# TBC per region)			
Target	Year	2024	TBC (# TBC per region)			

Impact 2		Action by C40 cities leads to increased resilience through tackling climate emergency and a green transition, including recovery from the COVID-19 crisis, and is also an opportunity to improve the lives and prospects of everyone, everywhere.			
Impact Indica	Impact Indicator 2.1		Cumulative # of residents enjoying improved air quality (PM 2.5 µg/m³		
		as metric), contributing to preventing premature deaths			
Baseline	Year	2020	# of residents (# TBC per region)		
Target	Year	2024	TBC (# TBC per region)		
Impact Indicator 2.2		# of dec	of decent, green jobs created		
Baseline	Year	2020 # of decent, green jobs created (# TBC per region)			
Target	Year	2024	TBC (per region)		

Impact 3		Thousand	housands of other cities accelerate climate action consistent with the Paris				
		Agreeme	ment and achieve a green recovery from the COVID-19 crisis, inspired				
		by C40 a	C40 and working with other city networks, governments, businesses, and				
		millions of people across the world to make it happen.					
Impact indica	Impact indicator 3.1		% global GHG emissions and % of population represented by # cities				
1		committ	ed				
Baseline	Year	2020	TBC				
Target	et Year 2024 TBC						

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¹² Regions: Africa, Asia, Latin America, Europe, North America; baselines and targets per region will be set where indicated. C40 regions in Asia include: South & West Asia, East, Central East Asia and East, Southeast Asia and Oceania. These are grouped here under 'Asia' for the purpose of the Results Framework.

OUTCOME INDICATORS (i.e. C40 BP objectives)

Outcome A		C40 cities have taken the necessary actions to deliver the emissions reduction targets in their individual climate action plans and C40's global sectoral targets [C40 Declarations]			
Outcome indicator A.1		# of pric	ority actions implemented in cities in each region		
Baseline	Year	2020	Specific to each indicator (# TBC per region)		
Target	Year	2024	Specific to each indicator (# TBC per region)		
Outcome B			s have taken the necessary actions to increase resilience as set out in		
			vidual climate action plans and C40's Adaptation Declaration		
Outcome B.1	indicator	# of pric	ority actions implemented by cities		
Baseline	Year	2020	TBC (# per region)		
Target	Year	2024	TBC (# per region)		
Outcome C		-	ption-based GHG emissions for food and construction incorporated		
			action plans		
Outcome indicator C.1		# of C40 cities addressing consumption-based emissions in their climate action plan either at city-wide or priority sector-level, particularly food and clean construction areas			
Baseline	Year	2020	5-10 cities (for planning)		
Target	Year	2024	40 cities [tbc] (for planning)		
Outcome ind C.2	licator	# of cities that prioritise procurement of sustainable food options			
Baseline	Year	2020	TBC [population taken from declaration signatories]		
Target	Year	2024	TBC		
Outcome ind C.3		data for projects	cities that require the public disclosure of embodied emissions all new municipal buildings, major retrofits, and infrastructure		
Baseline	Year	2020	TBC [population taken from declaration signatories]		
Target	Year	2024	TBC		
Outcome D		Each C40 city has used all the financial, regulatory and other tools at their			
		disposal to implement their climate action plan and C40 cities offer a model of climate governance that can be widely adopted			
Outcome	indicator	# of cities with targets and goals of city's climate action plan integrated			
D.1		into city decision-making and planning processes and/or investment			
		plans			
		For example: city budget // urban masterplan // departmental sectoral strategies // city project pipeline preparation processes // city procurement mechanisms // city emergency			
		response sy	stems // other relevant city processes, structures or policies)		
Baseline	Year	2020	TBC (per region)		
Target	Year	2024	XX% of C40's cities (per region)		

Outcome E		C40 cities are implementing actions which maximise social and economic benefits, reduce inequality and ensure a just transition for workers into decent,				
		green jobs				
Outcome	indicator		es conducting equity assessments for their top priority climate			
E.1			(e.g. collecting spatial or disaggregated data to inform who			
			from climate actions by income level, gender, age, ability,			
D 11	1	workford	7			
Baseline	Year	2020	TBC (# per region)			
Target	Year	2024	TBC (# per region)			
Outcome	F	1	ired 1,000 other cities to commit to climate action consistent with			
_			ing global temperature rise to 1.5 degrees.			
Outcome F.1	indicator	# non-C	40 cities committed to Deadline 2020 level of ambition			
Baseline	Year	2020	35			
Target	Year	2024	1,000			
Outcome	G	C40 inspired hope by telling the story of how C40 cities can and are cutting				
		emissions and recovering from COVID-19 while improving the lives and				
		prospects of all their residents				
Outcome is	ndicator	# of users reached annually through C40 social channels				
Baseline	Year	2020	TBC			
Baseline	Year	2024	TBC			
Outcome	H	C40 defends the Paris Agreement and supports a green recovery from COVID-				
		19, so that there continues to be a strong international framework for science-				
		based climate action in a post COVID-19 world				
Outcome	indicator	# of global moments showcasing broad support from youth, business,				
H.1		investors, civil society, organised labour groups, cities and governments				
		_	riples and action aligned to Paris Agreement and the principles			
			ayoral Covid-19 recovery taskforce			
Baseline	Year	2020	TBC			
Target	Year	2024	TBC			
Outcome	I		her developed itself as a platform to promote individual mayors as			
			ction leaders and C40 as a model of global political collaboration			
Outcome	indicator	# mayo	ors/vice chairs participating in communications campaign			
I.1		annually				
Baseline	Year	2020	TBC			
Target	Year	2024	TBC			

ORGANISATIONAL INDICATORS:

Enhanced reg	gional C40	C40 str	engthens the regional management of its Accelerated Implementation		
representation	n	regional programmatic activities by further developing the capabilities and			
		ibilities of its regional teams in Africa and South East Asia.			
Indicator		# of Accelerated Implementation regional programmes in Africa and			
		South 1	East Asia managed by the relevant C40 regional director.		
Baseline	Year	2020	0		
Target	Year	2024 2			

Strengthened	Strengthened		C40 strengthens the internal capacity and organisation of its climate			
adaptation ca	pacity and	adaptat	adaptation resources to increase synergies and organizational alignment			
organisation		around its key adaptation objectives.				
Indicator		C40 adaptation capacity streamlined under the management of one C40				
		Management Team lead.				
Baseline	Year	2020	C40 adaptation capacity embedded in different C40 teams under			
		different C40 management Team leads				
Target	Year	2024	24 Dedicated C40 Global Adaptation team established under the			
			management of one C40 Management Team lead.			

Finally, in 2020, the Danish contribution will focus on the transition from climate action planning in the expiring business plan to the climate action implementation focus in and 2021-2024 business plan. For 2020 the following results are planned (but not reflected in figure 4.1 which only reflects the new BP period).

Impact 0: Danish funding in 2020 has contributed to C40 being well-prepared to support C40 cities in				
the transition from climate action planning to implementation of 1.5° C aligned inclusive and re				
climate action, with particular attention to the global South.				
Criteria a	and process for agreeing 1-3 priority actions with each C40 city			
designed	and approved integrating building back better and greener.			
r Criteria a	and process agreed.			
	and process agreed.			
Mid-	Criteria and process under development.			
2020	1			
End-	Criteria and process agreed.			
2020				
Criteria a	and process for selecting Regional Thematic Programmes are defined			
	and approved for each region.			
or Criteria a	Criteria and process defined.			
	Criteria and process being discussed.			
	Criteria and process agreed.			
	C40 capacity and operational structure strengthened to support C40 cities in			
	sustained implementation of climate action based on CAPs.			
or Plan ado	Plan adopted for organisational adjustments and implementation underway.			
3.6: 1				
	Delivery models have been identified and a study of requisite			
	organisational adjustment underway.			
	Plan adopted for organisational adjustments and implementation			
2020	underway. Models and channels for C40 support delivery decided and procurement of partner services underway. M&E guidance for			
	thematic programmes designed.			
Systemat	ic ODA tracking model designed and operational.			
	ic ODA tracking model designed and operational.			
2 your mac	Systematic ODM tracking operational.			
tto	Climate action particular att Criteria a designed tor Criteria a and approtor Criteria a Mid-2020 C40 capa sustained tor Plan ado a Mid-2020 C40 capa Sustained Tendana Company Capa Systemate Company Capa Systemate Capa Sys			

Baseline	Year	Mid	Systematic ODA tracking model being designed.		
		2020			
Target	Year	End	Systematic ODA tracking model operational.		
		2020			
Outcome 0.5	5	The Adaptation Declaration is finalised, and targeted outreach supported			
		(global South cities).			
Outcome i	ndicator	Final Ada	nal Adaptation Declaration formulated and announce.		
0.5					
Baseline	Year	Mid-	Adaptation Declaration being drafted.		
		2020			
Target	Year	End-	Adaptation Declaration finalised and C40 cities signing up.		
		2020			

Annex 4: Budget

Relevant available information included in Chapter 6.

