Ministry of Foreign Affairs – (Department for Multilateral Cooperation and Climate Change, MKL)

Meeting in the Council for Development Policy 12 June 2018

Agenda item 4.b.

1. Overall purpose	For discussion and recommendation to the Minister
2. Title:	Support for UN Environment for the UNEP-DTU Partnership 2018-2021
3. Presentation for Programme Committee:	23 February 2018

Support for UN Environment for the UNEP-DTU Partnership (UDP) 2018-21

Key results:

- Inception report further developing interventions
- 2 4country selected for in-depth support for use of Technology Needs Assessment (TNAs) as a means to implementing new technologies for national climate plan (NDCS) by involving international and local private sector stakeholders and local value chains,
- Measurement, verification and reporting (MRV) framework to increase transparency and reporting of private sector stakeholder contributions to NDCs developed, tested and used in selected regions,
- Annual high quality adaptation and emission gap reports made available in advance of COPs for 2018- 21 to provide evidence for submission of more ambitious NDCs for the UNFCCC,
- Leveraging external funding of a magnitude of 250 mill. DKK for projects supporting UNEPs Medium Term Strategy and thus SDG7 and/or SDG 13,
- Reports on SEforALL accelerator, incl. size, reach, project investments and facilitated collaboration between Governments and private sector,
- Leverage USD app. 150 mill. of investment in energy efficiency projects and dissemination of transformative implementation frameworks and models to subnational authorities.

Justification for support:

- Long established partnership in the form of a research-based UNEP collaboration centre combining UNEPs global mandate, legitimacy and convening power with science-based knowledge of DTU. Provides high quality knowledge-products (incl gap-reports) and support for countries linked to the key mechanisms of the UNFCCC and a flexible and agile implementation mechanism for both UNEP and Danida priorities on SDG7 and 13 and related SDGs,
- Strengthened focus on engaging private sector solutions providers and investors, in SDG7 and 13 areas where Denmark holds strong expertise in both the public and private sector,

Major risks and challenges:

- Limited political will and capacity by Government entities at different levels, companies and investors to engage
- Ambitious interventions in light of limited resources available in budget
- Business models or investment frameworks not commercially viable
- Creating clear links to SE for ALL as an energy efficiency hub for energy efficiency accelerators of interest also to Danish brivate sector actors.

Strategic objectives:

					_010	
File No.	2017-10514					
Country	UNEP-DTU Partnership, (UDP)					
Responsible Unit	MKL					
Sector	Climat	e and E	nergy			
DKK mill.	2018	2019	2020	2021	20xx	Tot.
Commitment CECSD/CCEE	38/40					78
Projected ann. Disb. CECSD/CCEE	9,9 10	9,3 10	9,3 10	9,5 10		38 40
Duration	2018-2	21				
Finance Act code.	06.38.02 klimapul	.17 Energ lje	i og vandr	essourcer	og 06.34.0	1.70
Head of unit	Henriette Ellermann-Kingombe					
Desk officer	Dorthea Damkjær					
Financial officer	Ulrik J	Ulrik Jørgensen				

Relevant SDGs

۱ ^۱ ۳۹۵۲ ۱۱۹۴۹ ۱۹۹۹ No Poverty	2 mer SSS No Hunger	Good Health, Wellbeing	Quality Education	5 feet Gender Equality	Clean Water, Sanitation
Affordable Clean Energy	B televels un Decent Jobs, Econ. Growth	9 WHITTON AND 1 I I I I I I I I I I I I I I I I I I I	Reduced Inequalities	Sustainable Cities, Communities	Responsible Consumption & Production
Climate Action	14 with With Life below Water	Life on Land	Peace & Justice, strong Inst.	Partnerships for Goals	

To contribute to the combined Danish and UN Environment priorities of achieving SDG7 targets 7.1 and 7.3 – ensure universal access to affordable, reliable, sustainable and modern energy for all and double the global rate of improvement in energy efficiency as well as SDG13 - urgent action to combat climate change and its impact by 2030.

Thematic objective 1: SDG 7.1. and 13: Ensure universal access to affordable, reliable, sustainable and modern energy for all and urgent action to combat climate change and its impact

UDP - Centre on Energy, Climate & Sustainable Development,	Partner	Total thematic budget: 38 mill. kr.
Technology. Markets and accelerated private sector investment	CECSD	16,7 mill. kr.
Transparency of private sector contributions to NDCs	CECSD	,5,5 mill. kr.
High Quality Annual adaptation and emissions gap reports	CECSD	3,1 mill. kr.
Support to emerging challenges for UNEP and countries	CECSD	7,5 mill. kr.
Enhanced govern. and private sector uptake of UDP product	CECSD	2,3 mill. kr.
Review and administration	UNEP	2,9 mill.kr.
Total support for CECSD		38,0 mill.kr.

Thematic objective 2: SDG7.3: Double the global rate of improvement in energy efficiency

UDP - Copenhagen Centre for Energy Efficiency	Partner	Total thematic budget: 40 mill. kr.
Governments can apply actionable knowledge and learning on energy efficiency	Copenhagen Centre on Energy Efficiency	12,2 mill. kr.
Governments accelerate development of public-private EE implementation projects	Copenhagen Centre on Energy Efficiency	16,7 mill. kr.
Successful energy efficiency intervention models are widely communicated, disseminated and replicated	Copenhagen Centre on Energy Efficiency	8,1 mill. kr.
Administration and review	UNEP	3,0 mill. kr.
Total CCEE		40,0 mill. kr.
Total budget for CECSD and CCEE		78,0 mill. kr.



Support to UN Environment for UNEP DTU Partnership 2018-2021

Programme Document



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*Annexes 11, 12 and 13 can be required.

1 Introduction and background

UNEP DTU Partnership (UDP) was established in 1990 by the Danish Ministry of Foreign Affairs, UN Environment and the Technical University of Denmark (DTU).

The mission of UDP is to support the achievement of the Global Climate and Sustainable Development Goals in developing countries by providing internationally leading research, policy analysis and capacity building support.

The partnership comprises two Centres - the Centre on Energy, Climate and Sustainable Development (CECSD) and from 2013 also the Copenhagen Centre on Energy Efficiency (CCEE) - established with Danish funding to support the global Sustainable Energy for All Initiative (SEforALL) to mobilize action in support of SDG7. UDP has its offices in UN City Copenhagen.

UDP is a UN Environment Collaborating Centre¹ and is actively engaged in implementing UN Environment's Climate Change and Energy Programme, as part of the overall Medium Term Strategy for 2018 - 21. UDP is responsible for developing and implementing a significant share of UN Environment's climate change activities. The UDP is a recognised Centre of Excellence in the international climate change architecture working in close partnership with both the Parties and the Secretariat to the UN Climate Convention (UNFCCC) on the post-Paris follow up, including supporting countries on implementation of their Nationally Determined Contributions for example through engagement on Technology Action Plans and support to build national institutional capacity to manage transparency and reporting on the NDCs. UDP is an integral part of the UN Environment team at COPs, and responsible for preparing and precenting the two annual UN Environment flagship reports on the Emissions and Adaptation Gaps.

As an independent Centre under DTU's Department of Management Engineering, UDP's work is focused on research based advisory services and in addition to its 67 scientific and professional staff from 26 different nationalities, the Partnership draws on the extensive scientific expertise across the University. Through this integration in the Technical University of Denmark, the partnership uses the scientific foundation for capacity building and readiness activities².

Being an official UN Environment collaborating centre, combined with the scientific credibility of being part of one of Europe's top universities³ with access to a wide range of expertise, places UDP in a unique position as an independent and highly skilled collaboration partner for developing countries. Through 27 years, UDP has proven its value as a preferred implementing partner to UN Environment, based on close collaboration with governments and institutions in about 60 countries.

As part of the overall agreement between the three partners, UDP has always received a core funding contribution from Denmark. In 2017 the Danish core funding for CECSD and CCEE reprecented 17.9 million DKK out of a total UDP turnover of 67,4 million DKK, i.e. 27 percent.⁴

² In 2017 UDP published 49 scientific articles and book chapters.

¹ UN ENVIRONMENT has ten collaborating centres worldwide. Other centres are the Basel Agency for Sustainable Energy (BASE), BCA Centre for Sustainable Buildings (CSB), Frankfurt School of Finance and Management, Global Efficient Lighting Centre (GELC), Global Reporting Initiative (GRI), Global Resource Information Database (GRID), UNEP Collaborating Centre on Water and Environment (UCC-Water), UNEP World Conservation Monitoring Centre (WCMC) and UNEP International Ecosystem Management Partnership (UNEP-IEMP).

³ DTU is ranked as 2nd in the Nordic region and 43 in the world in the QS World University Rankings. The university is currently adapting its strategy to mirror the SDGs and is an active participant in P4G.

⁴ The core funding was geared with a factor five and is instrumental in obtaining the remaining 73% funding, creating the basis for new project activities, methodology development and project proposal preparation in collaboration with UN Environment. UDPs turnover divided according to donors can be found in Annex 4.

2 Strategic frame

The UNEP DTU Partnership (UDP) programme addresses a number of combined key strategic priorities of Denmark and UN Environment.

2.1 UNEP DTU Partnership - a part of UN Environment's Programme of Work

UNEP DTU Partnership is delivering into UN Environment's Medium Term Strategy (MTS) 2018-2021 and the underlying Biannual Programme of work (PoW). The MTS has the overall vision that "by 2030 countries are more resilient to the adverse impacts of climate change and greenhouse gas emissions are significantly reduced". The MTS underlines governments' need to adopt strategies to reduce their emissions and increase their investments in renewable energy and energy efficiency. Based on the UNFCCC decisions including the Paris Agreement, the UN Environment MTS will support the achievement of the SDGs 7, 13 and 15 (biodiversity). UN Environment will work in partnership to achieve these goals and will strengthen and expand public & private partnerships, continue to engage with non-state actors and promote deployment and transfer of technology.

SDG	2018-21 MTS	2030	MTS indicators	PoW Indicators of achievement
	expected	Expected		
	outcomes	impacts		
SDG 7:	Countries	Reduced	(i) Emission reduction	(i) Increase in the number of countries supported by
Affordable	increasingly	emissions	of greenhouse gases	UNEP that make progress in adopting and/or
and Clean	adopt and/or	consistent	and other pollutants	implementing low greenhouse gas emission
Energy	implement low	with a 1.5/2	from renewable energy	development plans, strategies and/or policies
	greenhouse	degree	and energy efficiency	<u>Unit of measure:</u>
	gas emission	Celsius	(ii) Share of gross	Number of countries that have adopted or are
	development	stabilisation	domestic product	implementing plans, strategies or policies on energy
	strategies and	pathway	invested in energy	efficiency, renewable energy
	invest in clean		efficiency and	(ii) Increase in climate finance invested by countries or
	technologies		renewable energy	institutions for clean energy, energy efficiency and/or
	(1b).			amount of decarbonized assets
				Unit of measure:
				(a) Dollar amount invested by countries or institutions
				for clean energy, energy efficiency
				(b) Dollar amount of decarbonized assets
SDG 13:	Countries	Reduced	(I) Number of people	(i) Increase in the number of countries supported by
Climate	increasingly	vulnerability	benefiting from	UNEP with institutional arrangements in place to
Action	advance their	to adverse	vulnerability reduction	Coordinate national adaptation plans
	national	climate	(ii) Type and extent of	Unit of measure:
		imposts and	(II) Type and extent of	Number of countries that have scored at least 70 per
	pians, which	maintained	privillar and natural	are put in place ⁵
	accession	climato	assets strengthened	are put in pidte".
	hased	rosiliont	to withstand the	
	adaptation	development	effects of climate	
	(1a)	trajectories	change	
	(10).	trajectories	chunge.	

Table 1: UN Environment MTS 2018-21 and PoW expected outcomes and impacts.

The activities of this programme document are in synergy with other UN Environment projects directly targeting specific indicators of achievement of the UN Environment Programme of Work's sub programme on climate change⁶ supporting the MTS. The strategic considerations and context are further described in section 3.

⁵ Measured in accordance with UN Environment PoW scoring methodology

⁶ The biannual Programme of Work runs for 2018-2019 and it is expected to continue along similar lines in the period 2020-21.

2.2 Aligned strategic priorities of UN Environment and Denmark

UN Environment and Denmark have corresponding strategic priorities. The programme thereby also supports Denmark's development policy and humanitarian strategy - "The World 2030" - to invest in inclusive sustainable growth and development in developing countries. Recognising the significant negative consequences of climate change for living conditions in developing countries, the strategy aims at supporting countries' knowledge base regarding climate change and their ability to integrate climate into planning at all levels. Denmark will support developing countries in implementing national adaptation and mitigation plans in the context of the Nationally Determined Contributions and the Paris Agreement. The World 2030 has a strong focus on the UN Sustainable Development Goals, where goals 7 and 13 are among the five Danish priority SDGs. Involvement of and contributions from the private sector are seen as a key driving force for achieving the SDG targets, along with development of market solutions and access to global value chains. Denmark has a strategic aim to bring Danish knowledge and solutions into play, including university and research institutions such as Technical University of Denmark.

3 Strategic considerations and justification

3.1 Context

The core funded UNEP DTU Partnership programme will be an integral part of the partnerships strategy and work programme to support UN Environments PoW. The strategy and work programme is based on four strategic action pillars supporting PoW outcomes, visualised in figure 1 below:

Figure 1: UDP Strategic Pillars



Each strategic area has a general UDP outcome identified, supporting the MTS and PoW and relevant in the context of the Paris agreement and SDG 7 and 13. Indicators for UDP outcomes are under development with the aim of informing the UDP Management and Policy Committee (MPC)⁷ on progress in each strategic pillar. The pillars are interrelated and many UDP activities crosscut two or more pillars⁸.

⁷ The MPC sets the strategic directions for the Partnership and follows up on results. The committee consists of reprecentatives from UN Environment, Danida and DTU, and meets at least twice a year.

⁸ UDP is organised in four programmes, which delivers results into the four pillars: Cleaner Energy Development Programme, Low Carbon Development Programme, Climate Resilient Development programme and Copenhagen Centre on Energy Efficiency.

The Planning and Policy pillar focuses on support to countries on NDC implementation in the context of the post-Paris UNFCCC process. The pillar thereby directly support the PoW outcomes 1a and 1b and their respective indicators, cf. table 1. UDP is currently assisting 20 countries on their NDCs and is an active participant in the NDC Partnership. For the CCEE there is a special focus on best practice examples of energy efficiency policies and the integration of these in planning at national government and city level. All activities in this programme will directly or indirectly support the planning and policy pillar.

The Transparency and Accountability pillar also supports the PoW outcomes 1a and 1b - reflecting the Paris Agreement's article 13 regarding an enhanced transparency framework for action and support. UDP activities combine development of tools and approaches with institutional development and capacity building. Current activities are part of the ICAT programme⁹ and different projects under the GEF- CBIT ¹⁰. The core-funded activities on transparency (outcome 2) will work in synergy with existing activities and fill a gap in the UNFCCC transparency effort by focusing on methodologies for integrating private sector and non-state actors' contributions into the global NDC reporting and registry framework.

Regarding Technology and Markets, UDP focuses on supporting the PoW outcome 1b in the field of technology transfer and application, including enabling environments and local participation in value chains for implementation of climate friendly technologies. UDP has carried out technology needs assessments (TNAs) in 61 countries and is about to initiate collaboration with a further 23 countries on TNA programmes. UDP also has a significant engagement in projects supported by the Climate Technology Centre and Network (CTCN), which is the operational arm of the UNFCCC Technology Mechanism. Coordinated with and based on this, UDP core funded activities (Outcome 1) will in 2018-21 focus on developing and testing frameworks for enhanced private sector involvement in countries Technology Needs Assessments and Action Plans.

The Business Models and Finance pillar focuses on business models for implementation of the NDCs in alignment with PoW outcome 1a and 1b. The pillar is a response to the post-Paris agenda where the focus is on implementation and enhanced ambition. UDP here aims to increase its direct engagement in collaborative projects with the business and finance community. Current activities include support to countries to develop viable business models for specific adaptation and mitigation projects (ADMIRE project) and CCEE's engagement with the Energy Efficiency Accelerators. Outcome 1 includes a specific component on developing these models further for scaling up in connection with the TNAs.

Institutions and Capacity building is normally integrated into all UDP activities. Thus, UDP activities are carried out in close collaboration with national stakeholders and reflecting national conditions, ensuring as high a degree of local ownership and anchoring as possible. All activities form the basis for UDP research and analysis, which again is the basis for development and implementation of new activities supporting UN environment PoW.

3.2 Lessons learnt from the previous project period

In recent years, the UNEP DTU Partnership has increasingly engaged with private-sector entities, and it is evident that there is a significant potential for additional, targeted engagement. The possibility for companies

⁹ ICAT was founded in 2015 by the Children's Investment Fund Foundation (CIFF) and the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMUB). The Italian Ministry for the Environment, Land and Sea (IMELS) and the ClimateWorks Foundation later joined the initiative. The implementing partners are UNEP DTU Partnership (UDP), Verified Carbon Standard (VCS) and World Resources Institute (WRI). The mission of ICAT is to help build the capacity of developing countries to measure the impacts of their climate actions while fostering greater transparency, effectiveness, trust and ambition in climate policies worldwide. The initiative works in 20 developing countries across Asia, Africa and Latin America and the Caribbean.

¹⁰ As part of the Paris Agreement, Parties to the United Nations Framework Convention on Climate Change (UNFCCC) agreed to establish a Capacity-Building Initiative for Transparency (CBIT). The goal of the CBIT is to strengthen the institutional and technical capacities of developing countries to meet the enhanced transparency requirements of the Paris Agreement.

to draw on UDP's vast knowledge base and international partner network can contribute to removal of existing barriers for private sector companies and provide concrete project opportunities. The planned core programme therefore has a deliberate focus on bringing UDP's knowledge base into play in further engagements and partnerships with the private sector.

Complex projects implemented by UDP and financed by a range of international donors often target numerous countries based on their stated interest and the donor request. Although these projects have delivered tangible results and ensured an important basis for countries' planning, participation, and commitments in the international climate and SDG processes, the is a potential for further tangible outcomes on the ground. UDP receives 73% of its resources from international, government and private donors, and the choice and number of countries in project activities is often a boundary condition for UDP operations. In many cases, if additional resources were available, UDP would be able to deliver additional in-depth support to countries and thereby more contribute direct transformative effects for subsequent scaling up. The core funding of 27% provided by Danida, is therefore proposed to target the delivery of such more direct transformative effects, by focusing efforts on fewer countries where UDP can add value in collaboration with strategic partners.

UDP has built up significant knowledge on sustainability transitions, global value chains and local innovation systems for clean energy technologies in developing countries. As such, UDP is one of Europe's leading research institutions within this the field, as reflected by a publications record with 25+ peer-reviewed articles on the topic since 2013 and 7 guidebooks and technical reports on Technology Needs Assessments¹¹. UDP also supervises PhDs in the area and UDP researchers working collaborate with leading international researchers based at the University of Sussex (UK) Eindhoven and Amsterdam (The Netherlands) and Lund in Sweden. UDP is particularly well placed to implement activities in Kenya and Uganda, where the Partnership has a strong knowledge of the local industrial and policy contexts, contacts and a record of project implementation and research, working with key local institutions. In Uganda these include the Uganda National Council of Science and Technology (UNCST) and the German Development Cooperation Agency (GIZ) and in Kenya the Climate Innovation Centre (World Bank funded) and the African Centre for Technology Studies (ACTS).

UDP has supported 60 countries under the GEF funded Technology Needs Assessments (TNAs) and collaborates closely with the UNFCCC Technology Mechanism, providing technical support to more than 15 countries in its role as a Consortium Partner of the UNFCCC Climate Technology Centre and Network (CTCN) UDP also works closely with the UNFCCC Technology Executive Committee (TEC) to accelerate implementation of TNAs. At the same time, UDP is providing technical and methodological support to countries in preparing their NDCs. UDP also works with developing country private sector actors, providing support for developing business models, through the Danida-funded ADMIRE Project, to attract private investments and prepare the grounds for replication or upscaling the projects elsewhere.

Although the TNA interventions are highly successful and recognised by UNFCCC as vital for countries' NDC processes, there is limited knowledge on which of the countries priority technologies have been implemented, why some technologies have been implemented and some have not, and on what the drivers are behind technology cooperation partnerships that have been established. Further, TNA implementation could benefit from a focus on enhanced market-based solutions for technology transfer and implementation - including creation of enabling environments in which private climate investments and local engagements

¹¹ UDP underwent an external international research evaluation in 2017 with very positive results. Relevant research and project experience in TNAs, technology transfer, sustainability systems, value chains and innovations systems is listed in Section 1.4 of Annex 13.

in value chains will thrive. Interventions in a few selected TNA countries working in-depth with refining TNAs in terms of establishing better conditions for enabling environments for technology transfer partnerships, private investments and local engagements in value chains, could be scaled up and utilized in the wider TNA process. The programme includes in-depth interventions in Uganda and Kenya on this.

The Paris agreement's article 13 sets a framework for transparency with the purpose of providing clarity on actions by individual Parties in the context of NDCs. UDP has a very strong engagement in the strengthening of capacity for MRV and transparency of the NDC's through the Initiative for Climate Action Transparency and the GEF's Capacity Building Initiative for Transparency. With both initiatives primarily focusing on support to governments and in view of the private sector's significant role in the post-Paris process, there is an identified need also to establish MRV structure to document contributions from non-state actors. The core programme includes an activity directly aimed at increased transparency and documentation of private-sector contributions to NDCs with the opportunity to possibly scale this effort up through the above-mentioned major initiatives¹².

The UNEP Emissions Gap Report and the UNEP Adaptation Gap Report are UN Environment and UDP's flagship publications produced in direct response to government requests for independent assessments to provide scientifically credible and policy relevant information to inform discussions under the annual Conferences of the Parties to the UNFCCC. The reports are considered key documents in the UNFCCC negotiation process¹³ and are the most downloaded documents from the UN Environment website. Targeted support for both reports are included the core programme.

Previous years' experience show both a need for and a positive effect of UDP having the opportunity to provided 'rapid and flexible responses' to emerging challenges. Through this capability, UDP has for example supported UN Environment in many COP contexts and other international meetings and processes. The flexibility has also proven to be key for preparation of new projects especially in collaboration with country partners. This response flexibility has traditionally been key for leveraging additional international funding and over the last four years has facilitated funding in the order of 250 million DKK to support UN Environment's MTS. The current core programme therefore also include support to emerging challenges for UN Environment and countries.

The Copenhagen Centre on Energy Efficiency (CCEE) has been in operation for four years and has built a foundational knowledge base and significant practical experiences. As a small team with a wide global mandate, it is important that the Centre is selective in its engagement to avoid being spread too thinly. The CCEE is therefore targeting activities in locations where it can be most effective and in the sectors in which it can have the most impact in the form of energy efficiency implementation. The lessons learnt from the first four-year period and pragmatic concerns related to timing, opportunity and partner priorities are key determinants of the focus for project initiation in 2018-21. The thrust of previous efforts to support energy efficiency implementation has largely been at the national level, but it has become increasingly clear that in some sectors energy efficiency decision making at the city level is key, and the CCEE has been building up core expertise in city engagement.

The CCEE find itself best placed to have impact with cities and countries that are not already being serviced by other energy efficiency organisations, also to avoid duplication. Rather than focusing significant efforts on initiating activities in larger industrialised countries, even if it is recognised that these are important for achievement of the SDG 7 EE Goal, the CCEE can provide most value by being a service provider to other energy efficiency organisations that are focused on policy and enabling environments in these larger, high

 $^{^{\}rm 12}$ UDP is working in coordination with the WRI, VCS and a number of other partners

 $^{^{13}}$ In 2017, the UNEP Emissions Gap Report was the most downloaded publication at UNEPs website

impact countries. This approach is enabled by the Centre's value proposition of operational assistance as a complement to higher-level policy interventions, and a focus on city-level interventions and private sector engagements instead of national policy dialogue. The Centre retains strong opportunity to be a more direct enabler in smaller but still influential countries, including Danida priority countries.

As scalability is key to achieving global impact, and given the limited available resources, the Centre has learned that its solutions elaborated during project implementation must be designed with more emphasis on dissemination and deployment-model replication. It will be difficult to reach the necessary scale to impact the global energy efficiency improvement targets, through the Centre's direct engagement in public-private implementation projects, due to the limited number of jurisdictions with which the Centre can work. The Centre will therefore develop a model by which lessons from individual engagements can be replicated more quickly in interested jurisdictions with similar project opportunities.

The recent Danida review concluded that UDP is producing valuable outputs appreciated by partners. The review noted that although UDP has a state of the art outcome monitoring system, it is often difficult to measure specific results or to assess quantitatively what share of a result can be attributed to a UDP activity. The core programme has therefore an amplified focus on monitoring and reporting of results. In line with the review, the concept note includes an enhanced focus on efficient outreach and uptake of knowledge outputs. To this end, UDP has developed a new communication strategy to guide expansion of this activity and has already recruited additional staff to ensure fast action.

4 Presentation of the programme

4.1 Objectives and outcomes

The overall objective of the core programme, is to contribute to obtaining the climate change outcome targets 1a and 1b of UN Environment's Medium Term Strategy (MTS) 2018-2021 and the underlying Biannual Programme of Work (PoW). This is in alignment with the combined Danish and UN Environment priorities related to SDG 7 - access to affordable, reliable, sustainable and modern energy for all - and SDG 13 - urgent action to combat climate change and its impacts. The core programme's outcomes thus feed into the overall UDP strategic framework and are implemented in synergy with other ongoing activities.

Reflecting the MTS and PoW objectives and lessons learnt, the focus area for the Centre on Energy, Climate and Sustainable Development is to provide in-depth support to a smaller number of countries for TNA and NDC implementation, including private-sector engagement, transparency and local access to value chains. The activities will include support to project preparation and other emerging challenges for UN Environment and for enhanced outreach efforts. It should be noted that the Danish core funding is normally geared with a factor three to five over the project period.

The Copenhagen Centre on Energy Efficiency will continue supporting UN Environment and SEforALL in their SDG 7 efforts addressing existing information and capacity gaps through a range of interventions aimed at increasing energy efficiency capacity and creating enabling environments.

An overview of the programme outcomes and their link to the UDP strategy and existing activities is presented in table 2 below. The activities are briefly described in section 4.2 and 4.3 and detailed theories of change for each activity are included in Annex 13 for the CECSD and in the Development Engagement Document for the CCEE.

Table 2: Programme outcomes, link to strategic pillars and existing UDP activities

SDG	UNEP PoW	Outcome	UDP Strategic pillar	Synergy with UDP activities
		CECSD		

13	1a+b	Outcome 1: Technology, markets and accelerated private sector investment for climate change adaptation and mitigation actions	Technology and Markets	TNA III, NDC Partnership, ADMIRE
13	1a+b	Outcome 2: Increased transparency and documentation of private sector contributions to NDCs	Transparency and Accountability	ICAT, CBIT, NDC Partnership
13	1a+b	Outcome 3: High quality annual adaptation and emissions gap reports are made available to the international climate community and considered in negotiations	Planning and Policy	COP support to UN Environment
7, 13	1a+b	Outcome 4: Support to emerging challenges for UN Environment	Cross strategic effort	Support to UN Environment
7, 13	1a+b	Outcome 5: Enhanced government and private sector uptake of UDP knowledge products	Cross strategic effort	All activities
		CCEE		
7	1b	Outcome 1: Governments can apply actionable knowledge and learning on energy efficiency	Policy and Planning	TNA, NDC Partnership
7	1b	Outcome 2: Governments accelerate development of public- private energy efficiency implementation projects	Business models and Finance	TNA, NDC Partnership
7	1b	Outcome 3: Successful energy efficiency intervention models are widely communicated, disseminated and replicated	Business models and Finance	TNA, NDC Partnership

Main outcomes and description of activities are presented below. Overall Theory of Change for both centres can be found in Annex 10.¹⁴

¹⁴ Developed foundations for the planned activities, including more detailed descriptions and a thorough theory of change reasoning are presented in the Development Engagement Documents and in Annex 13.

4.2 Activities: Centre on Energy, Climate and Sustainable Development

<u>Outcome 1: Technology, markets and accelerated private sector investment for climate change</u> <u>adaptation and mitigation actions</u>

Technologies are proven enablers of development and strong drivers and accelerators of economic growth. In addition, there is a huge potential to explore new market opportunities for implementing technologies necessary to achieve the long-term temperature and adaptation goals of the Paris Agreement along with advancing on the 2030 Agenda for the realisation of almost all Sustainable Development Goals. Developing countries' Technology Needs Assessments show that there are huge unexploited market potentials for technologies to be transferred, both locally and globally, and social, economic and environmental benefits to be achieved as a result. However, it is clear that this will not happen automatically. It requires capacity building and technical assistance, conducive enabling environments and strong partnerships with financial providers. Accelerating efforts in technology transfer, dissemination and uptake will open up new commercial and innovation opportunities to the benefit of both partner countries and the private sector.

The challenge to tackle climate change, both mitigation and adaptation, is considerable, and therefore investment in both internationally and locally produced technologies is required. This means increasing awareness, mobilising partnerships, enhancing enabling environments, developing sustainable business models, and encouraging the matching of country needs to technology providers and potential investors.

Outcome 1 addresses this in <u>three separate but related components</u> that aim at increased involvement of private-sector players, both international and local, in implementing climate-change actions. Two of the components in this Outcome, 1a and 1b, build upon and enhance the Technology Needs Assessment (TNA) approach that UDP has developed. Specifically, the new actions will focus on a small number of countries to encourage stronger links between private-sector technology providers and country needs. The third component, 1c, builds upon UDP's experience with business plan development for SMEs combined with expert climate-change knowledge, such as NDC support, to assist SMEs to develop more climate-resilient business plans.

Technology Needs Assessments (TNAs) are key elements in implementing NDCs that can facilitate transformational change to more climate resilient and low carbon development. UDP has extensive experience in supporting both TNAs and the NDCs, in a number of countries leading up to and after the Paris Agreement. TNAs identify barriers that hinder the transfer of technology and investment in the prioritised areas in the respective countries. They go on to propose how enabling environments can be enhanced to overcome the barriers and lead to increased transfer, diffusion and uptake of the technologies. A vital next step in ensuring that the TNAs and NDCs lead to real climate change impacts, i.e. reduced emissions and/or increased climate resilience, is that investments in the identified technologies actually take place.

Often technology providers, either existing in developed countries or potential in developing countries, are not able to fully exploit investment opportunities because of imperfect information or awareness, both of the technology and of the market potential. Similarly, decision makers in developing countries may not be aware of the appropriate technology providers, or of the potential for involving or utilising local providers and thus increasing the local share of the global value chains. These challenges will be addressed by components 1a and 1b. The third component, 1c, supports small and medium size enterprises (SMEs) in contributing to the climate challenge. This will be done through developing and applying decision-support tools based on in-depth analysis of the business case for adaptation and mitigation investments, and piloting financially sustainable business models for climate-resilient action in selected countries: initially Bangladesh and Sri Lanka.

The set of activities, defined by a common overall outcome, aims to address the challenge in three ways, linked closely to both the TNAs and the NDCs, as well as Agenda 2030, and working closely with a small group of countries who have either completed TNAs (Bangladesh, Kenya and Sri Lanka) or who will be conducting TNAs in the coming phase (Uganda). The activities are focussed, conscious of the resources available, but ready to be scaled up to a broader spectrum of technologies and application areas, and replicated in a wider range of countries.