Other C40 Funders and partners:

Major Funders

- Arup
- Citi Foundation
- Clean Air Fund
- Department for Business, Energy and Industrial Strategy of the United Kingdom (BEIS)
- Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU, Germany)
- Johnson & Johnson
- Ministry of Foreign Affairs of Denmark
- Oak Foundation

Examples of other Funders and Partners

- Cities Alliance / United Nations Office for Project Services (UNOPS)
- The Climate Change Collaborative
- ClimateWorks Foundation
- European Climate Foundation
- Food and Agriculture Organisation for the United Nations (FAO)
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
- Google
- Grundfos
- INKGA / IKEA
- Michelin Corporate Foundation
- Microsoft
- Novo Nordisk
- Ramboll Foundation
- Rockefeller Brothers Fund
- ROCKWOOL Group
- The William and Flora Hewlett Foundation
- World Bank / Global Environment Facility
- Velux

The C40 Cities Finance Facility (CFF) is funded in cooperation with (GIZ by:

- German Federal Ministry for Economic Cooperation and Development (BMZ, Germany)
- BEIS, UK
- United States Agency for International Development (USAID)
- CIFF

Annex 5: Risk Management Matrix

Contextual risks ¹³ :	Contextual risks ¹³ :							
Risk Factor	Likeli- hood	Impact	Risk response	Residual risk	Background to assessment			
Political commitment to climate action undermined due to changes of C40 city Mayor/city government and/or changes of political priorities.	Possible	Major	C40's continuous monitoring and enforcement of Participation Standards combined with attention to the importance of target effective communication of results. Continued deep engagement with city staff, at high as well as technical level.	Medium	C40 City action is driven by highly committed and ambitious political leadership, which can of course change with local elections etc. Engagement with city staff, at high as well as technical level, contributes to creating sustainable ownership within city administration.			
Covid-19 crisis negatively affect cities' capacity and financial resources to prioritise climate action.	Likely	High	C40 early focus on green recovery from Covid-19 crisis	Medium	The Covid-19 pandemic has profound effects on C40 cities and their citizens and businesses and could negatively affect the priority given to climate action. The adoption of 9 principles for green recovery in C40 cities is expected to contribute to reducing risk.			
Policy framework at national/regional level in C40 City countries restricting city climate action. Potential slowdown in international political commitment to deliver on the Paris Agreement and the SDGs. NDCs SDGs and national sectoral policies and strategies with which City climate action and C40 support will align, prove to be vague and	Likely	Medium	C40 cities are ambitious and continue to lead climate action even if the national enabling environment is not supportive. Collectively C40 cities have high convening power and political influence and can rally support from business communities and advocacy groups.	Medium	National and regional enabling policies are not always supportive of city climate action.			

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¹³ This category covers the range of potential adverse outcomes that may arise in a particular context, including the risk of harm beyond the immediate context or the country's borders and may include governance failure (e.g. the failure of effective public financial management or law enforcement); competition for resources; natural hazards; and pre-existing socio-political tensions. (Danida Guideline to Risk Matrix 2018).

unambitious or are not enacted. Political instability or civil unrest, undermining engagement and commitment of stakeholders to climate action. Programmatic risks ¹⁴ :	Possible	High	C40 continues to demonstrate the urgency and importance of climate action and its side benefits, including to marginalised populations particularly exposed to climate hazards.	Medium	Unrest has been seen in cities in the Global North and South for instance over fossil fuel subsidy reform. Frustration over major climate events such as hurricanes and flooding can create civil unrest. Other issues related to ethnic unrest, disease outbreaks, unemployment etc. can take decision-maker focus away from climate action.
Risk Factor	Likeli- hood	Impact	Risk response	Residual risk	Background to assessment
Potential insufficient funding of C40 Business Plan activities for cities in developing countries in the global South. C40 cities' governance and technical/administrative capacity constraints and/or insufficient interdepartmental	Likely	Major Major	Active oversight by C40 Board and active outreach to ensure fund raising goal. Differentiated funding sources. Sustained capacity development support, peer-to-peer learning and replication of proven solutions. Embedded city advisors and consultants can help but should not be gap fillers.	Minor Medium	There is a strong group of C40 strategic funders and a larger group of funders for projects. Funding proposal currently with the UK Government around scale of the Regional Thematic Programmes. C40 Cities have high climate ambitions when committing to C40 membership (Participation Standards), C40 Declarations, etc. but particularly in the global South there are often critical capacity constraints. Also, effective
coordination at city level.					urban climate action requires coordination across sectors and departments (e.g. drains may not work if solid waste collection is inadequate and garbage clogs-up drains).
C40 cities' failure to engage effectively with citizens, private sector, and civil society groups resulting in lack of	Possible	Medium	C40 has developed tools for stakeholder engagement, but as attention is shifting from planning to implementation, stakeholder engagement will be even more critically important to ensure wide ownership and support. Reliable	Medium	Stakeholder ownership is key to sustainable to climate adaptation and mitigation solutions that will affect citizens' daily lives, jobs and business

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¹⁴ This category covers two kinds of risk: (1) the potential for a programme to fail to achieve its objectives; and (2) the potential for the programme to cause harm in the external environment. With regard to (1), the risk factors for programme failure include many of the contextual risks outlined above, as well as institutional and political factors. But there are many other reasons for potential programme failure, including inadequate understanding of the context or flawed assessment of what needs to be done; management and operational failures; and failures of planning and co-ordination. Risk is also associated with new or innovative programme approaches (although there may also be risk in failing to innovate). (Danida Guideline to Risk Matrix 2018). The categorisation of likelihood, impacts, and residual risk is also consistent with Danida guidelines.

inclusiveness and insufficient public support for climate action.			documentation and effective communication of results and side benefits of climate action will be important.		activities, requiring behavioural change. Inclusiveness is key.
C40 staff and resources are inadequate or not available when needed and/or the staff skill mix and delivery channels are inadequate to support accelerated implementation action.	Low but not impossib le	High	Strengthened C40 outreach and embedded city advisors with the required experience. Separate consultant study has proposed accelerated delivery model/channels for supporting climate action in cities in developing countries. Study findings contribute to C40 design and planning of resources and capacity. CIFF will undertake an organisational study of C40 in Q3 of 2020 to make recommendations on organisational and capacity issues.	Minor	The shift to implementation support places new demands on C40 staffing, skills, outreach and delivery channels.
Insufficient integration of C40 Climate Action Plans and implementation into City sector plans and investment strategies.	Possible	High	Ensure and make explicit how the implementation of climate actions is integrated into C40 City sector development and investment plans and O&M. The C40 Leadership Standards 2021-2024 are expected to require from cities that they embed their Climate Action Plan targets into all relevant decision-making processes e.g. their city budgets.	Medium	Effective and sustainable climate adaptation and mitigation solutions need to be an integral part of cities' sector development and investment plans, and there could be a risk of "one-off" demonstration activities. The capacity and resources to sustain operations and maintenance (O&M) is a particularly important concern.
Inadequate financial resources to implement identified and prioritised climate action.	Likely	High	C40 support for integration of climate action plans into city sector plans and investment programmes (CFF investment project preparation support). C40 support for identification of possible bankable project ideas that could be further developed and supported by IFIs and other development partners.	Medium	City Climate Action requires financial resources for implementation and climate action competes with other demands on scarce resources from other economic or social sectors at city level.
Cities currently lack quality data and lack the capacity to collect it.	Likely	Medium	C40 support for C40 city capacity to collect and process data. C40 focus on data as part of improving MEL and reporting on BP KPIs.	Low	As cities pursue bold policies, they need the data to design them and justify them: whether on GHGs, jobs, air quality, equality or vulnerability. Cities currently lack data and lack the capacity to collect it.
Insufficient cross- learning between C40 Cities leading to sub- optimal, ineffective city level solutions and inefficient C40 support	Possible	High	Peer-to-peer knowledge sharing and cross-learning between and among member cities are at the heart of C40's philosophy, set-up, and operations and this has proven extremely successful and sets C40 apart from many other urban initiatives.	Low	C40 member cities share a high level of ambition on climate action, but cities in the Global South are very different from cities in Global North and vary between countries and regions. With a shift in focus to implementation, including adaptation action, the sharing of

with high transaction costs.					knowledge and experience is as important as ever and can help cities leapfrog and accelerate innovation.
Overlaps with other development partner support for city climate action.	Likely	High	Embedded city advisors and C40 regional outreach and delivery channels should be particularly mindful of the need for coordination at city level. C40 partnering and coordination with other development partners at international and strategic level can also facilitate synergies and mitigate risks of duplication.	Medium	C40 Cities are places with high ambitions and often strong outreach to the international development community – and different bilateral donor organisations may have strong interest in getting involved in supporting climate action using their national expertise, experience and solutions.
Delays in hiring C40 city advisors and/or engaging external consultant support.	Possible	High	Framework contracts for consultants. Early action to assess needs and identify city advisor profiles required for accelerated implementation support under BP from 2021 and early action to set recruitment action in motion.	Medium	Recruitment delays in hiring city advisors and procurement delays in consultant inputs were mentioned as issues in the progress reporting to MFA on the CAP programme.
Currency fluctuations reducing the value of strategic funder contributions.	Unlikely	Low	The DKK rate against the USD has been relatively stable in recent years and other strategic funders' contributions are significant in C40 Business Plan core funding, making it unlikely that the BP is jeopardised due to currency fluctuations.	Low	C40 budgets are in USD while funding from Danish MFA is in DKK.
Institutional risks ¹⁵ :					
Risk Factor	Likeli- hood	Impact	Risk response	Residual risk	Background to assessment
Reputational risk due to failure to deliver on the aims and outcomes committed in the C40 Business Plan, in particular in terms of practical results on the ground.	Possible	Medium	Active management of risk and assumptions. Awareness of C40 strengths, weaknesses, opportunities and threats (SWOT) as already reflected in early draft BP sections.	Low	C40 ambitions are high and should be. Strategic funders of C40 share these aspirations and C40 has gained strong momentum and influence. However, there is a risk of overly optimistic expectations for quickly converting ambitions into delivery, with resulting potential loss of credibility.
Insufficient communication of results.	Possible	Medium	C40 is highly experienced in communicating professionally in a targeted manner to a wide range of audiences and its new Monitoring, Evaluation and Learning (MEL) strategy and other initiatives for learning and communication will mitigate the risk. However,	Low	C40 and its funders are – like all development initiatives and institutions – under increasing pressures from their constituents to demonstrate results. Urban climate action is complex and