With Danida's new strategy, "The World 2030", and the new initiatives on TechVelopment, the Minister for Development Cooperation has made it a priority in Danish development cooperation to support developing countries in leapfrogging towards the SDGs through technology adoption. This Outcome 1 supports two pillars in UDPs strategy, namely pillar 3 - 'Technology and Markets' - as well as pillar 4 'Business Models and Finance'. It is expected that the knowledge, expertise and methodologies developed in this Outcome will be applied in other countries to scale up and replicate the intended outcomes in support of UN Environment's Programme of Work on climate change.

Outcome 2: Increased transparency and documentation of private sector contributions to NDCs

Currently UDP is a lead partner in the main global transparency programmes like the Initiative for Climate Action Transparency (ICAT) organized around a UNOPS hosted trust fund with around USD 20 million from Germany, Italy and two private foundations where UDP is responsible for support to 20 countries. UDP has also been engaged in the GEF CBIT program UDP from the planning stage, and is currently tasked with the establishment of a global support programme for UN Environment in collaboration with UNDP.

However, private-sector and other non-state actions are not well reflected in national or international efforts. Therefore transparency efforts need to be developed to ensure that the many private-sector and other non-state actor actions are appropriately Measured, Reported and Verified (MRV), both as part of national efforts and to bring credibility to the many international pledges made by these groups of actors. A number of initiatives by non-state actors and the private sector are currently emerging and reporting structures like NAZCA¹⁵, the Climate Initiative Platform¹⁶ and several other portals have started to collect and organize the important contributions from these actors.

Measuring, Reporting and Verification (MRV) of GHG emission reductions in common and agreed formats will give the private sector enhanced credibility from both the national and international points of view, including in the context of UNFCCC negotiations. Documenting how the private sector and other non-state

¹⁵ NAZCA - NAZCA is hosted and managed by UNFCCC and captures the commitments to climate action by companies, cities, subnational, regions, investors, and civil society organizations - <u>http://climateaction.unfccc.int/</u>

¹⁶ **Climate Initiative Platform (CIP)**. Hosted and managed by UDP, the CIP is an online portal for collecting, sharing and tracking information on international cooperative climate initiatives driven by non-state actors such as businesses and cities, often with support from national states. Currently, the collection consists of more than 200 initiatives. <u>http://climateinitiativesplatform.org/index.php/Welcome</u>.

actors have contributed to the reduction of GHG emission as well as to SD goals and targets will be instrumental in furthering their engagement in the necessary enhanced ambition required to meet the goals of the Paris Agreement and the 2030 Agenda.

Demonstrating how these actors have made and can make important contributions will contribute to creating the foundation for sustained shifts in economic, political, social and technical systems and attract private investors to enhance finance for low carbon emission projects and sustainable development goals.

The objective of this initiative is to support the enhanced ambition of especially developing country NDCs as a contribution to the global goals of the Paris Agreement and SDGs, through enhanced transparency of private sector and other non-state actor actions. The aim is that national or regional systems can be established to systematically account for non-state actions as part of national and global NDC compliance, through piloting of the systems in a small group of countries.

In order to create impact and move as quickly as possible, UDP will seek to engage in partnerships with existing regional and national organizations sharing the same ambitions and preferably having already some activities that can be built on and further scale up.

The first of such initiatives will be Nexos +1¹⁷ for countries in Latin America, as this new initiative already seems to have traction in a number of countries in the region sharing the interest and ambition in contributing to the SDGs and climate action. Nexos is led by a long-term partner of UDP - Libélula - based in Peru. The aim will be to engage in a similar collaboration for the Southern African Sub-Region where a number of initiatives are emerging and need to be assessed before making a decision.

The detailed project activity description in the Development Engagement Document is describing the planned collaboration with Nexos and will function as a model for further expansion to other regions and potentially broadened to cover not only mitigation but also actions focusing on adaptation and resilience.

<u>Outcome 3: High quality annual adaptation and emissions gap reports are made available to the</u> <u>international climate community and considered in negotiations</u>

This outcome involves the continued production of the Emissions and Adaptation Gap Reports as key annual contributions to the UNFCCC COP. UDP is in a special position, with strong links to UN Environment and UNFCCC, to contribute to the Gap work and to ensure that the approach and results are successful. The university setup and access to internal experts within key topic areas ensures both guidance and contribution to report content, attracting and collaborating with key experts globally. UDP's special expertise in policy-science interfaces and in precenting complicated science messages to policy makers to support action makes UDP extremely well positioned to carry out the work. Scaling up as such is not applicable, but each consecutive Gap report focuses on new aspects of adaptation and mitigation, communicating new evidence to stakeholders and policy makers for renewed and strengthened action on climate change. The contribution from Danida will serve as co-funding in the larger budgets for the Gap reports. It will help to ensure continuity in the planning of the work and will primarily cover personnel costs. Multi-year funding is currently sought for both reports to further streamline the report production.

¹⁷ **NEXOS +1** is an initiative designed and launched to provide a space for private sector engagement for sustainability in Latin America. Its mission is to provide accountable evidence of private sector contribution to national and international climate goals, give wide visibility to sustainability efforts; provide spaces for open dialogues and co-create, promote and scale up multi-stakeholder climate action.

Outcome 4: Emerging challenges for UN Environment are supported

The importance and value-added of UDP's provision of rapid response and flexibility to support emerging priorities both of individual countries and of UN Environment, for example, in the face of new challenges evolving from the climate change agenda, is universally recognized by UN Environment and by Danida, e.g. in the latest Danida review of UDP. Consistent with earlier Centre Projects, part of the UDP core funding will subsequently be allocated to this task. The support will specifically target three outcomes:

- Establishment of new externally funded projects to support UN Environments Programme of Work
- Utilisation of UDP expertise at COPs, enhancing UN Environment scientific capacity
- UDP experts utilised by UN Environment for ad hoc technical support.

It is expected that Outcome 4 will result in additional project development resulting in leveraging an estimated value of 250 million DKK over the four-year period. At the same time, the outcome will strengthen UN Environment participation and visibility in COP meetings and other conferences, and provide support based on UN Environment requests for ad hoc support, coordination and strategy development.

Activities in support of the outcome will be demand-driven within the broader framework of the Climate Change pillar of UN Environment's Programme of Work. Since the focus is on emerging and currently unknown challenges, there will be no attempt to predict the detailed actions, but they will be planned and prioritized in close consultation with UN Environment and in line with the governance structure of the Centre. The long experience working with the UN system combined with the analytical and scientific background makes UDP an efficient and effective partner to UN Environment to respond on emerging needs for support.

Outcome 5: Enhanced government and private sector uptake of UDP knowledge products

The objective of this outcome is to create more targeted and tailor-made messages and to have in place an infrastructure that can better support the programmes, and communicate outcomes and changes on the ground.

The overall outreach and visibility of UDP will be enhanced through Knowledge Dissemination, Partnerships, Capacity Building, Advocacy, and Monitoring and Evaluation (M&E). The UDP Communication team will roll out three strategic interventions on 1) Improved digital dialogue with target groups; Migration of the UDP and C2E2 websites to a new web platform, 2) Enhanced partnership dialogue; uptake of knowledge products and outcomes and 3) Strengthening of the direct dialogue through outreach activities and events. The outcome and related activities are informed by and closely aligned with the recommendations of the recent review of UDP and can be explored in more details in the Development Engagement Document (Annex 11) and in Annex 13 (CECSD Activity Concept Notes).

4.3 Activities: Copenhagen Centre on Energy Efficiency

Outcomes and the proposed activities towards achieving them draw strongly on the Centre's maturing understanding of its competitive niche in a busy landscape of energy efficiency actors: namely, its unique capability to draw on an academic and applied research base, with connection to the UN processes, and bring knowledge and practical skills from both spheres to developing countries wishing to implement energy

efficiency. Activities are designed to complement and avoid duplication with other major international energy efficiency actors.

Outcome 1: Governments can apply actionable knowledge and learning on energy efficiency

Energy efficiency opportunities and actions exist in all economic sectors, often involving different actors and using many different technologies. Knowledge and information on energy efficiency solutions and actions is often scattered across different domains and different disciplines. Misinformation and lack of actionable information is a key barrier to energy efficiency actions. As the SEforALL Hub for global energy efficiency, the Centre will collect and disseminate the latest knowledge and best information to support decision and policy making. The Centre will assess knowledge and information in academic and technical publications and process it into operable energy efficiency solutions. Through its Knowledge Management System¹⁸, the Centre will continually collect and disseminate energy efficiency knowledge and information to practitioners, stakeholders and decision makers in infographics and non-academic language.

The Copenhagen Centre is well placed both to draw upon and to contribute to the data and information created by partner organisations and other stakeholders. Some countries and local governments have implemented very successful policies and programmes that can inspire other countries and local governments, and by replication, help improve the effectiveness of energy efficiency interventions and actions. Study and dissemination of best practices and replicable business models provide a direct link to partner- and private-sector engagement, reinforce efforts to support the development of bankable projects, and provide evidence to anchor communications campaigns. The series of publications, established in 2017, will be continued, with focus on selected cities or countries and good practice related to business models and deployment techniques for scaling up.

The Centre is also responsible for coordinating and engaging the SEforALL Energy Efficiency Accelerator Platform¹⁹ pursuing identified energy efficiency projects and building a coalition of leading service and technology providers around projects, assisting them to scale-up, and managing and improving synergies between the network partners. The Centre will carry out research based on the needs and experience of the Accelerators' activities, providing rationale for further enhancing the support and interventions from the Accelerators, as well as strengthening operational agreements with Accelerators to provide direct support to the effectiveness of their own engagement programs and to grow the networks with connection to other partners with whom they can achieve synergies.

<u>Outcome 2: Governments accelerate development of public-private energy efficiency</u> <u>implementation projects</u>

In close coordination with SEforALL, assistance is provided to countries, cities, and districts to identify opportunities for investment-grade project concepts tailored to the local context, aimed at replication in other jurisdictions with similar conditions²⁰. In consultation with the local authority (country, city, or district),

¹⁸ The System was established in 2016. In the past two years, 31 webinars with 4,600 attendees from the international energy efficiency community have been run by the Centre.

¹⁹ The Accelerator Platform of SEforALL is a key support network on energy efficiency support to countries and cities. Accelerators may focus on new business models, specific policy questions, market segment, population or new issues where the attention has been lacking. SEforALL has a number of thematic accelerators alongside its five energy-efficiency focused Accelerators, that cover Buildings; District Energy; Lighting, Appliances and Equipment; Industry; and Vehicle Fuel Efficiency.

²⁰ The Centre will give priority to government jurisdictions in a limited number of identified targeted countries The selection of the countries takes into account: (1) current engagements and/or on-going work of the Centre; (2) Danish development priorities; (3) high-impact and fast-moving countries

the Centre will facilitate a process of assessing energy efficiency opportunities and identifying the priority energy efficiency actions to be conducted. This builds on thorough stakeholder consultations, collection and analysis of the available data, and crystallising the results of the assessment in a brief publication, taking into account the relevant climate and/or energy efficiency commitments in the jurisdiction. The value added of this activity comprises 1) involving local authorities and experts to ensure applicability to local realities; 2) ensuring the activity has potential to be financed and implemented in the local context; 3) providing opportunities for replication and scaling up.

Based on the identified energy-efficiency opportunities, the Centre will assist jurisdictions to develop project concepts for investment and implementation. With relevant local experts, the Centre will elaborate suggestions for potential technical solutions and financial models to implement selected activities. A framework for development of projects will be designed across selected thematic areas linked to the Centre's and its partners' technical expertise. For each of these areas the Centre will establish processes to collect and analyse data, identify technical solutions and potential financial models, establish project structure, and present the findings to potential investors. Further, implementation is facilitated through advisory and communication activities while a replication and scaling up strategy is established.

It should be noted that, while the 2018-21 plans for the Centre point more markedly towards technical assistance for project development and financing, this remains a high-level research-based collaboration with governments. The Centre's attention is squarely on applying research and knowledge to development of transformative aggregation and scale-up methodologies, frameworks and models, and disseminating these models as widely as possible to ensure take-up and progression by local project proponents and financiers.

In collaboration with the Danfoss Family Foundation, the Centre has established an outgoing team of experts, which assist cities in feasibility studies and planning for establishment of district heating and cooling. The initiative has until now shown promising results for establishing projects on the ground. During the programme period, the Centre will therefore seek partnerships with other private foundations in order to establish a similar team on building energy efficiency and other priority sectors.

<u>Outcome 3: Successful energy efficiency intervention models are widely communicated,</u> <u>disseminated and replicated</u>

It is essential for achieving the SEforALL goals that good EE examples are promoted. The Centre will continue to be a provider of best practice information and a point of contact for SEforALL and the international community on what is working well, and the challenges in achieving higher energy productivity. The Centre will continue to strengthen energy-efficiency messages through a range of communication channels to specific audiences, in particular public-sector decision makers and private-sector energy-efficiency practitioners. Core activities include collating and disseminating information on the benefits of energy efficiency, examples of enabling solutions, and creating links with broader development goals.

The Centre is developing a model to structure lessons from individual engagements and speed up replication between like-minded jurisdictions. This will involve building a common structure for the most widely applicable energy-efficiency projects, e.g. efficient street lighting, efficient multi-family buildings and

as identified by SEforALL and geographical diversity across the four major developing world regions. Likely countries of direct engagement and/or replication activities by the Centre include: Georgia, Ukraine, Belarus, Armenia, Uzbekistan, Thailand, Vietnam, China, India, Indonesia, Philippines, Argentina, Chile, Brazil, Mexico, Colombia, Dominican Republic, Kenya, Tanzania, South Africa, Malawi, Ethiopia.

efficient city transport systems. These direct engagement projects will form templates for replication and allow the Centre to maintain contact with practical implementation considerations on the ground. By communicating the criteria for these projects, allowing governments to pre-qualify as interested in such project deployment, the Centre can bundle and aggregate project work that will see similar project assistance rendered to many jurisdictions simultaneously. Work is progressing rapidly in countries currently engaged by the Centre.

4.4 Theory of change

A theory of change for both the Centre on Energy, Climate and Sustainable Development the Copenhagen Centre on Energy Efficiency can be found in Annex 10. The theory of change is made on an aggregated level and each outcome has a more detailed theory of change and narrative, which can be found in Annexs 11, 12, and 13.

As presented in section 4.1, activities and outputs will work in synergy with existing UDP activities as part of the overall UDP strategy and thereby leading to the expected outcomes and possible impacts.

4.5 Gender Analysis

UN Environment is committed to becoming compliant with the UN-SWAP. The UN-SWAP is an accountability framework to accelerate mainstreaming of gender equality and the empowerment of women throughout the UN system. The framework is designed to harmonize, measure and monitor performance, and drive progress across all UN entities, offices and departments. Since the majority of UDP activities are implemented in collaboration with UN Environment, addressing gender equality is per default part of the activities.

The significant environmental challenges can only be confronted though the meaningful participation of both men and women. Consideration of gender and environment issues will be crucial to achieving the 2030 Agenda for Sustainable Development Goals, and to achieving 50-50 gender equality by 2030. Gender is therefore an issue in UDP's effort of securing ownership and partnerships. Equality and the empowerment of women are vital aspects for the efficient use of human resources and long-term implementation and results. It is a UDP priority that project managers take gender dimensions into account when preparing and implementing projects, linking the effort to the COP23 Gender Action Plan, the UN Environment Governing Council decision 23/11 and the UN Environment Policy and Strategy for Gender Equality and the Environment Gender Plan of Action. Gender aspects are already part of UDP activities e.g. the TNA project where gender mainstreaming is an integrated part of the TNA process.

Gender balance is also addressed in terms of both engagement of UDP staff and external consultant recruitment. In 2017, 50% of UDP Heads of Programme, 44% of UDP staff, and 31% of external consultants were women and although directions are promising, there are still efforts to be made. URC is furthermore supporting the education of young women academics from developing countries by offering internships and thesis supervision - currently two out of three Ph.D students at UDP are women from developing countries.

4.6 Human Rights Based Approach

Human rights and the environment are inherently interdependent and play an integral role in achieving sustainable development objectives. Each human being depends on ecosystems and the services they provide. At the same time, efforts to promote environmental sustainability can only be effective if they occur

in the context of conducive legal frameworks, and are greatly informed by the exercise of certain human rights, such as the rights to information, public participation in decision-making and access to justice²¹.

UN Environment, the UN Office of the High Commissioner for Human Rights, and the UN Special Rapporteur on human rights and the environment have joined efforts to identify, promote and exchange views on good practices relating to the use of human rights obligations and commitments to inform, support and strengthen environmental policymaking, especially in the areas of environmental protection and management. The joint initiative identified practical and concrete examples of good practices where states and other actors have successfully implemented human rights obligations related to environmental protection and management. The close project collaboration with UN Environment entails that UDP follows UN policies and practices on HRBA during project implementation.

Aspects of the above elements are directly integrated in the UDP standard contracting procedures that are based on basic principles: Non-discrimination, participation and inclusion, transparency and accountability. Although, the Centre's effort in this field may have limited influence on overall country conditions, it is a strong signal to systematically include HRBA in project activities and contracting procedures, which together with the effort of other agencies and international organizations can contribute to positive changes.

4.7 Monitoring and reporting

The programme will be monitored through UDP's Outcome Monitoring System (OMS). Based on an Outcome Mapping²² analysis and the detailed Theory of Change for each intervention, the system will regularly follow progress on expected outcomes. Compared with more aggregated approaches, where the classical contribution-attribution problem often makes outcome documentation a bureaucratic drill for the involved staff, Outcome Mapping provides a more meaningful, realistic, and credible measure of the actual change caused by an intervention by focusing on identified agents of change (boundary partners) and their tangible change in association with the intervention. Progress will be followed in the UDP OMS and reported to the Management and Policy Committee on a yearly basis, cf. the management setup below.

The project is also monitored through UN Environment's Programme Information and Management System (PIMS) where outputs and outcomes are reported half yearly. To ensure consistent reporting to both UNEP and the MPC, the project will be set up in the UDP OMS with a 1:1 link to PIMS following identical results frameworks.

Since its establishment in 1990, external reviews of UDP have been carried out every four years. The latest external review was done in 2017 and the next review is expected in 2021.

5 Management set up

A Management and Policy Committee (MPC), consisting of the three funding partners, has the overall responsibility for policy and programme matters, work plans, status reports, results and performance.

The MPC will follow progress and results of this project closely through detailed status reports including Outcome Mapping indicators which will be presented to the Committee yearly. Moreover, the MPC will

²¹ UNEP Compendium on Human Rights and the Environment

²² Developed by the International Development Research Centre (IDRC), Canada

receive status reports for the collective activities of UDP on a half-yearly basis. Fixed MPC meetings are held biannually and supported by ad hoc meetings called when adequate. The MPC meets separately for the Centre on Energy, Climate and Sustainable and Development and the Copenhagen Centre on Energy Efficiency. The Danish Ministry of Energy, Utilities and Climate is represented in Copenhagen Centre meetings.

The core funding for UDP is provided to UN Environment. UDP reports on a quarterly basis to UN Environment on financial matters and provides UN Environment with half yearly progress reports in accordance with UN rules and procedures. DTU is responsible for the daily management of UDP with a management team consisting of a director, a deputy director and four heads of programme. The director refers to the director of DTU Management Engineering. UDP is integrated in DTU's administrative and financial systems in accordance with rules and procedures of the Danish state and under audit of the Danish Auditor General.

6 Budget

A budget of 38 million DKK over the four-year period will be made available for UDP's Centre on Energy, Climate and Sustainable Development and a budget of 40 million DKK over the four year period will be made available for UDP's Copenhagen Centre on Energy Efficiency. Budget details are presented in Annex 4.



Annexes for Support to UN Environment for UNEP DTU Partnership 2018-2021

Programme Document



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*Annexes 11, 12 and 13 can be required.

Annex 1

Context Analysis

Context Analysis

1. Overall development challenges, opportunities and risks

Key conclusions and their implications for the project:

The ongoing task of mitigating climate change, and building resilience to its consequences, is arguably one of the world's most significant challenges and will require action by all countries¹. Part of the solution will to put in place the necessary policies and institutional frameworks to facilitate rapid and widespread uptake and diffusion of a relevant technologies for example in the areas of renewable energy and energy efficiency. This will require major investments at scale, across all sectors and countries, and for developing countries there will be a need for both support to build capacity and implement the priority actions. In this context there is a massive potential to explore new market opportunities for implementing technologies necessary to achieve the long-term temperature and adaptation goals of the Paris Agreement along with advancing on the 2030 Agenda to deliver on a diversity of Sustainable Development Goals².

Bridging the gap between science and the policy is one of the main challenges for policy makers in addressing climate change mitigation and adaptation³. UNEP DTU Partnership is coordinating and contributing to the two UN Environment flagship publications - Emissions Gap Report and the Adaptation Gap Report. Especially the Emissions Gap report has become the annual alert for the climate negotiations, presenting the latest assessment of the challenges and opportunities that policy makers face on climate change mitigation. Support for these reports in the next years will be crucial for their success

For the Paris Agreement to be implemented, ambitious targets in terms of countries Nationally Determined Contributions are vital⁴. UDP supported 35 countries on the submission of their Intended Nationally Determined Contribution (INDCs) to COP 21 and has continued to work with these and other countries. Technology Needs Assessments are seen as instruments for preparing countries NDCs⁵ and over 70 pct. of countries who have done a Technology Needs Assessment have integrated the results into their NDC⁶. UNEP DTU Partnership's experience in conducting Technology Needs Assessments, in support of the Paris Agreement, indicates the significant unexploited market potential for technology transfer (both locally and globally) and the local economic, social and environmental co-benefits that can be delivered as a result. However, building local capacity in 'green tech' sectors, capturing a higher share of the global value chain in the transition to low-carbon and climate resilient technologies, requires concerted action from development partners⁷. It will involve increasing awareness, mobilising partnerships, enhancing enabling environments, developing sustainable business models, and encouraging the matching of country needs to technology providers and potential investors.

Key documentation and sources used for the analysis: Please refer to footnotes below *Are additional studies / analytic work needed? How and when will it be done?* UDP is drawing upon its own extensive research and analytical work, in defining the scope of this project. Minor changes and updates will be made, to reflect the findings of ongoing related research in our partner countries.

¹ UNFCCC (2015) The Paris Agreement. https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement

² UN (2015) The Sustainable Development Goals. https://sustainabledevelopment.un.org/?menu=1300

³ United Nations Environment Assembly of the United Nations Environment Programme resolution 1/4 2014

⁴ Article 3, Paris Agreement

⁵ Decision 1/CP.21, para 67

⁶ Summery of Country Priorities TNA 2015-18, UNEP DTU Partnership 2018

⁷ UNIDO (2016) Promoting climate resilient industry. <u>https://www.unido.org/sites/default/files/2015-</u>

2. Fragility, conflict, migration and resilience

Key conclusions and their implications for the project:

Low-income countries are more often those exposed to climate change risks, and those with the least capacity to manage or adapt to the impacts of extreme weather events, water resource stress, ecosystem loss and damage. The World Bank estimates that climate change could force more than 140 million people in Sub-Saharan Africa, South Asia, and Latin America to move within their countries' borders by 2050⁸, equivalent to 2.8% of the population in these regions. This poses a major threat to economic and social development targets, in many of UNEP DTU's partner countries, and underlines the need for tangible climate and development actions. Extreme weather events, failures in national governance, state collapse or crisis and the spread of infectious diseases are all likely to occur in these regions if progress towards global climate change mitigation and local adaptation does not make tangible progress prior to 2030. The World Economic Forum's 2018 Global Risks Report ranked extreme weather events and the failure of climate change mitigation and adaptation actions as the #1 and #3 of the more likely global risks⁹. Climate change is also widely cited as a key driver for local and regional conflict in less developed countries, with major consequences for migration crises¹⁰.

In order to address these challenges there is a need to move towards a focus on making resilient development into a business opportunity where government and the private sector in partnership can come together around green growth focused actions. This can include for example new efficient water management and irrigation systems, drought resistant crops and forestry management. UDP is engaged in activities to demonstrate how viable business models can be established and scaled up in a number of countries and the project will facilitate expansion of this line of work.

Key documentation and sources used for the analysis: Please refer to footnotes below

⁸ World Bank (2018) Groundswell : Preparing for Internal Climate Migration https://openknowledge.worldbank.org/handle/10986/29461

⁹ World Economic Forum (2018) The Global Risks Report. http://www3.weforum.org/docs/WEF_GRR18_Report.pdf
¹⁰ UN Environment (2018) Climate change and security risks. https://www.unenvironment.org/explore-topics/disasters-conflicts/what-we-do/risk-

reduction/climate-change-and-security-risks

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

Key conclusions and their implications for the project:

As a major global risk, climate change stands to affect the lives and livelihoods of low-income people mostly in less developed countries, often where human rights and gender equality are already weakly protected or promoted. As such, climate change and the lack of access to sustainable energy stand to undermine efforts to improve human rights and gender equality in our partner countries.

In particular, it is well known that providing access to modern, clean and sustainable energy sources offer major - and catalytic - benefits for women and children, who are more often tasked with collecting and using traditional fuels. Switching to modern cooking fuels and power sources frees up significant time for income generating activities and education and greatly improves indoor air pollution¹¹. Therefore, the project offers significant and tangible benefits for gender equality and improved human rights, which often follow as the automatic consequence of changes in end-user technologies.

At an organisation level, UN Environment is committed to promoting gender equality and women's empowerment across all policies and programmes. The Agency's Policy and Strategy on Gender Equality and the Environment¹² is underpinned and informed by the UN System-wide Action Plan on Gender Equality and the Empowerment of Women. This is closely linked with the SDGs, which aim to achieve gender equality and empower all women and girls.

Key documentation and sources used for the analysis: Please refer to footnotes below

¹¹ Sustainable Energy for All (2017) Opening Doors: mapping the landscape for sustainable energy, gender diversity and social inclusion. https://www.seforall.org/sites/default/files/Opening_Doors-Full_Report.pdf

¹² https://wedocs.unep.org/bitstream/handle/20.500.11822/7642/-Gender equality and the environment A Guide to UNEPs work-2016Gender equality and the environment.pdf.pdf?sequence=3&isAllowed=y

4. Inclusive sustainable growth, climate change and environment

Key conclusions and their implications for the project:

The positive relationship between climate change policies, economic growth and the environment are well established. The OECD, in its study "Investing in Climate, Investing in Growth", states that national efforts to Integrate measures to tackle climate change into regular economic policy will have a positive impact on economic growth over the medium and long term, lifting GDP output for the G20 countries by 2.8% by 2050*13.* It also states that if the economic benefits of avoiding climate change impacts such as coastal flooding or storm damage are factored in, the net increase would be nearly 5% by 2050.

The same logic applies to non-OECD countries, but more so if they're able to capture higher-shared of the global value chain in the technological transition to low-carbon and climate resilient development. That is the fundamental concern and focus of Outcome 1 in this project, which seeks to strengthen the participation of local private sector actors and investors in the manufacturing, distribution and maintenances of key technologies. In order to achieve this 'green growth' vision, partner governments will need to provide clear and coherent enabling environments for private actors, and collaborate with relevant public sector science, technology and innovation training and education institutes, to ensure that the required human capital is on offer to feed into - and benefit from - local industrial growth for key climate change technologies. As mentioned above this applies both to mitigation and resilience oriented efforts where especially making resilient development into green growth opportunities will be crucial for future success in this area.

UNEP DTU Partnership has almost 30 years of experience in providing technical assistance that supports UN Environment's global mandate on Energy, Climate and Sustainable Development, working in close collaboration with stakeholders in our partner countries. This technical assistance is scaled up through funding from various multilateral sources including the Global Environment fund (GEF), the Green Climate Fund (GCF) and the Climate Technology Centre and Network (CTCN), in addition to other funding sources for our research-based advisory services.

Key documentation and sources used for the analysis: Please refer to footnotes below

¹³ OECD (2017) Investing in Climate, Investing in Growth http://www.oecd.org/environment/investing-in-climate-investing-in-growth-9789264273528-en.htm

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

Key conclusions and their implications for the project:

The project supports the implementation of UN Environment's Programme of Work on climate change, which aims for countries to "increasingly adopt and/or implement low greenhouse gas emission development strategies and invest in clean technologies". UN Environment is a well-established, trusted and impartial convening organization for numerous environmental issues, and was the co-founder of the The Intergovernmental Panel on Climate Change (IPCC). At the United Nations Conference on Sustainable Development in 2012 (Rio+20), the role of UN Environment was strengthened, with Member States asking for the establishment of universal membership by the General Assembly¹⁴. Member States simultaneously confirmed UN Environment as the programme "that promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system".

UN Environment is firmly committed to preventing and detecting fraudulent and corrupt practices. UN Environment operations are consistent with the applicable provisions of the UN Charter, the Standards of Conduct for the International Civil Service, the applicable provisions of the United Nations Staff Rules and Regulations, and the UN Environment Financial Rules and Regulations and Procurement Manual. UN Environment will use reasonable efforts to ensure that the utilization of the Contribution conforms to the highest standard of ethical conduct and that every part of the Organization, as well as all individuals acting on behalf of UN Environment, observe the highest standards of ethics and integrity.

UN Environment, in accordance with its regulations, rules and directives, will ensure that any allegations of fraud and corruption in connection with the implementation of the Project are addressed. UN Environment will, in a timely manner and in accordance with its regulations, rules, policies and procedures, provide information to the Danish Government of any substantiated allegations of fraud or corruption, along with details of actions taken by UN Environment to address such allegations¹⁵.

The UNEP DTU Partnership is administratively hosted by the Danish Technical University (DTU) and all financial reporting of activities carried out by UDP staff undergoes independent auditing as part of the reporting procedure. The design of interventions in our partner countries is based on evaluations of their capacity at relevant levels of the public sector for policy making, enforcement and service delivery as well as budgetary accountability. UDP has a long track record of project and contract management at the highest standard and has been rated as such in the partnership ranking in UNEP.

Key documentation and sources used for the analysis: Please refer to footnotes below

¹⁴ Para 88 in http://www.un.org/ga/search/view_doc.asp?symbol=A/RES/66/288&Lang=E

¹⁵ This commitment is incorporated into the Donor Agreement for this DED between Denmark and UN Environment

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

Key conclusions and their implications for the project:

Denmark's development cooperation strategy¹⁶ is founded upon the SDGs, which also cover the Paris Agreement under 'climate action' (SDG13). The SDGs are mutually supportive and reaching the set targets requires integrated solutions across sectors. The SDGs further require a paradigm shift in terms of development cooperation. This shift includes a strong focus on using development assistance in a more catalytic way to mobilize finance, knowledge and technologies from all relevant stakeholders, and especially the private sector, since SDG target cannot be met by ODA alone. Therefore, Denmark increasingly engages in, promotes and supports partnerships that can support a catalytic approach in prioritized areas of interest and prioritized geographies.

Private sector entities, such as the Danish Trade Council, have been consulted during the design phase of this project and objectives are line with, and supplement, existing private sector initiatives in this area. Moreover, the project has been designed on the background of many years of experience in working on technology transfer and market-driven projects, for example the TNAs, NAMA developments, NDC support, and ADMIRE.

The focus of Outcome 1b is of particular relevance and interest for Danish companies involved in 'green' technology markets, such as wind turbines, solar PV and biotechnology, as well as water, sanitation and waste management and related engineering services. The project will reach out to relevant Danish industry representatives, invite them to join consultative workshops and the co-production of analytical outputs and recommendations. As such, they will be in a position to know about - and inform - clean energy market opportunities and local conditions in Kenya and Uganda.