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¹⁵ This category includes "internal" risk from the perspective of the donor or its implementing partners. It includes the range of ways in which an organisation and its staff or stakeholders may be adversely affected by interventions, e.g. damage to a donor's reputation if it fails to achieve its objectives, or from financial/fiduciary failure (Danida Guideline to Risk Matrix, 2018).

			accelerated implementation, not least in adaptation action		sometimes abstract and can be difficult
			is a new area for C40 and will require particular attention to un		to understand for laypersons and
			in results monitoring and communication aligned to		sceptics.
			Business Plan KPIs.		
Fraud and corruption in	Unlikely	Medium	Funds not channelled through C40 city administrations	Low	While C40 has a strong reputation as a
C40 Cities creating			and C40 support provided in-kind. C40's own operations		trusted partner, it - and its funders -
negative media attention			have had no audit observations.		could risk negative media attention and
reflecting negatively on					critical questions from the development
C40 and funders.					community and taxpayers if cases of
					corruption are found in C40 cities.

Annex 6: List of Supplementary Material

Documents	Author/
	Source
Information on C40 response to Covid-19 crisis, see C40 Knowledge Hub.	C40
C40 Business Plan, Executive Summary Draft1, 24 April 2020	C40
C40 2019 Annual Report	C40
C2I Reporting Q4 2019 final (ppt summary of Cascade to Impact, C40's driving set of KPIs for core funders)	C40
Slides for C40 KPI meeting 17 January 2020	C40
C40 Business Plan Draft V1.0 partial draft, 5 December 2019	C40
Press release on the Global Green New Deal	C40
PPT Key Milestones of C40's Business Plan Development 18.11.2019	C40
C40 Business Plan 2017-2020	C40
C40 Cities Finance Facility CFF Standard Presentation 07.05.2019 and additional	C40
information on CFF	
C40 Monitoring, Evaluation and Learning (MEL) Framework, internal draft, October 2019	C40
C40 Cities Financing Sustainable Cities Initiative Annual Report 2019	C40/Citi
	Foundation
C40 Deadline 2020 Climate Action Planning Update, 10 Sept 2019	C40
Overall C40 CAP Overview and CAP Pilot lessons learned (Sept 2019) - presentation shared	C40
also with non-C40 cities	
C40 2019 Q2 Quarterly Finance Report	C40
Most impactful actions. v2_sept19	C40
C40 Climate Action Planning Programme (CAP) 2018 and 2019 Reports to Danish MFA	C40
C40 Quarterly Performance Update: Q4 2018 as shared with C40 Board	C40
C40 Annual Report 2017, 2018 and 2019	C40
Management Response to C40 evaluation, September 2019 Addendum	C40
Management Response to C40 evaluation 07.03.2018	C40
Evaluation of Support to the C40 Cities leadership Group, Final Report, July 2016 (public	Rambøll for
version)	CIFF and
	Realdania
C40 Terms of Reference v. 12.0, effective from 1 January 2013	C40
C40 Policies (from C40 website, 15 October 2019): 1. Safeguarding Policy; 2.	C40
Whistleblowing Policy (UK only); 3. Whistleblowing Policy (US & Rest of the World); 4.	
Code of Conduct; 5. Grievance Policy; 6. Disciplinary Policy; 7. Equal Opportunities	
C40 Headcount, updated, October 2019	C40
C40 Organizational Charts 2019 (link organisational chart)	C40
C40 Travel & Expense Policy, updated June 2017	C40
C40 Procurement Policy and Guidance 2019	C40
PPT How city to city sharing drives climate action	C40
C40 City-to-City Sharing through C40 Networks	C40
C40 PPT - Climate Action Planning Programme	C40
C40's 5 declarations - mayoral commitments	C40
The Net Zero Carbon Buildings Declaration	
Advancing Towards Zero Waste Declaration	
Our Commitment to Green and Healthy Streets	
The Good Food Cities Declaration	
The Clean Air Cities Declaration	
Cities leading the way: Seven climate action plans to deliver on the Paris Agreement	C40

C40 programmes reinventing cities city solutions platform overview	C40
Key C40 research- Focused Acceleration McKinsey Center for Business and	C40
Environment/C40 A strategic approach to climate action in cities to 2030, November 2017	
C40 Adaptation Programme, October 2019	C40
Cities 100 2019 Report	C40/Realdania
Deadline 2020 – How cities will get the job done, July 2017	C40/Arup
C40 Business & Innovation Team Overview & Programmes, Q3 2019	C40
C40-WRI Collaborations Overview, October 2019	C40
<u>Urban Climate Action Impacts Framework</u>	C40 and
	Rambøll
Durban Climate Action Plan 2019 compressed	City of
	Durban, South
	Africa
Summary of conclusions from the Danida Programme Committee meeting on 10 October 2019	MFA
Concept Note to the MFA Programme Committee: Accelerating climate action in large cities	MFA/SGE
in developing countries, Support to C40 Business Plan 2020-2024, 30 September 2019	
Development Engagement Document for Danish support to C40, November 2017 with cover page and Annex E Risk Analysis	MFA/SGE

Annex 7: Plan for Communication of Results & Learnings

The Communications opportunities will be identified on an ongoing basis with advanced planning on a semestrial basis. Below overview is thus indicative and subject to specific agreement on each item.

What?	When?	How?	Audience(s)	Responsible
(the message)	(the timing)	(the mechanism)		
Results and impact stories	During	MFA SoMe & webpage	The Danish resource base and	MFA/GDI and
in cities in global South focus countries (cf. table 5.2 in Chapter 5)	implementation as soon as available	Relevant Embassy SoMe & webpages MFA public diplomacy Denmark Daily newsletters, MFA SDGs Magazine, etc. World's Best News campaign, State of Green Newsletter and website	taxpayers and international partners in Danish development cooperation	Public Diplomacy Team MFA
		C40 <u>website blog</u> and social media C40 <u>Knowledge Hub</u> C40 City Pages C40 <u>Newsletter(s)</u> .	City decision makers and practitioners, and the professional community in public and private sectors and academia.	C40
Larger results and impact stories related to global climate ambition	C40 Mayors' Summit (every two years)	Same channels as above but adding relevant international media platform/s.	Same as above but adding relevant international audiences	MFA/GDI and Public Diplomacy Team MFA C40 C40 member cities

Below are given links to social media platforms with news communication from C40.

Connect with C40	Links to C40 on key social media:			
	<u>LinkedIn</u> <u>Facebook</u> <u>YouTube</u> <u>twitter</u> <u>Instagram</u> <u>Flickr</u>			
Please use media@c40.org for all media inquiries.				

Annex 8: Process Action Plan

(including participation in key milestones in C40 2021-2024 business plan preparation)

Action/product	Dates/Deadlines	Responsible unit
Formulation mission to C40 Cities Climate	15-18 October 2019	GDI
Leadership Group, London with participation of		
TQS and consultant		
KPI methodology and focus, meeting	17 January 2020	C40
C40/CIFF/ Realdania /GDI.		
C40/MFA virtual workshop focused on Theory	23 and 25 March	C40
of Change, Results hierarchy, delivery models		
Final draft Programme Document submitted for	5 May	GDI
MFA/GJL last step in appraisal and voluntary		
internal peer review		
Final KPI alignment C40/CIFF/MFA	7 May	C40
Appraisal completed	11 May	MFA/GJL
Finalization of Programme Document	11-19 May	GDI
Final Programme Document with appropriation	20 May	GDI
cover forwarded to Secretariat for the Council for		
Development Policy		
Presentation in the Council for Development	10 June	GDI
Policy		
Approval by the Danish Minister for	Late June	GDI
Development Cooperation		
Signing of Agreement C40/MFA, immediately	Late June	GDI and C40
upon Minister's approval		
MFA disbursement of 1st tranche of funding to	early July 2020	GDI, C40
C40		077/010
Recruitment of secondee funded by Denmark	Late 2020-early 2021	GDI/C40
C40 Steering Committee, Working Group, and	September-	C40
Strategic Board Meetings and consultations with	November	
C40 Cities		640
C40 Steering Committee and Board approval of	3 December 2020	C40
C40 Business Plan 2021-2024	4.1	0.40
C40 Business Plan 2021-2024 and Participation	1 January 2021	C40
Standards in force	T . 4m . 2021	CDI
Focused inception review	Late 1st quarter 2021	GDI
C40 Submission of annual reports to MFA and	Late February 2021,	C40
other strategic funders	2022, 2023, 2024,	
Mil town Doning (MTD) I i d id d C40	2025 Mid 2022	MEA
Mid-term Review (MTR). Jointly with other C40	Mid-2022	MFA
strategic funders.		