Key documentation and sources used for the analysis: Please refer to footnotes below

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

7. Stakeholder analysis

Key conclusions and their implications for the project:

The project has a strong development focus and so the ultimate stakeholders and beneficiaries are the citizens in our partner countries, all of which are Danida Priority Countries. In the process of designing an implementing the project UDP has and/or will engage in partnership with other relevant national and international stakeholders to ensure broad support, relevance and potential additional funding to the project. Contact has been made with a number of potential partners and beneficiaries, and written agreements are planned to be reached with most of the partners during the inception phase of this project. Key stakeholders beyond UN Environment include:

The UNFCCC Secretariat, Bonn. The Secretariat is the central UN body for climate change and plays a key strategic role in outreach and communication of the project results, namely the results of the in-depth

¹⁶ <u>http://um.dk/da/danida/strategi%20og%20prioriteter/</u>

case studies as well as increased traction to the technology database. The UNFCCC Secretariat will be a key partner in providing links to the global political context as well as to financing mechanisms. UDP has already a successful collaborating with the UNFCCC on a number of other activities, including on TNAs, and UNFCCC and UDP have a MoU focused on technology cooperation.

The Climate Technology Centre and Network (CTCN). UDP is one of the founding Consortium Partners of the CTCN. The CTCN supports developing countries in accelerating technology transfer to developing countries and is currently developing a data base with a global overview of technology providers. Collaboration with the CTCN on teaming up partner countries with technology providers will be explored. CTCN and UDP already have a MoU.

Green Technology Center (GTC), Korea. UDP and GTC are already engaged in collaboration on the development of a global climate technology classification system to enhance global technology cooperation. This existing collaboration will be utilized in this project, when adding the database to the existing TNA website to enhance promotion of developing countries' climate technology needs and priorities.

In Kenya UDP will seek to operate is collaboration with - and in support of - the Danida Green Growth Programme (GGP), Kenya. Initial contact and discussions have been made. Partnership between UDP and the GGP could enhance impact of UDP analytical capacities into major investments and programmes. Also in Kenya Initial contact and discussions have been made with the Climate Innovation Center (CIC), funded by the World Bank. Partnership between UDP and the GGP could enhance impact of UDP's analytical capacities into major investments and programmes. Initial contact and discussions have been made with the Climate Innovation Center (CIC), funded by the World Bank. Partnership between UDP and the GGP could enhance impact of UDP's analytical capacities into major investments and programmes. Initial contact and discussions have been made with the National Environment Management Authority (NEMA) in Kenya, who were the coordinating institution for the TNA project.

In Uganda, UDP seeks to operate in collaboration with - and in support of - Danida's Uganda Programme for Sustainable and Inclusive Development of the Economy (2018-2022). On the government side UDP enjoys good working relationships with the Uganda National Council for Science and Technology (UNCST). They are the coordinating entity for the TNA, which is due to start in 2018. Through that project collaboration, and previous work under a major EU-funded project called CAAST Net Plus¹⁷, we enjoy strong connections to the Ugandan Government. UDP is also in contact with the Africa-EU Renewable Energy Cooperation programme (EU-funded), active in Uganda, with the Uganda Renewable Energy Business Incubator who we anticipate will be closely involved in Outcome 1b. UDP is also in contact with the German Development Agency GIZ in Uganda, regarding related projects. GIZ are embedded within the Ministry of Energy and have significant activities in the country.

UDP also anticipates working closely with the climate change regional collaboration centre (RCC) in Kampala, set up by the UNFCCC secretariat and the East African Development Bank in 2013, since they have a strong focus on investment in climate change. Communication with the RCC has been active for a few years, though no active collaborations have been established as yet.

In addition to these specific longer engagement UDP has regular engagements in projects in over 60 developing countries partnering with national government and national technical institutions.

Key documentation and sources used for the analysis: Please refer to footnotes below

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

¹⁷ https://caast-net-plus.org/

Annex 2

Partners

1. Summary of stakeholder analysis

A stakeholder analysis has been presented in Annex 1: Context Analysis, section 7. Annex 2 focuses on the choice of partners i.e. UN Environment and the UNEP-DTU Partnership.

2. Criteria for selecting programme partners

The UNEP-DTU Partnership (UDP), between UN Environment, DTU and Danida:

- Is well established, well-functioning and located in Denmark. It has a clear value proposition in the diverse and fragmented international climate architecture. As a UN Environment Collaborating Centre it strategically links the global mandate, legitimacy and convening power of UN Environment with the globally recognized research based expertise of DTU. It works in close partnership with both the Parties and the Secretariat to the UN Climate Convention (UNFCCC) and the post-Paris follow up. It provides support for countries in developing and implementing their National Determined Contributions (NDCs), including via Technology Action Plans building on Technology Need Assessments (TNAs), and provides support for managing transparency and reporting on the NDCs.
- It brings agility and flexibility to the implementation capacity of UN Environment in the energy and climate areas also prioritized in the Danish development strategy.
- UDP has demonstrated ability to deliver high quality support in collaboration with a broad network of partners, and leveraged funding gearing the Danida funding with a factor 3-5. Strategic partnerships will be scaled up in the current programme.
- It is ready to break new ground in further exploring modalities and platforms for best engaging private sector investors and solution providers including from Denmark, in achieving the climate and energy related SDGs where Denmark has global strongholds in both the public and private sector.
- The results framework and planned monitoring have been strengthened and are well aligned with Danida's development objectives.

3. Brief presentation of partners

The United Nations Environment Programme (UNEP) is an agency of United Nations that promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system, and serves as an authoritative advocate for the global environment.

DTU is a technical university providing internationally leading research, education, innovation and public service. The University's staff of 5,000 advance science and technology to create innovative solutions that meet the demands of society; and its 9,000
students are educated to address the technological challenges of the future. DTU is an independent academic university collaborating globally with business, industry, government, and public agencies.

UNEP DTU Partnership (UDP) is a leading international research and advisory institution on energy, climate and sustainable development. As a UN Environment Collaborating Centre, it is an integral part of UN Environment's Economy division and an active participant in both the planning and implementation of UN Environment's Climate Change Strategy and Energy Programme. UDP comprises two Centres: Centre on Energy, Climate and Sustainable Development, and the Copenhagen Centre on Energy Efficiency. It is located at the UN City in Copenhagen, Denmark and is organisationally a part of the Department of Management Engineering at the Technical University of Denmark.

Partner name What is the name of the partner?	Core business What is the main business, interest and goal of the partner?	Importance How important is the programme for the partner's activity- level (Low, medium high)?	Influence How much influence does the partner have over the programme (low, medium, high)?	Contribution What will be the partner's main contribution?	Capacity What are the main issues emerging from the assessment of the partner's capacity?	Exit strategy What is the strategy for exiting the partnership?
United Nations Environment Programme (UNEP)	The United Nations Environment Programme (UNEP) is an agency of United Nations that promotes the coherent implementation of the environmental dimension of sustainable development within the United Nations system, and serves as an authoritative advocate for the global environment.	Low. UNEP had total contributions of USD62.65 million as of August 2017 (last accounts available).	High UNEP is directly involved in the formulation of the initiative. The expected outputs and impacts are in direct support of UNEP's Mid Term Strategy, Climate change end energy programme and broader interests.	UNEP will provide oversight of implementation, including guidance on specific focus and content. There is also an in-kind financial contribution, as specified in the budget, an in-kind expertise.	Strength: Global legitimacy and convening power, subject matter knowledge, globally recognized and appreciated role. Weaknesses: Limited financial and resulting limited human capacity and limited country presence. Opportunities: This initiative can help to raise UNEP's profile and attract further financial support, also in the role of implementing agency.	<i>No special</i> <i>requirements</i> <i>after end of</i> <i>contract.</i>

4. Summary of key partner features

DTU	DTU is a technical university providing internationally leading research, education, innovation and public service. Our staff of 5,000 advance science and technology to	Low. DTU's budget for 2018 is 4.7 billion DKK	Medium. DTU is directly involved in the formulation of the initiative.	As host of the UNEP-DTU Partnership, DTU will lead implementation, providing the core of technical expertise, ensuring that all obligations are met, and initiating	Threats: Need to be able to better profile good work and quantify impacts to funders. Strength: Danish University with globally recognized expertise, and an international reach. Long term partner with UNEP Weaknesses: Limited	No special requirements after end of contract.
	create innovative solutions that meet the demands of society; and our 9,000 students are educated to address the technological challenges of the future. DTU is an independent academic university collaborating globally with business, industry, government, and public agencies.			appropriate action should unforeseen challenges arise. There is also an in- kind financial contribution, as specified in the budget.	engagement in the full 2030 Development Agenda. Opportunities: This initiative can be used to help leverage additional resources to engage DTU expertise, and other skilled experts to the benefit of UNEP and recipient countries.	
					Threats: DTU operates in a competitive environment where innovation can quickly make some organizations irrelevant.	
UNEP-DTU Partnership (UDP)	<i>Hosted by DTU, the UDP has been in operation since</i>	High. While UDP has typically been able	<i>UDP has taken lead in developing the</i>	<i>UDP will deliver against the results framework of the</i>	<i>Strength: Draws on DTU's scientific credibility and</i>	Some activities will continue well beyond the

since then been co-funded by UNEP, DTU and Danida. UDP is a core resource for UNEP's work on energy and clim change issues a delivering on its Mid Term Strate and Energy and Climate change programme in support of relat SDGs.	to reverage 3 - 3 times the core funding provided by Danida, without core funding operations would be very challenged. ate ad	programme in accordance with the development objectives of the project partners (Danida, UNEP and DTU).	in accordance with development objectives of the project partners (Danida, UNEP and DTU).	support UNEP's global mandate and Danida's development objectives. Weaknesses: Reliant on country demand, private sector engagement and partnerships and emerging opportunities to be able to deliver. Opportunities: This initiative can be used to help leverage additional financial and human resources and private sector engagement, including in Denmark. Threats: UDP rely on partner capacity- UNEP, national public and private sector stakeholders - to achieve expected	support to UDP and will require financing beyond the life of the programme. UDP will work on securing it's long term financial sustainability
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Results Frameworks for the UNEP DTU Partnership Centre on Energy, Climate and Sustainable Development and Copenhagen Centre on Energy Efficiency

1. Results Framework for the UNEP DTU Partnership Centre on Energy, Climate and Sustainable Development

The Department for Multilateral Cooperation and Climate will base the actual support on progress attained in the implementation of the engagement as described in the documentation. Progress will be measured through the UDP/CECSD's results and outcome monitoring framework which has been revised following recommendations from the Danida review and is now fully operational. The new UDP Outcome Monitoring System takes as its basis the envisaged intermediate and final outcomes identified in the Theory of Change for each project activity, with specific qualitative or quantitative indicators for each outcome, as well as the project outputs.

For Danida's reporting purposes, the following key outcome and output indicators have been selected to document progress.

Project title		UDP Cent	re on Energy, Climate and Sustainable Development		
Project object	ive	Contributi	on to UN Environment PoW Outcome 1a and 1b and the achievement of		
		the combi	ned Danish and UN Environment priorities of achieving the SDG 7 - access		
		to afforda	ble, reliable, sustainable and modern energy for all - and SDG 13 - urgent		
		action to o	combat climate change and its impacts		
Impact Indicat	or	The overa	Il project objective is broad and its impacts cannot be represented by one		
		single indi	cator. Impacts of the contribution are impossible to separate from those		
		of other i	nitiatives in the space of climate change and sustainable development.		
		Moreover	, impacts are likely to manifest themselves concretely in the longer term,		
		beyond p	roject completion. Best possible measure is UDP's contribution to the		
		indicators	of UN Environments programme of work:		
		(i) Increas	e in the number of countries supported by UNEP that make progress in		
		adopting a	and/or implementing low greenhouse gas emission development plans,		
		strategies	and/or policies		
		Unit of me	easure:		
		Number o	f countries that have adopted or are implementing plans, strategies or		
		policies or	energy efficiency, renewable energy		
		(ii) Increa	se in climate finance invested by countries or institutions for clean		
	energy, energy efficiency and/or amount of decarbonized assets				
		(i) Increas	e in the number of countries supported by UNEP with institutional		
		arrangem	ents in place to coordinate national adaptation plans		
Unit of mea			easure:		
Number of cou			f countries that have scored at least 70 per cent on the extent to which		
		institution	al arrangements are put in place1.		
Baseline	Year	2017			
Target	Year	2021	Countries increasingly adopt and/or implement low greenhouse gas		
			emission development strategies and invest in clean technologies		
			Countries increasingly advance their national adaptation plans, which		
			integrate ecosystem-based adaptation.		

¹ Measured in accordance with UN Environment PoW scoring methodology.

Outcome 1a		Accelerat developir	ed drivers for technology transfer, implementation and uptake in ng countries
Outcome indi	cator		
Baseline	Year	2017	Status of TNA implementation in target countries
Target	Year	2021	Increased effort for technology transfer and implementation in TNAs
			measured by a UDP end of project report.
		1	
Output 0		Inception	stage
Output indica	tor	Inception	report
Baseline	Year	2017	no report
Annual	Year 1	2018	Inception report including updated implementation plan completed
target			and delivered
Annual	Year 2	2019	N/A
target			
Annual	Year 3	2020	N/A
target			
Annual	Year 4	2021	N/A
target			
Target	Year 5	2022	N/A
Output 1		Case stuc	lies of key drivers for technology transfer, implementation and uptake,
		funding a	nd creation of partnerships between public and private actors.
Output indica	tor	4 Case stu	udies completed
Baseline	Year	2017	no case studies based on TNAs
Annual	Year 1	2018	N/A
target			
Annual	Year 2	2019	-3 key local partners identified in each partner country and
target			collaboration agreements made
			-3 meetings held with local partners in each of the partner countries
			-1 report mapping information for case studies completed
Annual	Year 3	2020	- 4 reports mapping information for case studies completed
target			
Annual	Year 4	2021	- 4 case studies completed and disseminated through various means,
target			including through the technology website in output 3 below
Target	Year 5	2022	lessons from case studies replicated in 3 other TNA countries
Output 2		Evolore n	artnershins around TNA implementation
Output indica:	tor	number o	arthership apartunities evalured
Baseline	Vear	2017	limited number of partnerships on technology transfer and
Daseinie	Tear	2017	implementation
Appus	Voor 1	2019	
Annual	Tear I	2019	
Laigel			

Annual	Year 2	2019	activity not started			
target						
Annual	Year 3	2020	- 1 report per partner country mapping local and global actors of			
target			relevance to technology partnerships in partner countries completed			
			- 1 report per partner country containing relevant information on			
			potential partnerships are identified, in collaboration with local			
			partners, based on map of local global actors, types of partnerships			
			required, and the lessons learned identified in Activity 1			
Annual	Year 4	2021	-5 bilateral consultation meetings per partner country to explore			
target			opportunities for partnerships and synergies and collaboration with			
			other major programmes in partner countries			
Target	Year 5	2022	countries explore partnerships for technology transfer in 3 other TNA			
			countries			
		L	· · · · · · · · · · · · · · · · · · ·			
Output 3		Expansior	n of existing technology priority database and website and communicate			
		experience	tes on technology uptake, markets and private sector involvement to			
		larger aud	larger audiences			
Output indica	tor	online da	tabase with developing countries' identified climate technology needs			
Baseline	Year	2017	website covering TNAs exists, but with limited outreach and user			
			friendliness			
Annual	Year 1	2018	N/A			
target						
Annual	Year 2	2019	-database online through the existing TNA website			
target			-10 country technology briefs online through website			
			- database has 50 new users			
Annual	Year 3	2020	-database updated and maintained			
target			- 2 case studies online			
			- 10 additional country technology briefs online through website			
			- database has 50 additional new users			
Annual	Year 4	2021	 database updated and maintained 			
target			- 2 case studies online			
			- 10 additional country technology briefs online through website			
			- database has 50 additional new users			
Target	Year	2022	website has 200 new users who uses it as a global source for finding			
			information on developing countries' technology needs			

Outcome 1b		Increased in Kenva a	local access to, and private local production in, clean energy value chains	
Outcome indi	cator	Value chain actors have demonstrated a change in their strategic focus from the firm level to the collective (industry) level Demonstrated (stated) interest of key government decision makers in formulatin a relevant barrier removal strategy Demonstrated change in interest of innovation system actors toward removin operational-level bottlenecks within research, education, regulation and financin Outcome indicator measured by a UDP end of project survey		
Baseline	Year	2018	Low level of industry collaboration to enhance local value chains in the supply of low carbon energy systems (baseline to be estimated) Key government documents do not contain reference to <i>detailed</i> strategies on how to enhance local value chains in the low-carbon energy sector Specific development opportunities linked to the low-carbon transition are not included in the investment strategies of donors or private investors, or the curriculum of relevant professional training courses work (baseline to be estimated)	
Target	Year	2021	75% of private sector actors involved in the project state that they are 'convinced' of the need to collaborate and collectivise for the greater good of the industry and have clear strategies to achieve this Key government strategies and documents, including the TAPs and revised NDCs, draw upon and/or promote the conclusions and recommendations of the project The innovation system actors (i.e. research institutions, donors and investors) include specific actions to understand, communicate and enhance value chains in their strategies and work plans	
Output 1 (rep times, for stakeholder g	licated 3 each roup)	Awarenes value cha These me produced innovatio	is raising activities, delivered via workshops and bilateral meetings with in actors, innovation system actors and relevant government officials. etings and workshops are essential in engaging stakeholders in the co- analysis of entry barriers in value chains and weaknesses in national n systems for the selected technologies	
Output indicator Number o Worksho		Number o Workshop	of workshops and bilateral meetings, attended by relevant stakeholders preports and minutes from meetings	
Baseline	Year	2018	No workshops and bilateral meetings, project is unknown to relevant stakeholders.	
Annual target	Year 1	2019	3 workshops and 10 bilateral meetings held in Kenya. Stakeholders in Kenya are engaged in the project and activity contributing to the co- production of analysis that feeds into the Output 2.	
Annual target	Year 2	2020	3 workshops and 10 bilateral meetings held in Uganda. Stakeholders in Uganda are engaged in the project and activity contributing to the co- production of analysis that feeds into the Output 2.	

Output 2 (rep times, for stakeholder g	licated 3 each roup)	Co-production of inputs for analytical work, in consultation with relevant stakeholder, conducted by UDP in close collaboration with local partners. This will lead to the delivery of concise and action-oriented analytical reports focussing of entry barriers in value chains and weaknesses in national enabling environment and innovation systems for the selected technologies. In the case of Uganda, the report will be coordinated with the TNA project planned to be carried out it parallel. The report will form the analytical basis for the output 3.			
	lor	participat	ion for Kenya and Uganda, published, printed and made available online		
Baseline	Year	2018	No similar analysis available		
Annual target	Year 1	2019	No target for output 2		
Annual target	Year 2	2020	Report with detailed analysis based on active stakeholder participation for Kenya. Stakeholders in Kenya have clear ideas and plans about how to overcome entry barriers in value chains and weaknesses in national enabling frameworks and innovation systems for the selected technologies, feeding into the project's third and final output.		
Annual target	Year 3	2021	Report with detailed analysis based on active stakeholder participation for Uganda coordinated with TNA project. Stakeholders in Uganda have clear ideas and plans about how to overcome entry barriers in value chains and weaknesses in national enabling frameworks and innovation systems for the selected technologies, feeding into the project's third and final output.		
Output 3 (rep times, for stakeholder g	licated 3 each roup)	Recomme chain acte upgrade l Uganda	endations and a road map articulated and agreed upon by relevant value ors, government Ministries and innovation system actor to enter and/or ocal businesses in selected low-carbon energy value chains in Kenya and		
Output indica	ator High quality recommendations and road map published, printed a available online and communicated at relevant and high-level events in k		lity recommendations and road map published, printed and made online and communicated at relevant and high-level events in Kenya and		
Baseline	Year	2018	No similar recommendations and road maps available		
Annual target	Year 1	2019	No target for output 3		
Annual target	Year 2	2020	Stakeholders in Kenya articulate recommendations and a road map for upgrading value chains, incorporated into sector-wide strategies (collective action by private businesses) and the NDC process		
Annual target	Year 3	2021	Stakeholders in Uganda articulate recommendations and a road map for upgrading value chains, incorporated into sector-wide strategies (collective action by private businesses) and the TNA and NDC processes		

Outcome 1c		Sustainable adaptation business models for small enterprises developed				
Outcome indicator		Number of business models developed and in operation that can support SME				
		adaptation				
		Number of stakeholders engaged by type				
		Percentag	e of SMEs initiating adaptation activities			
Baseline	Year	2017	Sustainable business models are absent in targeted adaptation areas			
Target	Year	2021	4 Sustainable business models developed for urban industry clusters			
Output 0		Inception	phase			
Output indica	tor	Inception	report			
Baseline	Year	2017	No report			
Target	Year	2018	Inception report including updated implementation plan completed			
			and delivered			
			Project Reference Group established			
Target	Year	2019-	N/A			
		2021				
Output 1		Engageme	ent of stakeholders			
Output indica	tor	Number a	ind type of partnerships established with:			
output malea		- industry	nlavers			
		- Targeter	SMF clusters			
		- local and	anational policy makers			
		- finance institutions				
		- internati	ional partners			
Baseline	Year	2017	No partnerships exist between all stakeholders relevant for sustainable			
		-	business models			
Annual	Year 1	2018	N/A			
target						
Annual	Year 2	2019	1 Engagement/ communications strategy developed			
target			1 Exit and scaling-up strategy developed			
			2 Focus group sessions conducted in-country to engage and consult			
			industry players and targeted SMEs			
			2-3 partnerships with financial lenders and insurance providers			
			established			
			40% of SMEs in targeted case study areas engaged in project			
			5 new local partnerships in-country developed between SME support			
			agencies and UDP			
Annual	Year 3-	2019-21	3 new partnerships between UDP and international players established			
target	4		for scaling-up and dissemination			
Output 2		Co-design	and -development of prototype sustainable business and financial			
		models ar	nd prototype decision support tools for SMEs			
Output indicat	tor	Business r	nodels, financial models, toolkits and M&E systems designed			
Baseline	Year	2017	No business model exists, absence of decision support tools for SMEs,			
			lack of awareness of climate risks amongst SMEs			
Annual	Year 1	2018	N/A			
target						
Annual	Year 2	2019	1 baseline survey of vulnerability context and 1 market analysis			
target			conducted			

			Design of measurement and reporting system established
			1 exit strategy and scaling-up report developed
			2 workshops conducted with SMEs and support organisation to validate
			baseline survey and market analysis results
Annual	Year3	2020	Two consultation forums conducted with SMEs and financial lender to
target			co-design prototype tools and business models
			Design and development of 2 prototype decision support tools
Annual	Year	2021	N/A
Target			
Output 3		Pilot phas	se for business models and decision support tools for SMEs
Output indica	tor	Decision	support tools tested and refined. Operational business models and
		financial	rameworks established and trialled
Baseline	Year	2017	No operational business models in place in target areas, no SMEs
			undertaking adaptation activities
Annual	Year 3	2020	Pilot phase launched in two vulnerable case study locations to test the
target			porotype business models and tools
			One train the trainer leadership forum completed
			Outreach and communication of lessons and learning in partnership
			with national and international stakeholders commences
Annual	Year 4	2021	2 dissemination labs in geographical focus areas conducted with SMEs
target			and financial lenders on the application of tools and potential business
			models
Output 4		Finalisatio	on of sustainable business models and decision support tools
Output indica	tor	Lessons	of pilot phase collected, Decision support tools finalised and
		commerc	ialised, Operational business models and financial frameworks finalised
	1	with well-	defined criteria, opportunities for scaling-up identified
Baseline	Year	2017	No operational business models adopted amongst lending institutions,
			no SMEs using decision support tools for business continuity planning,
Annual	Year 4	2021	2-3 new sustainable business and financial models established with
target			lending institutions
			2 new potential business models established for further piloting and
			commercialisation of decision tools
			2 decision support tools finalised
			Impact of pilot phase assessed and report produced
			2 new opportunities for scaling-up of business models and tools to
			other countries identified
			1 publication produced
			1 project report and case study pamphlet in local language produced
			1 dissemination forum conducted with SMEs and support organisations
			30% of targeted SMEs in pilot phase beginning to adopt adaptation
			interventions

Outcome 2		Increased	transparency and documentation of private sector contributions to NDCs			
Outcome indicator		Establishment of transparency framework. Number of private firms that report				
		their climate change actions under the framework recognised by governments to				
		contribute	e to the NDC (e.g. Nexos+1, Sistema B, GRI, CDP).			
Baseline	Year	2017	No agreed MRV/transparency systems for climate change actions by			
			private sector / non-state actors			
Target	Year	2021	MRV/transparency system for climate change actions by private sector			
			/ non-state actors established and used in target sub-regions			
Output 1		Case stud	ies of successful transformative actions by selected innovative private			
Output I		sector ent	ities			
Output indicat	tor	Number of	of transformative actions by selected innovative private sector entities			
output malea		systemati	zed every year			
Baseline	Year	2017	Five Case Studies have been identified			
Annual	Year 1	2018	Five new cases have been assessed			
target						
Annual	Year 2	2019	Ten new cases have been assessed			
target						
Annual	Year 3	2020	Twenty new cases have been assessed			
target						
Annual	Year 4	2021	Forty cases have been assessed and systematized with an aim to scale			
target			up actions and share lessons learned with other countries and regions			
Target	Year 5	2022	Fifty cases have been assessed and analysed. Report on Transformative			
			action for CC in LA has been developed and presented in different			
			regional and international spaces.			
Output 2		Capacity k	puilding, outreach activities and strengthening the Nexos+1 "platform"			
Output 2 Output indicat	tor	Capacity k Number o	ouilding, outreach activities and strengthening the Nexos+1 "platform" of participants of the Nexos+1 Platform, Community and events			
Output 2 Output indicat Baseline	tor Year	Capacity k Number o 2017	puilding, outreach activities and strengthening the Nexos+1 "platform" if participants of the Nexos+1 Platform, Community and events 1,000 followers of Nexos +1 community, 75 CEOs, 30 entrepreneurs,			
Output 2 Output indicat Baseline	tor Year	Capacity k Number o 2017	puilding, outreach activities and strengthening the Nexos+1 "platform" of participants of the Nexos+1 Platform, Community and events 1,000 followers of Nexos +1 community, 75 CEOs, 30 entrepreneurs, 100 companies.			
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Annual	Year 4		Protocols and modalities developed for private sector reporting in line
target			with Governmental guidelines.
Target	Year 5	2022	Prototype for Registry and Reporting Framework for the private sector
			tested in collaboration with voluntary climate champions. Report on
			Private sector Contribution and reporting modalities to the NDC

Outcome 3		High quality annual adaptation and emissions gap reports are made available to the international climate community and considered in negotiations				
Outcome indicator		Recognition by leading climate change stakeholders of the importance and				
		relevance of the reports assessed through surveys				
		References	s to Gap reports in media. literature, etc. captured in UN Environment			
		media renorts				
		Evidence for submission of more ambitious NDCs to the UNFCCC				
Baseline	Year	2018	Gap reports recognised as important contributions to climate change			
			negotiations			
Target	Year	2021	Gap reports continue to be recognised as important contributions to			
			climate change negotiations			
	-D	Emissions	and Adaptation Gan Reports: Jaunch events: side events: and other			
Output (annua	,	outreach a	nd communication			
Output indicat	or	1 Emission	as and Adaptation.			
Output mulcat	01	1. LIIIISSIUI	h and discomination overts to Danish audience			
		2. Outreach and utssemination events to Danish addrence				
		3. Side events and other outreach events at COP and other international fora				
Deceline	Veer	2018 No Con reports for the year				
Baseline	Year 1	2018	No Gap reports for the year.			
Annual	Year1	2019	One Emissions and one Adaptation Gap Report 2018			
target			One joint outreach event targeting the Danish audience			
			One launch event per report			
			Minimum one side event per report during the COP			
			Minimum 2 other dissemination and outreach events per report			
			A list of topics for the next report (one list per report)			
Annual	Year 2	2020	One Emissions and one Adaptation Gap Report 2019			
target			One joint outreach event targeting the Danish audience			
			One launch event per report			
			Minimum one side event per report during the COP			
			Minimum 2 other dissemination and outreach events per report			
			A list of topics for the next report (one list per report)			
Annual	Year 3	2021	One Emissions and one Adaptation Gap Report 2020			
target			One joint outreach event targeting the Danish audience			
			One launch event per report			
			Minimum one side event per report during the COP			
			Minimum 2 other dissemination and outreach events per report			
			A list of topics for the next report (one list per report)			
Target	Year 5	2022 Gap reports continue to be produced and inform UNFCCC negotiation				

Outcome 4		Support to emerging challenges for UN Environment and countries - including				
Outeene in di		project proposals leveraging external funding of a magnitude of 250 million DKK.				
		meetings.				
		New UN	Environment - UNEP DTU Partnership projects to support UN			
		Environm	ents Medium Term Strategy. The projects will vary in size over time. In			
		some years big projects will be established - in other years smaller projects. The				
		aim is tha	t projects of 250 million DKK are established by the end of 2021			
Baseline	Year	2017	9 project			
Target	Year	2021	40 projects with cumulative total budgets of 250 million USD			
Output		UN Enviro	onment will establish new fully externally funded projects in collaboration			
		with UDP	, , , , , , , , , , , , , , , , , , ,			
Output indica	tor					
Baseline	Year	2017	Number of new projects =9			
Annual	Year 1	2018	Number of new projects =10			
target						
Annual	Year 2	2019	Number of new projects =10			
target						
Annual	Year 3	2020	Number of new projects =10			
target						
Annual	Year 4	2021	2021 Number of new projects =10: Total cumulative project budgets 2018			
target			=250 million DKK			
0						
Output		UDP will	prepare for and participate in four COPs and UNFCCC conferences			
Output		UDP will together	prepare for and participate in four COPs and UNFCCC conferences with UN Environment			
Output Output indica	tor	UDP will together UDP atte	prepare for and participate in four COPs and UNFCCC conferences with UN Environment ndance at COPs 2018-21			
Output Output indica Baseline	tor Year	UDP will together UDP atte 2017	prepare for and participate in four COPs and UNFCCC conferences with UN Environment ndance at COPs 2018-21 Attended one CoP and one UNFCCC Conference. Prepared 4 side events			
Output Output indica Baseline Annual	tor Year Year 1	UDP will together UDP atte 2017 2018	prepare for and participate in four COPs and UNFCCC conferences with UN Environment ndance at COPs 2018-21 Attended one CoP and one UNFCCC Conference. Prepared 4 side events Attend one CoP and one UNFCCC Conference. Prepared 4 side events			
Output Output indica Baseline Annual target	tor Year Year 1	UDP will together UDP atte 2017 2018	prepare for and participate in four COPs and UNFCCC conferences with UN Environment indance at COPs 2018-21 Attended one CoP and one UNFCCC Conference. Prepared 4 side events Attend one CoP and one UNFCCC Conference. Prepared 4 side events			
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Output Output indica Baseline Annual target Annual target	tor Year Year 1 Year 2	UDP will together UDP atte 2017 2018 2019	prepare for and participate in four COPs and UNFCCC conferences with UN Environment indance at COPs 2018-21 Attended one CoP and one UNFCCC Conference. Prepared 4 side events Attend one CoP and one UNFCCC Conference. Prepared 4 side events Attend one CoP and one UNFCCC Conference. Prepared 4 side events			
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Outcome 5		Enhanced government and private sector uptake of UDP knowledge products				
Outcome indicator		Government and Private sector uses, refers and recognize UDP knowledg				
		products as knowledge facilitators and agents of change				
Baseline	Year	2017	Governments and private sector uses, refers and recognize UDP			
			knowledge product			
Target	Year	2021	More governments and private sector uses, refers and recognize UDP			
			knowledge products effective and targeted stakeholder outreach and			
			communications framework			
Output 1		New Web	platform			
Output indicat	tor	Fully migr	Fully migrated Web platform with increased usability for specific target groups and			
		enhanced	twitter and Linked community, Number of Twitter followers, Number			
		of impres	sions			
Baseline	Year	2017	Current Website <u>www.unepdtu.dk</u> Twitter followers: 1127(738			
			increase) Impressions 399.200			
Annual	Year 1	2018	New web platform, comprising all UDP project website under one, and			
target			development of a M & E Matrix for management attention ; followers			
			20%, Increase Impression 20%			
Annual	Year 2	2019	20% increase in website visits, Increase followers 20%, Increase			
target			Impression 20%			
Annual	Year 3	2020	20% increase in website visits, Increase followers 10%, Increase			
target			Impression 10%			
Annual	Year 4	2021	10% increase in website visits, Increase followers 10%, Increase			
target			Impression 10% Facilitated webinar			
Target	Year 5	2022	Solid growth			
Output 2	1	Targeted	publications and knowledge outputs			
Output 2 Output indicat	tor	Targeted Visits to p	publications and knowledge outputs publications section, downloads and reads on pages			
Output 2 Output indicat	tor	Targeted Visits to p Media rea	publications and knowledge outputs publications section, downloads and reads on pages ach: DK and international,			
Output 2 Output indicat	tor	Targeted Visits to p Media rea Newslette	publications and knowledge outputs publications section, downloads and reads on pages ach: DK and international, ers open rate			
Output 2 Output indicat	tor Year	Targeted Visits to p Media rea Newslette 2017	publications and knowledge outputs publications section, downloads and reads on pages ach: DK and international, ers open rate Visits to publication section; 3499 & downloads: 1923 (Source:			
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Output 3 Targeted		Targeted	events (digital and physical) including Webinars and other Knowledge				
		Sharingev	Sharing events				
Output indicat	tor	Number o	f webinar and events participants				
Baseline	Year	2017	Webinars and events participants,				
Annual	Year 1	2018	Facilitated webinar participants, Increase by 20%, events by 10 %				
target							
Annual	Year 2	2019					
target			Facilitated webinar participants, Increase by 20%, events by 10 %				
Annual	Year 3	2020					
target			Facilitated webinar participants, Increase by 20%, events by 10 %				
Annual	Year 4	2021	Facilitated webinar participants, Increase by 20%, events by 10 %				
target							
Target	Year 5	2022	Participants steadily growing				