Annex 9: Table of follow-up Actions taken on Appraisal Recommendations

Title of (Country) Programme	Accelerating climate action in large cities in developing countries - Strategic support to C40
File number/F2 reference	2019-34450
Appraisal report date	11 May
Council for Development Policy meeting date	10 June 2020
Summary of possible recommendations	s not followed – All recommendations followed

Overall conclusion of the appraisal

The justification for the Danish support to C40 is evident. C40 represents 94 of the world's largest cities, which represent more than 700 million citizens and one quarter of the global economy. By 2050, two-thirds of the world's population will be living in cities. Thus, the world's mega- and large cities are critical to meet the 1.5°C Paris Agreement goal and C40 has demonstrated a strong leadership to turn the Paris Agreement into action. The Danish support will contribute to healthier, safer and more prosperous cities in developing countries through the reduction of greenhouse gas emissions, enhanced climate risk resilience, and green job creation in large cities in developing countries. In short, the objectives of the Danish support are aligned to the World 2030 strategy and to the Government's priority to strengthen Denmark's global leadership on climate ambition.

The appraisal included meetings with both C40 staff, management and joined donor calls with C40, CIP and Realdania, which confirmed that C40 has a strong political leverage and a unique access to Mayors and high-level technical staff. Further, C40 has managed to create broad networks with the private sector and other stakeholders to push an innovative and actionable climate agenda. C40 has demonstrated its global bargaining power to influence the climate negotiations and build a race-to-the-top approach between the largest cities across the globe.

However, C40 stands at an institutional transformative crossroad. So far, C40 has mainly been a politically-driven network of cities committed to address climate change, develop ambitious climate action plans and share experiences and lessons learned across cities. However, by 2020 all C40 cities should have developed and presented Climate Action Plans consistent with the Paris Agreement and begin implementation. Yet, many C40 cities in developing countries do not currently have the resources and technical capacity to start implementation of their climate action plans. The appraisal found, however, that in its current form, C40 has limited capacity to support its member cities' in developing countries to overcome their barriers of implementation. This would require some reorientation of the institution including new technical capacity, stronger presence in the regions in the Global South and new delivery models.

In this context, the Danish grant aims to support C40 with this 'accelerated implementation' in developing countries, but this will require a shift from policy development towards more technical advisory support to implementation of the action plans. Though C40 has some experience of providing technical assistance to cities in developing countries, a more extensive support to member cities would require some reorientation of the institution to deliver demand-driven technical support without moving completely away from its more policy-driven agenda where C40 has demonstrated impressive results. C40 is fully aware of the need of developing and broadening its institutional capacity. Thus, it has been the recommendation of the appraisal that the Danish programme formulation team should participate and support C40 in this process while preparing the grant agreement.

In this context, the appraisal recommendations have been provided early in the preparation process and in dialogue with C40 and the responsible MFA team. Overall, the appraisal has recommended to clarify the delivery model that C40 will apply to provide selected cities in developing countries with technical assistance. Further, the Theory of Change and the results

framework have also been recommended to be strengthened to reflect challenges of implementing specific action plans in very different cities and in different sectors. Clear targets and monitoring framework need to be in place to monitor progress. Financial monitoring mechanisms and safeguard policies also need to be adapted together with mechanisms to monitor compliance with OECD DAC'ability for official development assistance (ODA).

The appraisal was conducted from October 2019 to January 2020, and with a light review of formal requirements of the final programme document in May 2020 prior to submission of Programme Document to the Council for Development Policy. The appraisal included a two-day visit to the C40 headquarter in London and several follow-up meetings. The recommendations follow the concept of an 'appraisal in process' where the independent MFA technical advisor contributes with recommendations during the elaboration of the programme rather than just providing quality assurance on the final draft which rarely allows time and resources to make substantial changes. In addition, the technical advisor has also reviewed the final Programme Document and made minor recommendations.

PLEASE NOTE that the majority of the recommendations below were agreed on early in the process to allow sufficient time to address the topics with C40 and its partners.

Recommendations by the appraisal team

Follow up by the responsible unit

Country programme/Programme Level:

Ensuring C40 support to cities in developing countries and inclusion of vulnerable population

- 1. A process for selecting the cities should be developed reflecting Danish geographic priorities, incl. development of targets and KPIs should ensure that climate action priority focus on in cities in African cities and in high-emitting emerging cities is prioritised and tracked.
- Focus cities for Danish support have been identified and are all low income or lower middle-income cities in Africa and Asia. For cities in Africa, the priority is expected to be on resilience and adaptation. For cities in Asia, there will be a double focus on resilience and mitigation.
- 2. There is a risk of elite capture also at city level and when implementing climate action plans. How can the Danish grant to C40 promote action addressing climate risks faced by poor and informal neighborhoods.
- The C40 Global Green New Deal puts inclusive climate action at the centre of urban decision-making to secure a just transition. This has been further emphasised with the recently launched 9 principles for green recovery from the Covid-19 crisis. To translate the principles into action, C40 is introducing equity assessments for climate action implementation in order to maximise social and economic benefits, reduce inequality and ensure a just transition.

3. Women and girls tend to be disproportionately vulnerable to climate change. It is recommended to elaborate further on how C40 technical advisory can be gender informed and take into consideration women's specific climate vulnerabilities.

Gender equality and particular vulnerability of women and girls are integral parts of C40's Global Green New Deal and the principles for a just transition, and included in equity assessments (cf. above).

Meet OECD DAC criteria for the ODA support

4. C40 is not on the OECD DAC list of eligible organisation. The MFA team should work with C40 to ensure tracking of ODA eligible funding and spending in a way that ensures compliance to OECD DAC ODA criteria.

C40 will further enhance the systematic tracking and reporting of ODA-compliant spend against budgets. The monthly status will be reported to C40's Management Team as part of the management accounts and quarterly status will be included in the Quarterly Financial Reports that are shared with C40's Board. The criteria established by C40 for systematic ODA-tracking are found compliant with the OECD/DAC definitions. C40 is submits an annex, to the general account, establishing total received ODA funding (and sources) and above specified spending. The annex is included in the annual audit exercise.

Thematic Programme Level:

Synergy and priorities between climate change adaptation and mitigation

5. Further elaboration on priorities for resilient, low-carbon cities. Would C40 respond to demands from cities or aim to cluster specific sectors/areas as priorities to develop synergies.

Before the end of 2020, criteria and process will be designed and approved for agreeing up to 3 priority actions with each global South member city for which cities express a need for C40 support. The priority actions shall be part of the city 1.5°C aligned, resilient and inclusive climate action plans. Based on this, a set of criteria and a process for selecting potential Regional Thematic Programmes will be defined and approved for each region.

6. Mitigation has been main focus for C40 but climate adaptation is a priority for particular African cities. How will C40 prioritise to build stronger capacity to respond to climate change requests on climate resilience and adaptation from its members?

C40 is in the process of strengthening the capacity and internal organisation of its climate adaptation resources to increase synergies and organizational alignment around its key adaptation objectives. An indicator for this process is part of the results focus defined for the Danish support to C40.

From policy network to provision of technical advisory

7. C40 is planning a new business plan for 2021-2024. It is recommended to review how institutional changes are expected to strengthen the institutional capacity to provide technical implementation advisory support to member cities.

A Danish funded implementation model study for accelerated implementation of climate action in cities in developing countries made a preliminary assessment of needs for institutional strengthening. The study found a need for new technical capacity and stronger presence in the regions in the global South to support cities in accelerated implementation. A planned dedicated study will further assess specific needs and recommend adjustments. C40 institutional adjustment is included as one of selected focus indicators for the Danish support to C40.

8. C40 has provided technical support to member cities in developing countries before. It is recommended to review/build on these experiences as an input for the final document.

Previous evaluations of C40 have assessed the adequacy and performance of C40 technical support to cities in developing countries. C40 has gradually adjusted this support, in particular through a more systematic approach to embedded city advisors in the global South. The planned study mentioned under point 7 above will assess needs for further adjusting this approach, including role and capacity of advisors as part of a broader enhancement of C40's regional representation and capacity. Regional representation and capacity is part of selected focus indicators for the Danish support. Further, a foreseen secondment of a senior implementation specialist based in Johannesburg to enhancing C40's regional contribute accelerated technical support to implementation in cities in Africa.

9. With an enhanced focus on implementation of climate action, the C40 delivery model for providing technical assistance and advisory to cities needs to be strengthened. The delivery model should be clarified defining the balance between building in-house capacity and using external partners.

For cities in developing countries in the global South, C40 will complement the existing offer with dedicated regional thematic programmes and City Advisors for an efficient and cost-effective response. Modalities for delivery models, including regional thematic programmes, have been analysed in a Danish funded study during the formulation of the programme. See also point 5 above.

Engagement Level

C40 policies, governance and financial risks

- 10. The new business plan and expected institutional changes are likely to lead to a more complex implementation structure with an increased risk and exposure to irregularities and adverse impacts. It should be explored if C40 has adequate financial management system and safeguard policies in place to mitigate this higher risks and complexity.
- C40's financial management system and safeguard policies have been assessed and found adequate. As C40 support to climate action implementation in cities in developing countries will increase in the 2021-2024 Business Plan period, with expected procurement of services under framework contracts for larger programmes including regional thematic programmes, C40's legal department will assess the 2019 policy and udate if required.
- 11. Further clarity on the governance set-up for approving specific support programmes for cities that also allows for adequate quality assurance.

Criteria and process for agreeing priority actions to be implemented with C40 support will be designed and approved. Based on this, a set of criteria and a process for selecting potential Regional Thematic Programmes will be defined and approved for each region. The final approval of each specific thematic support programme will follow the established division of mandates, in particular at management team and Executive Committee level.

Monitoring, evaluation and results framework

12. Current monitoring, evaluation and learning framework should be strengthened to fit the new action areas supported by the Danish grant.

Key objectives of C40's Monitoring, Evaluation and Learning system (MEL) are to assist C40 Cities make well informed decisions, maximise the effectiveness of programmes, and measure the impact. As the new BP 2021-2024 and its aims and KPIs at impact, outcome, and output levels are defined, MEL is developed accordingly. A new Business Planning and Reporting Team with a new Head of Monitoring and Evaluation role has been established to build capacity in the organisation to focus on its aim of embedding MEL in C40's ways of working to maximise impact and learning.

13. It would be relevant to explore how targets or KPIs in the new Business Plan will be developed to reflect indicators and outputs/outcomes from the city-specific action plans.

C40 will focus support to cities on selected priority actions from the city specific action plans (see also 5 above). The formulation team has invested quite substantial resources in a continued dialogue with C40 and its three strategic core funders to reach agreement on principles for design and selection of focus aims and outcomes for the 2021-2024 Business Plan based on city priorities. The defined outcomes are subject to the approval from C40's Steering Committee. Baselines for 2020 and targets for 2024 will be set in the coming months. A Danish technical inception review will assess defined outputs, baselines and targets in view of Danish priorities.

I hereby confirm that the above-mentioned issues have been addressed properly as part of the appraisal and that the appraisal team has provided the recommendations stated above.

Signed in Copenhagen on the 15 May 2020, <u>Morten Houmann Blomqvist</u>, Appraisal Team leader/TQS representative

I hereby confirm that the responsible unit has undertaken the follow-up activities stated above. In cases where recommendations have not been accepted, reasons for this are given either in the table or in the notes enclosed.

Signed in Copenhagen, on the 21 May 2020, <u>Rasmus Abildgaard Kristensen</u>, Head of Green Diplomacy (GDI)

Annex 10: Development of the C40 Business Plan 2021-2024

Possible C40 Business Plan 2021-2024 structure

- Executive summary
- Introduction
- Vision, mission and values
- External environment
- Strategic Aims
- Resourcing
- Finance
- Risks
- Monitoring and evaluation
- Annexes, including sectoral, regional and programme strategies and goals, enforcement mechanisms, strategies for measurement and planning, monitoring and evaluation, research and knowledge management, communications and events, as well as key organisational policies, and further financial details.

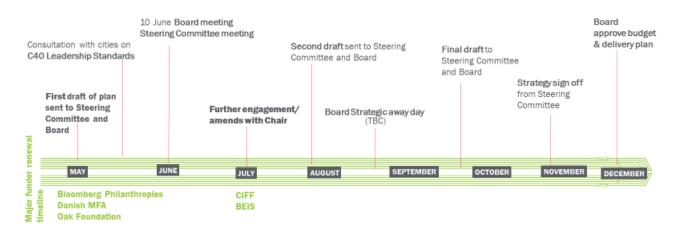
Vision:

In the future C40 wants, government at all levels, along with citizens, business, and the labour movement will unite to ensure global emissions fall steeply and fast enough to prevent run-away climate breakdown, while ensuring that a just transition from fossil-fuel dominated economies will create thriving societies, with new jobs and opportunities for those previously left behind, achieving economic justice alongside environmental justice, and increasing quality of life for everyone without destroying the ecosystems upon which we all rely.

This future we want is radically different to the pathway we are currently hurtling towards, likely to be 3°C hotter or worse. That will mean a climate crisis for the human race, with more frequent floods, heatwaves and droughts hitting the poorest and most vulnerable hardest and making increasing parts of C40 cities uninhabitable. There is no greater threat to our security, our economies, to the very survival of future generations, than this climate emergency. At the same time, the solutions have never been clearer or more achievable.

Source: Draft BP outline dated 5 December 2019 and draft BP narrative 24 April 2020

C40 BP Development process:



Annex 11: C40 Global Green New Deal, C40 Declarations, Deadline 2020

Table A11.1 - C40 Global Green New Deal – core principles

Core Principles of the Global Green New Deal:

At the C40 World Mayors Summit in Copenhagen in October 2019, the Chair-Elect of C40 Cities and Mayor of Los Angeles Eric Garcetti, alongside the mayors of cities worldwide including Copenhagen, Paris, Rio de Janeiro, Sydney and Tokyo, announced their support for a Global Green New Deal with the following core principles and commitments:

- 1. We recognise the global climate emergency.
- 2. We are committed to keeping global heating below the 1.5°C goal of the Paris Agreement by curbing emissions in the sectors that are the greatest contributors to the climate crisis: transportation, buildings, and waste. C40 cities are already cutting emissions at a rate consistent with the limits determined by science which means peaking emissions by 2020 and halving them by 2030. Every business, individual, investor, partner, informal settlement representative and nation that forms part of Global Green New Deal will commit to similar science-based targets.
- 3. We are committed to putting inclusive climate action at the center of all urban decision-making, to create thriving and equitable communities for everyone. Our commitment includes protecting livelihoods, helping end poverty, improving lives, building more equitable societies and securing a just transition for those working in high-carbon industries. Climate delay is already having devastating consequences with the impact being felt most severely by those least responsible for the emissions causing the climate emergency. We will drive an urgent, fundamental and irreversible transfer of global resources away from fossil fuels and into action that averts the climate emergency, thereby building a green and fair ecological civilisation.
- 4. We invite our partners political leaders, CEOs, trade unions, investors, and civil society to join us in recognising the global climate emergency and help us deliver on science-based action to overcome it. Business, governments, investors, labour, civil society, citizens, and communities disproportionately impacted by climate change and poverty will form the coalition necessary to tackle the climate crisis. Through the C40 Global Youth Initiative, we will work particularly closely with young people in our cities to help shape the sustainable future they want, providing a route from making their voice heard on the streets into shaping policies and projects in city government.

Table A11.2 - C40 Declarations

Declaration	Commitment by signatories
The Net Zero Carbon	We pledge to enact regulations and/or planning policy to ensure new
Buildings Declaration	buildings operate at net zero carbon by 2030 and all buildings by 2050.
	Additionally, in many of our cities, our municipal or government buildings
	represent a significant proportion of our building emissions, and they offer
	a large opportunity for rapid action. We can use them to pilot innovations,
	build capacity in our local markets, and inspire others to follow our
	leadership. We commit to owning, occupying and developing only assets
	that are net zero carbon in operation by 2030.
Advancing Towards Zero	We pledge to advance towards zero waste cities by: 1) reducing the
Waste Declaration	municipal solid waste generation per capita by at least 15% by 2030
	compared to 2015; and 2) reducing the amount of municipal solid waste
	disposed to landfill and incineration by at least 50% by 2030 compared to
	2015, and increase the diversion rate away from landfill and incineration
	to at least 70% by 2030.

Our Commitment to	We pledge to transition to Fossil-Fuel-Free Streets by: Procuring, with our
Green and Healthy	partners, only zero-emission buses from 2025; and ensuring a major area
Streets (the Fossil Fuel	of our city is zero emission by 2030.
Free Streets Declaration)	
The Good Food Cities	We commit to working with our citizens to achieve a 'Planetary Health
Declaration	Diet' for all by 2030xii, with balanced and nutritious food, reflective of the
	culture, geography, and demography of our citizens.
The Clean Air Cities	To clean the air our citizens breathe and help meet the goals of the Paris
<u>Declaration</u>	Agreement, we pledge to: • Within two years, establish baseline levels and
	set ambitious reduction targets for air pollutants that meet or exceed
	national commitments. These targets will put us on a path towards
	meeting World Health Organisation Air Quality Guidelines for particulate
	matter, nitrogen dioxide, ozone, and sulphur dioxide. Before 2025,
	implement new substantive policies and programmes to address the top
	causes of air pollution emissions within our city and under our control. •
	Publicly report annually on our progress in reducing pollution levels
	relative to targets and achieving the commitments in this declaration
Declarations addressing	These Declarations are due in 2020
Clean Construction and	
Adaptation.	