2. Results Framework for the Copenhagen Centre on Energy Efficiency

The Department for Multilateral Cooperation and Climate of the Danish Ministry of Foreign Affairs will base the actual support on progress attained in the implementation of the engagement as described in the documentation. Progress will be measured through the UDP/CCEE's monitoring framework.

For Danida's reporting purposes the following key outcome and output indicators have been selected to document progress, corresponding to the three key Programme Activities/Intermediate Outcomes and eight Outputs documented by the Theory of Change. CCEE notes that proposed outputs mutually reinforce each other in the overall achievement of proposed outcomes, related to government capacity to act, raising of awareness, creation of enabling environments, increasing public investment and generally accelerating energy efficiency action in target jurisdictions.

Project title		Copenhagen Centre on Energy Efficiency				
Project objectiv	e	Contribution to achievement of the combined Danish and UN Environment				
		prioritie	s of Target 7.3 under SDG 7 - access to affordable, reliable, sustainable			
		and mo	dern energy for all - by providing knowledge and technical assistance to			
		selected	governments that improves their capacity to act and accelerates energy			
		efficiend	y actions in key high-impact sectors.			
Impact Indicato	r	Rate of	improvement in global energy intensity in at least 12 engaged country			
		jurisdict	ions. In reality, the overall project objective is broad and its impacts			
		cannot be represented by one single indicator. Impacts of the contribution are				
		virtually impossible to separate from those of other initiatives in the space of				
		energy efficiency, and there is much debate on the use of energy intensity as a				
		proxy for energy efficiency improvement. Moreover, impacts are likely to				
		manifest themselves concretely in the longer term, beyond project completion.				
		As a proxy, the aggregate of outcomes 1 - 3 may be taken as a measure of CCEE's				
		contribution.				
Baseline	Year	2010	1.3% globally			
Target	Year	2021	2.8% (must exceed 2.6% between now and 2020 to achieve a doubling			
			by 2030, given an average improvement rate of 2.1% between 2010 and			
		2016)				

Outcome 1 Activa			e the knowledge base so that Governments can apply actionable				
		knowled	ige and learning on energy efficiency				
Outcome indica	itor	Measured increase in energy efficiency activity and decision making in					
		targeted	l/engaged countries, reflecting knowledge acquisition				
Baseline	Year	2018	Existing level of knowledge of governments in targeted/engaged				
			countries as documented by current levels of energy efficiency activity				
Target	Year	2021	Surveys and qualitative reports on energy efficiency activity and				
			decision making in targeted/engaged countries that demonstrate an				
			increased capacity to act on behalf of governments.				
Output 1		A strong, growing and widely used Knowledge Management System and learning					
		support	program				
Output indicato	or	Reporte	Reported and measurable increase in use and function of the Knowledge				
		Management System including through number of records/number of unique					
		visitors, and reported and measurable increase in reach of e-learning activities					
		documented by number of webinars held/participant attendance levels					

Baseline	Year 1	2018	Number of KMS records/unique visitors stands at 855/7100						
			respectively per annum; number of webinars/number of participants						
			stands at 18/932 respectively per annum						
Annual target	Year 2	2019	Increase in number of KMS records/unique visitors and						
			webinars/number of participants						
Annual target	Year 3	2020	Increase in number of KMS records/unique visitors and						
			webinars/number of participants						
Annual target	Year 4	2021	Increase in number of KMS records/unique visitors and						
			webinars/number of participants						
Target	Year	2022	Increase in number of KMS records/unique visitors and						
			webinars/number of participants						
Output 2		Docume	ents promoting best practices innovative business models and delivery						
Output 2		mechan	isms						
Output indicato	or	Number	of publication releases						
Baseline	Year 1	2018	Existing stock of CCEE publications						
Annual target	Year 2	2019	The number and profile (measured by downloads/hits) of CCEE						
_			publications grows						
Annual target	Year 3	2020	The number and profile (measured by downloads/hits) of CCEE						
			publications grows						
Annual target	Year 4	2021	The number and profile (measured by downloads/hits) of CCEE						
			publications grows						
Target	Year	2022	The number and profile (measured by downloads/hits) of CCEE						
			publications grows						
Output 3 Streng			nened international energy efficiency support through networks that						
		engage	with countries and cities						
Output indicato	or	Growth	of the SEforALL Accelerators and evidence of implemented energy						
		efficienc	cy Accelerator projects by sector						
Baseline	Year 1	2018	2018 Existing size and reach of SEforALL Accelerators, documented k						
			engaged countries and number of organisational participants at January						
			2018						
Annual target	Year 2	2019	Report on improvements in size and reach of Accelerators, new project						
			investments and new collaborations established between client						
			governments and the private sector through CCEE						
Annual target	Year 3	2020	Report on improvements in size and reach of Accelerators, new						
			project investments and new collaborations established between						
			client governments and the private sector through CCEE						
Annual target	Year 4	2021	Report on improvements in size and reach of Accelerators, new						
			project investments and new collaborations established between						
			client governments and the private sector through CCEE						
Target	Year	2022	Report on improvements in size and reach of Accelerators, new						
			project investments and new collaborations established between						
		1							

Outcome 2		Governments accelerate development of public-private energy efficiency			
		implementation projects			
Outcome indica	itor	Level of investment, implementation progress and awareness in engaged			
		countries and cities that builds on standardised CCEE methodologies and			
		framew	orks for project aggregation		
Baseline	Year	2018	Zero		
Target	Year	2021	Directly leverage at least USD 150m of investment in energy efficiency		
			projects		
Output 4		Identifie	d opportunities and developed concept proposals for		
		bundled	/aggregated investment projects through direct engagements with		
		countrie	es (at national and subnational levels)		
Output indicato	or	Number	of engagements		
Baseline	Year 1	2018	Engagements established and underway with a view to develop		
			investment proposals at the municipal level in one country		
Annual target	Year 2	2019	Three new engagements that lead to development of energy efficiency		
			investment city aggregation project proposals		
Annual target	Year 3	2020	Four new engagements that lead to development of energy efficiency		
			investment city aggregation project proposals		
Annual target	Year 4	2021	Five new engagements that lead to development of energy efficiency		
			investment city aggregation project proposals		
larget	Year	2022	Increasing evidence of information sharing between engage		
			governments leading to endogenous replication of project approaches		
Output 5		Project	development technical assistance in developing identified projects to		
		attract f	inance		
Output indicato	or	Number	of project investments developed or facilitated		
Baseline	Year 1	2018	No activity		
Annual target	Year 2	2019	Assistance to three governments with project preparation processes in		
			key municipal sectors including e.g. public lighting, cooling, buildings,		
	N 0	2020	water supply		
Annual target	Year 3	2020	Assistance to four governments with project preparation processes in		
			water supply		
Appual target	Voor 4	2021	Assistance to five governments with project preparation processes in		
Annual target	Teal 4	2021	key municipal sectors including e.g. public lighting, cooling, buildings		
			water supply		
Target	Year	2022	Ongoing uptake of CCEE developed methodologies and increasing		
			evidence of information sharing between engaged governments		
			leading to endogenous replication of project approaches		
Output 6		Strongth	anad local vocational skills		
Output indicate	\r	Strengtnened local vocational skills			
	/1	Energy efficiency skills network scoped and established with key partners;			
Baseline	Vear 1	2018	No activity		
Annual target	Year 2	2010	Energy efficiency skills network scoped and established with key		
and a conget			partners		
Annual target	Year 3	2020	Identification of pilot countries and early implementation of the		
			programme [Intended situation after two years of implementation]		
Annual target	Year 4	2021	Rollout to further countries		
0	Veer	2022	Global impact through progress on implementation		

Outcome 3		Successful energy efficiency intervention models are widely communicated, disseminated and replicated				
Outcome indicator		Number of project replications achieved in CCEE activities and improved reach of				
		CCFE influence				
Baseline	Vear	2018 No activity				
Targot	Voor	2010	Engaged municipal realization projects in multiple sectors and four			
Talget	real	2021	developing regions (Africa, Eastern Europa, Acia and Latin America)			
			leading to US\$150m of investment deployment that is attributable to			
			the project initiation and development activities of the CCCC			
			the project initiation and development activities of the CCEE			
Output 7		Commu	nications and outreach activities			
Output indicato	or	Recogni	tion and exposure of EE and of the CCEE			
Baseline	Year 1	2018	Limited communications activities			
Annual target	Year 2	2019	Improved website and increased traffic; new communications channels			
			developed; successful hosting of global EE events			
Annual target	Year 3	2020 Measurable increased engagement of new partners leading				
_			collaborations			
Annual target	Year 4	2021 Measurable increased engagement of new partners leadir				
_			collaborations			
Target	Year	2022	Ongoing improved profile of CCEE and increase in demand for			
			engagement and partner collaborations			
Output 8			tion models support for procurement and connections with potential			
output o		financiers				
Output indicato	or	Number and size of funded projects – currently no investments				
Baseline	Year 1	2018	No activity			
Annual target	Year 2	2019	Develop concept paper for project bundling and funding for energy			
			efficiency aggregation projects; confirm partners			
Annual target	Year 3	2020	Create opportunities of at least \$25m additional EE projects that			
Ŭ			successfully attract finance			
Annual target	Year 4	2021	Create opportunities of at least \$50m additional EE projects that			
0			successfully attract finance			
Target	Year	2022	Create opportunities of at least \$75m additional EE projects that			
			successfully attract finance, and continue growing the portfolio			
			thereafter			

Budget details

Budget UNEP DTU Partnership 2018-21

UDP - Centre on Energy, Climate and Sustainable Development 2018-21	ОКК					
Component	2018	2019	2020	2021	Total	
Outcome 1: Technology, markets and accelerated private sector investment for climate change adaptation and mitigation actions	1,491,548	4,388,882	5,734,847	5,061,416	16,676,692	
Outcome 2: Increased transparency and documentation of private sector contributions to NDCs	466,473	1,392,834	1,532,118	2,089,251	5,480,676	
Outcome 3: High quality annual adaptation and emissions gap reports	0	1,043,708	1,043,708	1,043,708	3,131,124	
Outcome 4: Support to emerging challenges for UNEP and countries	919,865	2,207,676	2,207,676	2,207,676	7,542,893	
Outcome 5: Enhanced government and private sector uptake of UDP knowledge products	1,000,000	436,205	436,205	436,205	2,308,615	
Review CECSD			200,000		200,000	
UN Environment support cost 7%	665,000	665,000	665,000	665,000	2,660,000	
Subtotal UDP - Centre on Energy, Climate and Sustainable Development 2018-21	4,542,885	10,134,305	11,819,553	11,503,256	38,000,000	
UDP - Copenhagen Centre on Energy Efficiency 2018-21						
Component	2018	2019	2020	2021	Total	
Outcome 1: Governments can apply actionable knowledge and learning on energy efficiency	3,494,000	3,251,000	2,826,000	2,583,000	12,154,000	
Outcome 2: Governments accelerate development of public-private energy efficiency implementation projects	4,814,000	4,479,000	3,893,000	3,558,000	16,744,000	
Outcome 3: Successful energy efficiency intervention models are widely communicated, disseminated and replicated	2,329,000	2,167,000	1,884,000	1,722,000	8,102,000	
Review CCEE			200,000		200,000	
UN Environment support cost 7%	700,000	700,000	700,000	700,000	2,800,000	
Subtotal UDP - Copenhagen Centre on Energy Efficiency 2018-21	11,337,000	10,597,000	9,503,000	8,563,000	40,000,000	
Grand total UNEP-DTU Partnership 2018-21	15,879,885	20,731,305	21,322,553	20,066,256	78,000,000	

Note: The outcomes work in synergy with existing UNEP and UDP activities. Budgets for main activities are; TNA: 6,2 million USD, CTCN 1 million USD, ICAT 7,5 million USD and CBIT 1 million USD. Budgets are indicated under each outcome in annex 13

UDP Turnover divided by funding source

Funding source	Expenses 2017 DKK	Percentage
Bitten og Mads Clausen Fonden (Danfoss)	3,116,153	4.6%
CLASP	97,810	0.1%
Climate Cent Foundation	102,169	0.2%
DANIDA	108,453	0.2%
Danida Fellowship Centre	96,975	0.1%
DTU	17,729,540	26.3%
EU	1,039,679	1.5%
Gold Standard Foundation	68,807	0.1%
Government of the Netherlands	410,310	0.6%
Government of Germany	686,674	1.0%
NEFCO	521,181	0.8%
OLADE	145,244	0.2%
Republic of Korea	84,485	0.1%
UNDP - Multilateral	169,040	0.3%
UNEP - DANIDA	17,851,735	26.5%
UNEP - EU	446,382	0.7%
UNEP - GEF	9,286,025	13.8%
UNEP - Government of Germany	1,198,621	1.8%
UNEP - Multilateral	6,379,319	9.5%
UNFCCC	143,410	0.2%
UNOPS	2,894,126	4.3%
UNOPS - Multilateral	4,421,728	6.6%
World Bank	353,746	0.5%
TOTAL:	67,351,614	100.0%