Table A11.3 - Deadline 2020:

Deadline 2020

Funded by Bloomberg Philanthropies, CIFF, and Realdania with the private consultancy company Arup, <u>Deadline 2020</u> (published December 2016) is an analysis of the contribution C40 cities could make to delivering the Paris Agreement objective of limiting global temperature rise to 1.5oC. Deadline 2020 has been an evolving routemap to which stakeholders have been invited to contribute. The concluding findings were:

- 1. C40 Research presents the first significant pathway for relating the ambition of the Paris Agreement to action on the ground. One that would allow C40 cities, representing 650 million people and 25% of the world's GDP, to deliver their own emissions trajectories consistent with limiting global to 1.5 degrees.
- 2. To stay within 1.5 degrees, average per capita emissions across C40 cities would need to drop from over 5 tCO₂e per capita today to around 2.9 tCO₂e per capita by 2030. Doing so would keep cities on a trajectory consistent with either 1.5 or 2 degrees of warming, it is only after 2030 that these trajectories diverge.
- 3. Mayors can deliver or influence just over half of the savings needed to put C40 cities on a 1.5 degree trajectory, a total of 525 GtCO₂e by 2100. Either through their own direct action or through collaborating with partners such as the private sector.
- 4. Deadline 2020: Action in the next four years will determine if it is possible for cities to get on the trajectory required to meet the ambitions of the Paris Agreement. If sufficient action is not taken over this period, limiting temperature increases to below 1.5 degrees will be impossible. C40 cities collectively delivered nearly 11,000 climate actions between 2005 and 2016. In the four years to 2020, an additional 14,000 actions are required. This represents an additional 125% in less than half the time.

- 5. Wealthier, high carbon cities must deliver the largest savings between 2017-2020. As of 2017, cities with GDP over \$15,000 per capita must begin to reduce their per capita emissions immediately. Of the 14,000 new actions that are required from 2016-2020, 71% should be taken by cities that need to immediately decrease per capita emissions.
- 6. As C40 cities age and grow they will need to invest in renewing and expanding infrastructure and working to enhance the lot of their citizens. From 2016 to 2050, over \$1 trillion of this investment is required across all C40 cities to meet the ambition of the Paris Agreement through new climate action. \$375 billion of this investment is needed over the next four years alone to take the climate action required.
- 7. If action involving city governments can deliver just over half of the GHG savings needed, then action to deliver structural changes from outside cities (i.e. electrical grid decarbonisation), must start to have a significant impact from 2023 at the latest. This will become the dominant driver of urban GHG reductions after 2030.
- 8. Substantial carbon sequestration will be required by national governments if cities are to stay on a 1.5 degree trajectory post 2050.
- 9. If all cities adopted the roadmap set out in this report for C40 cities, it would deliver 40% of the emission reductions required to keep temperature rise below 1.5 degrees: Action by C40 cities can have huge magnification. If all cities with a population greater than 100,000 adopted the ambition for C40 cities set out in this report, there would be the potential to save 863 GtCO₂ globally by 2050. By 2100, they could have saved up to the equivalent of 40% of the reductions necessary for a 1.5 degree scenario.

A central element in the Deadline 2020 programme is a specially developed global standard for climate planning (the C40 Climate Action Planning (<u>CAP</u>) Framework), which forms the basis for work by C40 cities to develop climate plans.

With DK2020, Realdania has also brought Deadline 2020 to 20 Danish municipalities that decided to follow in the footsteps of the most climate-ambitious cities in the world and join with a group of international climate frontrunners. Through this project, municipalities receive technical support and advice from global and Danish experts from the international C40 cities network and CONCITO, a green think-tank, to develop, update or adjust their climate work so that it lives up to the C40 standard for climate planning.

Annex 12: C40 Initiatives, Networks, Programmes

C40 presently has 96 member cities (though two are currently inactive), see the map below.



More information about each C40 City can be found <u>here</u>. C40 supports and collaborates with member cities through a wide range of initiatives that are briefly summarised in below.

Table A12.1 - C40 Initiatives and Networks

Adaptation Implementation	Air Quality	Energy & Buildings	Food, Waste &	Transportation & Urban
			Water	Planning
Connecting Delta Cities	Air Quality	Clean Construction	Food Systems	Land Use Planning
Cool Cities		<u>Forum</u>	Sustainable Waste	Mass Transit
<u>Urban Flooding</u>		Clean Energy	<u>Systems</u>	Mobility Management
		Municipal Building	Waste to Resources	Walking & Cycling
		<u>Efficiency</u>		Zero Emission Vehicles
		New Building		
		<u>Efficiency</u>		
		Private Building		
		<u>Efficiency</u>		

Source: https://www.c40.org/networks See website links in the tables above and below.

Table A12.2 - C40 Programmes

City Finance	City Intelligence	Diplomacy	Direct Support	Measurement & Planning	Programmes, Business & Innovation	Special Projects
Financing	<u>City</u>	C40 City	City Advisers	Measurement &	Low-Carbon	Reinventing Cities
Sustainable Cities	<u>Intelligence</u>	<u>Diplomacy</u>	Building Energy	Planning	Districts Forum	<u>Inclusive Climate</u>
<u>Initiative</u>			2020 Programme	Climate Action	Green Economy &	Action
C40 Cities				Planning Resource	Innovation Forum	Women4Climate
Finance Facility				<u>Centre</u>	City Business	
					<u>Alliance</u>	
					City Solutions	
					<u>Platform</u>	
					Empowering Cities	
					With Data	

Annex 13: C40 Cities Climate Leadership Group Governance, Management, Organisation and Staffing

The organisational set-up and staffing of the C40 Cities Climate Leadership Group is illustrated in selected organigrammes and tables with summary information on current staffing.

Table A13.1 - Governance: C 40 Board of Directors, and Steering Committee

C40 Board of Directors:

Michael R. Bloomberg, President of the Board

Antha Williams, Head of Environment Program, Bloomberg Philanthropies

Jesper Nygård, CEO Realdania

Justin Johnson, Climate Director at the Children's Investment Fund Foundation

Bruce Lindsey, Clinton Foundation

Ana Guerrero, Chief of Staff, City of Los Angeles

Shirley Rodrigues, Deputy Mayor for Environment and Energy, London

Krish Kumar, Chief Finance Officer, Durban (eThekwini)

Source: https://www.c40.org/board of directors

C40 Steering Committee:

Mayor Eric Garcetti, Los Angeles, USA

Lord Mayor Frank Jensen, Copenhagen, Denmark

Mayor M. Adjei Sowah, Accra, Ghana

Mayor Horacio Rodríguez Larreta, Bienos Aires

Mayor Claudia López Hernández, Bogota

Mayor Martin J. Walsh, Boston, USA

Mayor of South City Md. Sayeed Khokon, Mayor of North City: vacant, Dhaka, Bangladesh

H.E. Abdulla Mohammed Al Basti, Secretary General of the Executive Council of Dubai, UAE

Mayor Mxolisi Kaunda, eThekwini (Durban), South Africa

Mayor, Secretary for the Environment KS Wong, Hong Kong, China

Mayor Sadiq Khan, London, UK

Mayor Giuseppe Sala, Mila, Italy

Mayor Han Liming, Nanjing, China

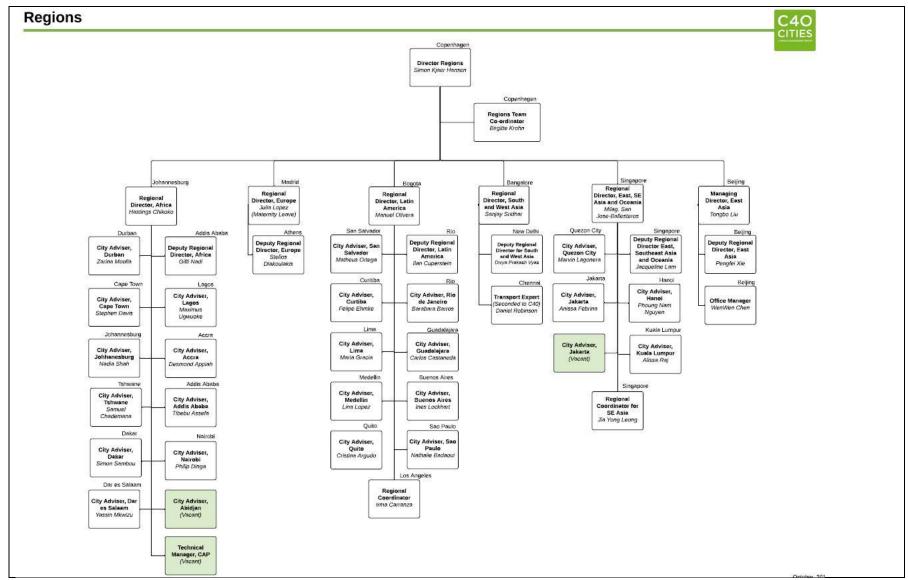
Mayor Jenny A. Durkan, Seattle, USA

Mayor Won-soon Park, Seoul, Republic of Korea

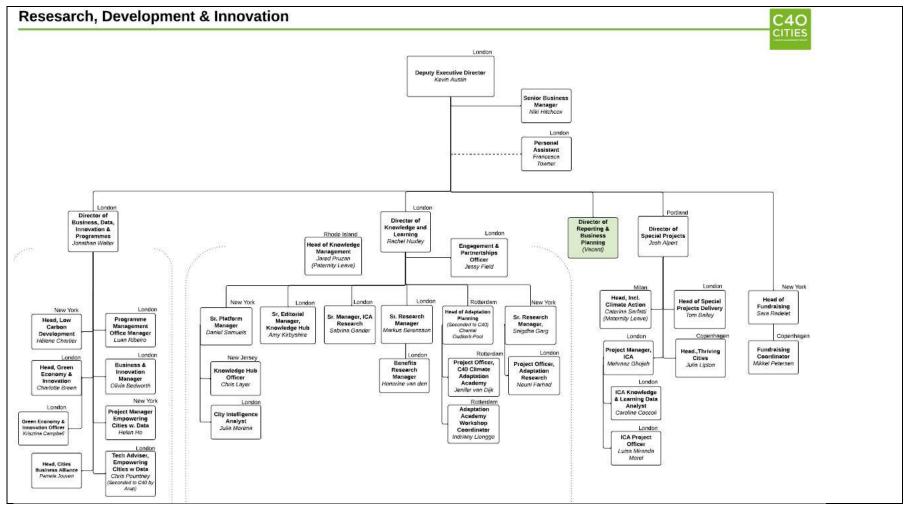
Mayor Anna König Jerlmyr, Stockholm, Sweden

Mayor, Governor Yuriko Koike, Tokyo, Japan

Source: https://www.c40.org/steering committees



Source: C40



Source: C40

Table A13.2 - C40 Staffing January 2020

C40 Unit	2020 staffing
Communications & Events	15
Corporate Services	20
Regions Team	42
Executive Director's Office	11
Global Initiatives	49
Research, Development and Innovation	36
International Diplomacy	10
Planning and Finance	48
Total	230

Source: C40

Annex 14: C40 Monitoring and Reporting, Evaluation, Learning and Knowledge Management

14.1 C40's approach to Monitoring, Evaluation and Learning (MEL) framework: A key principle in MEL is that the foundation of C40 is built on robust scientific evidence. The Deadline 2020 report, produced by C40 in 2016, and supplemented to other C40 tools, demonstrated the emissions reduction trajectory that cities need to follow in order to be consistent with the Paris Agreement's 1.5°C target. The C40 Business Plan 2017-2021 outlines key aims and objectives and would be accompanied by a consolidated set of KPIs, with the MEL framework further developing the C40 theory of change with outcome and impact indictors and targets for monitoring. C40 has been working with cities to build a robust data baseline through robust GHG inventories aligned with the globally accepted GPC standard and developed tools for cities focused on assessing climate risks and measuring impacts of adaptation actions, including the Measuring Progress in Urban Climate Change Adaptation. Key objectives of MEL are to assist C40 Cities make well informed decisions, maximise the effectiveness of C40 programmes, measure the impact of core funders' investment in C40 and demonstrate the value of the C40 model to new funders, and providing compelling information and evidence to engage audiences throughout the world. The MEL includes a Knowledge Management Plan (what data needs to be collected, analysed and disseminated) and a Learning Plan (what changes to put in place to improve the way C40 delivers on its goals). A new Business Planning and Reporting Team with a new Head of Monitoring and Evaluation role has now been established to build capacity in the organisation to focus on its aim of embedding MEL in C40's ways of working to maximise impact and learning. As the new BP 2021-2024 and its aims and KPIs at impact, outcome, and output levels are defined, MEL is developed accordingly.

C40 monitoring of Participation Standards: The C40 TOR include as Schedule B a detailed set of Participation Standards for Megacity, Innovator, Steering Committee and Observer C40 cities. These Participation Standards are guidelines for members that - in addition to setting an ambitious target for greenhouse gas emissions reduction - require C40 cities to conduct a climate risk assessment and develop an ambitious climate action plan with tangible plans and initiatives to meet their target. C40 cities are also required to actively share best practice examples with other cities as a means of accelerating climate action and actively participate in other C40 activities. C40 closely monitors member cities' adherence to these standards, which could result in suspension of membership for non-compliance. As an example of this monitoring, the best performing cities in C40 regions in 2018 were announced in May 2019 and the best performing cities in 2019 were announced in early 2020. The Participation Standards are being updated as part of the C40 Business Plan 2021-2024, to support its delivery and serve as one of the key enforcement mechanisms. They will encourage cities to accelerate the implementation of their climate action plans addressing mitigation, adaptation and inclusivity, and to lead by example and help shift markets through global leadership. To emphasize the commitment of C40 cities to the highest level of climate ambition the Participation Standards are likely to be renamed C40 "Leadership Standards" following the proposed revision, expected to be finalised in Q3 2020.

14.2 C40 Reporting:

<u>C40 reporting to cities:</u> An internal dashboard accessible to member cities provides a long list of information shared in a protected environment. A city "High-Impact" Actions Tracker will track approximately 15 "high-impact" actions across the main sectors of climate action. A series of apps have been produced in Qlik that enable city users to interactively access the data. These are updated as new outcome data are added, and two separate apps have been created: • A metric-focused sheet allows the user to select a specific metric e.g. % zero emission buses and view a comparison between different cities for the current year; • A city-focused sheet allowing the user to select a specific city

and compare the change in performance across multiple years.

<u>C40 Reporting to Funders:</u> This includes reporting to CIFF on its Cascade to Impact (C2I) - quarterly and annual report on progress of each city against each C2I required action using the CIFF C2I template and capturing: • Progress the city has made against the C2I required action; • Challenges and mitigating actions regarding progress against the action; • How C40 supported progress; • What are next steps and how C40 will support. C40 provides a monthly update to Bloomberg Philanthropies on progress towards delivering C40 Business Plan Goals and city progress in delivering actions on the ground. And reporting is provided annually to the MFA on the CAP programme (see below).

<u>C40 Reporting to the Management Team:</u> Quarterly Programme Update to C40 Management Team with assessment of activities under each of the C40 programmes.

<u>C40 Reporting to the Board and Steering Committee:</u> Quarterly report that communicates progress towards C40's business plans goals and C40 impact.

<u>C40 Annual Report:</u> The C40 Annual Report made publicly available summarises progress made and celebrates city success illustrated by many examples from C40 cities. The Annual Report for 2018 is available in an interactive format <u>online</u> and the Annual Report for 2019 is available on the <u>C40</u> website.

14.3 Evaluations of C40:

In 2013, CIFF funded an evidence review to analyse to what extent international city networks like C40 may leverage cities activities in relation to effective and efficient GHG abatement. The COWI report (March 2013) <u>Strategic Review of International City Climate Networks</u> found that:

- Participation in the networks saves resources in comparison to not being a member, and the learning from each other is the true value of networking.
- Cities want to learn from examples; in the context of limited resources, city practitioners rely more on trusted first-hand accounts from municipal workers elsewhere about what works and what does not.
- Transnational networks are critical in addressing the institutional challenges facing cities in responding to climate change.
- More often than not it is political leadership and the urban political economies of climate change which matter most in enabling and constraining effective action.
- Peer-to- peer accountability is encouraged through the strict application of requirements such as membership standards.

In 2016, CIFF, in collaboration with Realdania, contracted Ramboll Management Consulting to independently evaluate support to C40 Cities Leadership Group. The evaluation aimed to assess the extent to which C40 is functioning effectively as a network and to identify any lessons learned with a view to improving the future performance and impact of C40 activities. Key conclusions in the final report Evaluation of Support To C40 Cities Leadership Group (October 2016) included the following:

- C40 was overall deemed by the member cities as an effective and as an impartial resource for advice. The C40 organisation was seen as an effective connector (network operator) to other cities, and as a trusted global player in the climate agenda the C40 organisation and its staff contributed to pulling cities together and creating common value.
- C40 had been particularly successful in creating a political platform which motivated mayors and participation was a co-driving effect creating momentum for climate action. There was a consensus that membership brings value to the cities' climate work, through the exchange of experiences and exposure provided to the cities and that it gives cities a voice at the global stage.

- Participating in the thematic networks, and only being cities talking to cities, created a special bond between the city officials at both technical and policy level, including mayors. Peer pressure was also reported as inspiring cities towards action. Due to the close relations created in the networks, peer pressure and friendly competition spurred city officials to ensure progress on actions. The peer pressure effect also worked on a mayoral level, spurring mayors to become engaged, and setting (realistic) ambitious targets, and initiating pilot projects.
- What C40 was doing very well was acting as a matchmaker and bringing together a pool of relevant and important stakeholders, which would not be possible for the city to attract. However, there was no discernible patterns of best practice and/or knowledge exchange between types of cities. Cities benefited the most when the knowledge and experience as directly relevant to them, e.g. when they got examples or partnered-up on specific issues or actions, where others had done or were doing the same.
- While C40 had influenced norms and standards and ways of measuring city emissions, many cities reported that the effectiveness of C40 as a direct accelerator of greenhouse gas (GHG) reductions was limited.
- While it was not possible to conclude that C40 activities resulted in tangible climate action, the achievements made in member cities (commitment to combating climate change, policy development and implementation) were deemed to be sustainable and C40 membership contributes positively to the climate actions implemented by the cities.
- Sustainability of the C40 organisation itself is dependent on external funding but it was not recommended to introduce membership fees.
- While the evidence to support progress in impact in terms of greenhouse gas reductions was scarce, one of the major impacts of C40 is the continued awareness building within the cities through the C40 membership and the involvement of the mayors. Committing the city on a political level to the climate agenda ensures that climate actions are prioritised and that the city moves forward.

The Evaluation Report made the following 6 recommendations to C40:

- 1. Continue and possibly strengthen the focus on or investment in measurement and reporting, to ensure that a focus is put on giving information back to the cities, e.g. to enable cities to actually benchmark between them overall and in different sectors.
- 2. Implement a process to allow more systematic follow-up on how city challenges have been addressed and progress made by cities on action supported by C40. This would also act as a catalyst for action through increased peer-to-peer accountability and transparency.
- 3. C40 should ensure that mechanisms are in place to allow adequate learning and exchange between thematic networks (transversal). It may also be necessary at some point to prioritise between networks, in order to avoid network "proliferation" and ensure that most relevant and prioritise themes are properly covered.
- 4. Focus more on finding "common causes" where the joint value creation is more manifest. Several cities mentioned the need or wish to open up the network to other actors, such as industry and private stakeholders, in order to use the C40 as a forum for dialogue and exchange to meet the challenges ahead.
- 5. Continue to work on access to finance as a means to address barriers to climate actions. The evaluation can confirm that this is a relevant development in order to support actual implementation of actions.
- 6. It would be beneficial if C40 could increase its regional presence, and it could be explored if regional offices could further strengthen the organisation, by for example having network managers placed in the regions.

The C40 Management Team's follow-up on the 6 recommendations to C40 was summarised in its management response in March 2018 and updated in September 2019, reflecting broad agreement and detailed actions taken.

A new CIFF funded Evaluation of C40's Impact Through Climate Action Plans and Networks has been undertaken in the 1st-2nd quarters 2020, but the report was not yet available as this Programme Document was finalised in mid-May.

14.4 C40 Learning and Knowledge Management:

C40 City Satisfaction Survey 2019 As part of the C40 Cities Climate Leadership Group's ongoing efforts to support member cities' climate-related initiatives, a survey is undertaken annually and was latest undertaken for 2019 asking C40 cities' input to better understand their satisfaction with C40, its programmes and strengths and weaknesses. The aim was to get input that could inform the continuous endeavours to improve the value of C40 to its member cities. The results for 2019, with an impressive 95% response rate, show a slight increase in satisfaction compared to an already high satisfaction score in 2018. Direct support from C40 staff and participating in C40 events and sectoral network activities are among the highest rated areas. There has also been an increase in perceived importance on a number of C40 activities including sharing information through online platforms such as the C40 Knowledge Hub, committing to C40 declarations and participating in a C40 led or co-led diplomacy initiative. The results analysis also suggests that cities are interested in more support in certain areas than is currently available from C40, and that these activities should therefore be further prioritized in the near future if we are able to get access to the funding needed. This includes activities such as the Climate Action Planning Programme, C40 Finance Facility (CFF), the climate benefits research, new sectoral networks, and the Financing Sustainable Cities Initiative (FSCI).

<u>C40 Knowledge Hub:</u> A key vehicle for C40 knowledge management and sharing is the <u>Knowledge Hub</u> that provides access to cutting-edge insights and practical resources from leading climate cities. Upon registration and log-in the user can access a wide range of knowledge products including Policy Briefs, Implementation Guides, Case Studies and Best Practice Examples, Webinars, Commentaries and Opinions. These resources are publicly accessible upon registration.

Table A14.1 - C40 Knowledge Hub library structure

 Adapting to Climate 	 Clean Energy 	Sustainable Finance and
Change	Climate Action Planning	Economics
Air Quality	• Food	Transport and Urban
Buildings and construction	Inclusive and Equitable	Planning
City Diplomacy	Climate Action	• Waste

Source: https://www.c40knowledgehub.org/s/global-search/%40uri?language=en_US#t=Articles&sort=relevancy

Annex 15: Draft Job Description for Seconded Senior Specialist

Job Description



Position Title: C40 Head of Climate Action Implementation

(Funded by the Danish Ministry of Foreign Affairs)

Department: Regions

Reporting To: C40 Regional Director, Africa Location: Johannesburg, South Africa

Salary: f_{-} (depending on qualifications – salary range to be specified in the final job

advertisement)

Term: Fixed Term Contract for 24 months starting on 1 November 2020 with possibility of

extension

Background

The C40 Cities Climate Leadership Group connects more than 96 of the world's largest cities committed to tackle the enormous challenges that climate change and rapid urbanization pose to cities including in some of the least developed parts of the world. C40 is now preparing its next Business Plan period for 2021-2024, with a focus on accelerated implementation. The purpose of this position, which is funded by the Danish Ministry of Foreign Affairs, is to contribute to the process of accelerated implementation in African C40 member cities, with a particular focus on climate adaptation actions.

C40 has supported its African member cities with developing climate action plans that are compatible with the goals of the Paris Agreement, and by the end of 2020 all C40 cities in the region will have published their plans or be in the final stages of plan completion. To further support its African member cities in bringing priority actions from their Climate Action Plans into quick and efficient implementation, C40 is looking for a Head of Climate Action Implementation to work closely with the Regional Director to ensure that cities have access to advice on how to ensure an efficient project implementation process. The role will thereby support the delivery of one of C40's flagship programmes in the coming years and help the region's cities to demonstrate that *it can be done*, so that others can take inspiration from the example of African C40 cities and their leadership in the climate crisis.

C40's Regions Team

Core to C40's values and effectiveness is an ability to be responsive to the needs of all C40 cities and focus services and support on the areas of greatest opportunity for city action and climate impact. C40's regional management structure better enables C40 to leverage relationships between peer cities and technical and financial partners regionally and globally and to be more responsive to local needs and conditions. To manage these efforts, C40 Regional Directors are positioned in seven regions, including the Africa Regional Director who is based in Johannesburg. The Regional Directors act as the ambassador for their regions, to ensure that the organisation can deliver effectively at a regional level considering specific geographic, cultural, language and other differences. The C40 Head of Climate Action Implementation will be line managed by the C40 Regional Director and will be part of the C40 Regions Team, working collaboratively with other C40 teams.

Position Description

The C40 Head of Climate Action Implementation will assist C40's African member cities, the C40 Regional Director for Africa, and the C40 Regions Team in the process of implementing key, priority climate actions identified in the cities Climate Action Plans. This may include the development of thematic flagship

programmes that will facilitate cross-learning between cities in key climate risk areas such as droughts and flooding as well as key opportunity areas for bringing down emissions such as waste.

Responsibilities:

- Support C40's African member cities in their implementation of key priority actions from their Climate Actions Plans, e.g. by helping them to identify and establish critical partnerships for delivery.
- Assist C40's Regional Director in developing and executing strategies to ensure alignment with national and sub-national policies and strategies and synergies with support programmes from other development partners to further accelerate the implementation of city climate actions.
- Elicit learnings and best practice examples from implementation processes and provide input to ensuring that this knowledge is exchanged and available in the C40 Knowledge Hub and other relevant platforms for cross learning.
- Advise and assist cities in reporting on KPIs, especially those related to the implementation of adaptation solutions
- Support the development of partnerships between city and private sector organisations to generate new and innovative solutions to adaptation action implementation
- Ensure coordination and linkages between C40 Teams including global thematic leads, city diplomacy, financing, etc. towards a unified and coordinated city support strategy
- Advise and assist the relevant C40 teams in further developing and delivering C40's accelerated implementation programme with an emphasis on C40 cities in Africa.
- Advice C40 on its development of thematic priority action program(s) to catalyse C40 city activities to accelerate the implementation of the most impactful climate solutions.
- Where relevant, support the C40 Regional Director in liaising with Embassies of Denmark in the C40 member city countries and the Danish Ministry of Foreign Affairs, as relevant and always in coordination with C40.

Personal Qualifications:

- Extensive background in design, development, management and monitoring of urban programmes/projects in Global South countries (preferably Africa).
- The candidate should demonstrate an understanding of both the challenges and the opportunities of implementing ambitious climate action and their economic, social and health co-benefit as well as climate risks and hazards.
- Experience of working with city administrations and on creating results within political organisations. Experience with public-private partnerships is an advantage.
- Demonstrated understanding of the context of cities in the Global South including the cooperation with multilateral and bilateral development partners
- Familiarity with the global climate change agenda as well as the relevant Sustainable Development Goals (particularly SDG 11, 13, and 8)
- Knowledge of international development cooperation policy and practice
- Familiarity with implementation support by other multilateral/bilateral development institutions engaged in urban climate action in Africa will be a strong advantage
- Excellent inter-personal relationship management skills in inter-cultural settings
- Excellent project management skills and technical and report writing skills
- The successful candidate is expected to have a postgraduate/advanced degree in a subject related to climate change and at least 10 years of relevant working experience
- The working language will be English; working knowledge of French will be an asset

Other Requirements:

Travel activities in Africa and to C40 offices in the UK and elsewhere will be required.

Application Process:

Interested applicants should submit a curriculum vitae and cover letter to <u>careers@c40.org</u>. Closing date for receipt of applications is (tbd).

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