Risk Management Matrix

Contextual risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
C1. Political unrest in					
partner countries					
Project affected by political instability or unrest, leading to lack of engagement and commitment with stakeholders and possible danger to project participants. (Outcomes 1,2,3)	unlikely	major	Security risks closely monitored during project design and implementation, through dialogue with key private and public sector stakeholders. Measures to ensure the security of staff adopted according to the identified risk level, travel advisories. In worst case scenario, alternative partner countries can be considered.	The risk of complete project failure through political instability is minimised significantly by the choice of country. In general, long- term presence of UDP is not required in the country. Thus travel advisories can be followed at short notice, and meetings postponed or relocated according to conditions.	 (For outcome 2) Kenya and Uganda are both recognised as stable countries in the Danida strategy and recent stays during 2017 have confirmed the high level of stability and security in the countries. During the election in 2017 Kenya experienced a period of political unrest. The situation now seems stable although tensions between the two main parties still exist. Tensions were however highly local in specific parts of the main cities, which means that security risks are likely to be easily avoidable. In general UDP has many years of engaging with politically unstable countries. In some cases projects have been discontinued. In other cases necessary workshops, training and meetings have been held outside of the country.
C2. Non-engagement at government level:					
Government entities do not engage as expected (Outcome 1)	likely	major	 (i) Select partner countries on basis of previous experience and engagement, reflecting demand from countries to be involved. In the event of non-engagement (ii) Action dependent on reasons for non- engagement, (iii) further high-level consultation, (iv) increased engagement and provision of information (v) worst case select alternative countries 	Risk of non-engagement is significantly reduced through choice of country, and continued contact at personal level with appropriate actors, ensuring involvement of government entities and clear advantages to participation.	Target countries chosen on basis of previous/ongoing experience and engagement in the partner countries , implementing other climate change initiatives, for example through TNA, CTCN, NDC support, MRV, etc. Commitment expressed through letter of intent.
Lack of overall political will, etc. (CCEE)	likely	minor	Careful selection of local partners, building on expressed demand,	Risks remain but are significantly reduced through close involvement of local partners and exploiting	Building further on CCEE and staff experience, involvement of local partners includes resources to build capacity in partner organisations to carry out

			provision of information and capacity building.	synergies with related initiatives in the country.	specific project activities. Engaging with other international organisations and donors will also help to enhance knowledge and motivate political will.
C3. Non-engagement of non-state actors:					
Lack of interest of businesses to participate (Outcome 1c)	likely	major	Targeted businesses will be engaged and involved in the design phase throughout project duration to ensure their participation.	Risk is significantly reduced by prior consultation and engagement with private sector actors, building on UDP experience and contacts.	The project will demonstrate clear benefits to participants, access to networks and knowledge for improving business or institution to ensure engagement. Private sector challenges in developing countries typically cover social, poverty, gender, market and finance, and other enabling framework issues, which UDP with access to local governments, international bodies and organizations as well as donors, can help address.
Lack of interest of financial institutions to participate (outcome 1c)	likely	major	The business model developed will be directly linked to interests of FIs either by reducing risk profile of their clients or by generating lending/insurance business.	minor	Establishing sustainable business models and investment frameworks often require public-private partnerships through which appropriate incentive structures and de-risk private investments can be provided. Furthermore, FIs in developing countries tend to be conservative in their lending practices, the capital may be scarce, and the FIs can be small and fragmented. High volume/high impact sectors will therefore be preferred, so they are significant at a national scale and warrant interest of FIs.
Lack of interest or capacity of public sector stakeholders (e.g. municipalities) to participate (outcome 1c)	likely	minor	Project implementation will not be dependent on a direct contribution or input to the project by the public sector entities. However they will be fully involved throughout the process.	The risk is minor as the project primarily depends on the implementation by the private sector.	Disaster risk management is typically a responsibility of government and municipal institutions. These institutions do not have sufficient capacity to deal with disaster challenges in many developing countries, which is the basis of designing this project primarily as a private sector initiative.
C4. Non-engagement of essential project contributors					
Authors and steering committee members do not engage in the Emissions and	unlikely	major	Selection of authors and steering group members based on experience, interest and commitment. Close	The risk of non-engagement is reduced to minimal, building on positive experience in past Gap Report development.	The emissions and adaptation gap reports are recognised 'brands' by now, which facilitates the continued success in recruiting key experts as authors, steering committee members and reviewers. Furthermore, together with the steering committee,

Adaptation Gap	monitoring and	the UDP project management closely monitors progress
Report production	engagement with	and quality of report drafts and can intervene if risks
	involved partners.	materialise.
	Assignment of UDP staff	
	responsible for	
	overseeing, assisting	
	and/or contributing to	
	development of report	
	chapters.	

Programmatic risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
P1. Non-engagement of project partners, including private sector and financial institutions:					
Private sector, including financial institutions, not engaging as expected in the project (Outcomes 1, 2)	likely	major	 (i) Careful selection of potential change agents, (ii) Use of local partners' networks, (iii) Demonstrate clear benefits to participants, access to networks and knowledge for improving business or institution. (iv) Support, interest and active involvement of decision makers within countries by utilising previous contacts at high level in ministries and government agencies. 	Risk is significantly reduced by prior consultation and engagement with private sector actors, building on UDP experience and contacts.	Private sector entities already consulted and engaged during design phase indicating that project is in line with and will supplement other business initiatives. Assessment is based on previous experience and on- going activities in the countries. Main private sector champions have been already identified in many cases, and are already working in the region in different sustainability and innovation related initiatives: The project will provide additional value to the work they are doing. Moreover, UDP experience of more than 10 years in working with the private sector, show us that there is demand for simple and uniform reporting procedures (CCEE) Based on previous projects carried out the targeted countries and the acquired knowledge from research activities, CCEE will ensure that the demand of countries and local project conditions are fully considered in the design and implementation of the project.
Reduced size of energy efficiency projects and consequent low level	likely	major	CCEE is working on a viable aggregation model that serves to create a standardised	The risk of low interest from FIs will be significantly reduced through the envisaged measures.	Energy efficiency potential by its nature is comprised of many small and disaggregated energy savings across different end-use sectors, which experience has proven

of interest from					difficult to structure into large cools doubly month
of interest from			methodology between		difficult to structure into large-scale deployment
financial institutions			common and similar EE		projects.
for various reasons			projects in key sectors.		While energy efficiency notential remains large, there is
(CCEE)			This serves as a bundling		a wide gap between the advancement of cost effective
			mechanism for projects		a wide gap between the advancement of cost effective
			to achieve a scale of		energy efficiency projects and their potential, which
			substantial interest to		limits energy efficiency's overall contribution to the
			funders		achievement of SDG7.
					With a basis in provious projects carried out the
					targeted countries and the acquired knowledge from
					targeted countries and the acquired knowledge from
					research activities, the involved colleagues at the
					Centre will ensure that the demand of countries and
					local project conditions are fully considered in the
					design and implementation of the project. This will
					contribute to ensuring the required support, interest
					and active involvement of decision makers within the
					countries in the project, which will be achieved by
					utilising previous contacts at high level in the relevant
					line ministries and government agencies.
P2. Lack of					
awareness in target					
groups:					
groups.					
Lack of awareness of	likely	maior	To ensure sufficient and	Possible low awareness and access	There are substantial knowledge deficits in
Lack of awareness of	likely	major	To ensure sufficient and	Possible low awareness and access	There are substantial knowledge deficits in governments of many countries relating to best
Lack of awareness of and access to EE	likely	major	To ensure sufficient and engaged participation from key actors and	Possible low awareness and access to EE technologies will be significantly reduced through the	There are substantial knowledge deficits in governments of many countries relating to best
Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and	Possible low awareness and access to EE technologies will be significantly reduced through the	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A
Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and stakeholders in the	Possible low awareness and access to EE technologies will be significantly reduced through the envisaged actions	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A lack of local insight inhibits assessment of and decision
Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and stakeholders in the programme), careful	Possible low awareness and access to EE technologies will be significantly reduced through the envisaged actions	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A lack of local insight inhibits assessment of and decision making relating to cost effective energy efficiency
Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and stakeholders in the programme), careful attention will be paid to	Possible low awareness and access to EE technologies will be significantly reduced through the envisaged actions	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A lack of local insight inhibits assessment of and decision making relating to cost effective energy efficiency opportunities, meaning that implementation uptake is
Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and stakeholders in the programme), careful attention will be paid to identification and	Possible low awareness and access to EE technologies will be significantly reduced through the envisaged actions	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A lack of local insight inhibits assessment of and decision making relating to cost effective energy efficiency opportunities, meaning that implementation uptake is reduced and opportunities are routinely overlooked.
Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and stakeholders in the programme), careful attention will be paid to identification and selection of potential	Possible low awareness and access to EE technologies will be significantly reduced through the envisaged actions	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A lack of local insight inhibits assessment of and decision making relating to cost effective energy efficiency opportunities, meaning that implementation uptake is reduced and opportunities are routinely overlooked.
Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and stakeholders in the programme), careful attention will be paid to identification and selection of potential change agents, who can	Possible low awareness and access to EE technologies will be significantly reduced through the envisaged actions	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A lack of local insight inhibits assessment of and decision making relating to cost effective energy efficiency opportunities, meaning that implementation uptake is reduced and opportunities are routinely overlooked.
Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and stakeholders in the programme), careful attention will be paid to identification and selection of potential change agents, who can play a catalysing role in	Possible low awareness and access to EE technologies will be significantly reduced through the envisaged actions	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A lack of local insight inhibits assessment of and decision making relating to cost effective energy efficiency opportunities, meaning that implementation uptake is reduced and opportunities are routinely overlooked.
Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and stakeholders in the programme), careful attention will be paid to identification and selection of potential change agents, who can play a catalysing role in achieving the main	Possible low awareness and access to EE technologies will be significantly reduced through the envisaged actions	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A lack of local insight inhibits assessment of and decision making relating to cost effective energy efficiency opportunities, meaning that implementation uptake is reduced and opportunities are routinely overlooked.
Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and stakeholders in the programme), careful attention will be paid to identification and selection of potential change agents, who can play a catalysing role in achieving the main objectives of the project.	Possible low awareness and access to EE technologies will be significantly reduced through the envisaged actions	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A lack of local insight inhibits assessment of and decision making relating to cost effective energy efficiency opportunities, meaning that implementation uptake is reduced and opportunities are routinely overlooked.
Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and stakeholders in the programme), careful attention will be paid to identification and selection of potential change agents, who can play a catalysing role in achieving the main objectives of the project. This will include timely	Possible low awareness and access to EE technologies will be significantly reduced through the envisaged actions	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A lack of local insight inhibits assessment of and decision making relating to cost effective energy efficiency opportunities, meaning that implementation uptake is reduced and opportunities are routinely overlooked.
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Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and stakeholders in the programme), careful attention will be paid to identification and selection of potential change agents, who can play a catalysing role in achieving the main objectives of the project. This will include timely and dedicated preparatory work and efforts aimed at	Possible low awareness and access to EE technologies will be significantly reduced through the envisaged actions	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A lack of local insight inhibits assessment of and decision making relating to cost effective energy efficiency opportunities, meaning that implementation uptake is reduced and opportunities are routinely overlooked.
Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and stakeholders in the programme), careful attention will be paid to identification and selection of potential change agents, who can play a catalysing role in achieving the main objectives of the project. This will include timely and dedicated preparatory work and efforts aimed at enhancing efficiency.	Possible low awareness and access to EE technologies will be significantly reduced through the envisaged actions	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A lack of local insight inhibits assessment of and decision making relating to cost effective energy efficiency opportunities, meaning that implementation uptake is reduced and opportunities are routinely overlooked.
Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and stakeholders in the programme), careful attention will be paid to identification and selection of potential change agents, who can play a catalysing role in achieving the main objectives of the project. This will include timely and dedicated preparatory work and efforts aimed at enhancing efficiency during facilitation of	Possible low awareness and access to EE technologies will be significantly reduced through the envisaged actions	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A lack of local insight inhibits assessment of and decision making relating to cost effective energy efficiency opportunities, meaning that implementation uptake is reduced and opportunities are routinely overlooked.
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Lack of awareness of and access to EE technologies (CCEE)	likely	major	To ensure sufficient and engaged participation from key actors and stakeholders in the programme), careful attention will be paid to identification and selection of potential change agents, who can play a catalysing role in achieving the main objectives of the project. This will include timely and dedicated preparatory work and efforts aimed at enhancing efficiency during facilitation of stakeholder consultation.	Possible low awareness and access to EE technologies will be significantly reduced through the envisaged actions	There are substantial knowledge deficits in governments of many countries relating to best practice energy efficiency solutions that are available. A lack of local insight inhibits assessment of and decision making relating to cost effective energy efficiency opportunities, meaning that implementation uptake is reduced and opportunities are routinely overlooked.

E.						
	Limited capacity of local partners hinders implementation. (Outcome 1)	likely	major	Selection of partners through competitive bidding, paying attention to established capacity. Resources dedicated to further capacity building.	The risk of low capacity of local partners will be significantly reduced through careful recruitment together with supplementary capacity enhancement where necessary.	Local partners will be carefully selected through a competitive bidding process, considering demonstrated ability, track record, experience, human resources and availability to carry out the project in close collaboration with UDP. The involvement of local partners in the project will include resources dedicated to build capacity in the respective partner organisations in carrying out the specific project activities.
	to meet specific targets:					
	Business models/investment frameworks are not commercially viable and/or attractive (Outcome 1c)	likely	major	Redesign or adjustment of business models and/or investment frameworks to become viable/attractive in collaboration with private and public partners.	Early evaluation of business models and adjustments where necessary will reduce the risk of non-commercial or non-viable business models being implemented	Commercial viability of the contemplated business models will be examined during the initial engagement with potential partners. If models and frameworks turn out to be non-viable or unattractive, they will be redesigned or adjusted in collaboration with private and public partners. Measures will be taken to support public-private partnerships or to redesign the business models to ensure their implementability. However, the latter may imply that the overall impacts of the business models are weakened compared to the initial ambition (e.g. smaller and incremental investments and business models are adopted). Multiple issues and barriers may cause even commercially viable projects not to materialize. The typical reason for this is insufficient assessment of the business model and overlooking of some major barriers especially on the awareness/behavioural or legal side. Therefore a thorough understanding of the situation and preparation of an adequate contingency strategy is necessary.
	Scaling up and replication of business models and investment frameworks is unsuccessful (Outcome 1c)	likely	major	The project will build strong local, national and international partnerships with all relevant stakeholders to support learning, scale up and replication. A contingency strategy for continued financial and technical support to bring models to scale also developed.	The risk of unsuccessful scaling up or replication will be reduced significantly through the measures envisaged and awareness from an early stage of the conditions for scaling up and/or replication.	Bringing private sector business models and investment frameworks for climate action to scale is a key challenge globally and is an area that must be expected to develop gradually. Even if the project does not result in scale up and replication in the short run, it will contribute to the knowledge base and to practical examples on successful private sector climate action that support the longer run process of significant expansion of private sector climate action.

Institutional risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Failure of project, due	unlikely	major	Building on previous	minor	Risk mitigation options for programmatic failure listed
to reasons above or			activities in the countries		above make failure unlikely. The solid knowledge and
others, to make			and ensuring a high		experience base of UDP, provides scope for
significant impression			degree of local		contingencies to avoid significant reputational damage
on local stakeholders			involvement and		to any of the involved institutions.
and policy makers			understanding, with		
leads to damaged			realistic ambitions and		
reputation for UDP,			expectations, will		
DTU and UN Environ-			mitigate any possible		
ment. (Outcome 2)			reputational damage,		
			even in the event of less		
			than perfect project		
-			achievements.		
Gap Reports not	rare	significant	Continual monitoring and	The measures envisaged, building	The production of the reports takes place under
available in time for			optimisation of project	on UDP experience in successfully	considerable time pressure. Additional stressors include
COP meetings			organisation and report	meeting GAP Report deadlines, will	that availability of funding is frequently late. UDP is
(Outcome 3)			development.	reduce the risks to insignificant.	currently pursuing multi-year funding opportunities and
					continues to optimize project organisation and
					production timelines to continue to deliver reports
Commente failte					according to the timeline.
Gap reports fail to	unlikely	major	Assessment of results and	Close involvement with the	Together with UN Environment and the UNFCCC, UDP
Inform climate			outcomes to inform risk	UNFLCC process and considerable	has developed a detailed approach to consultation and
Change negotiations			mitigation measures in	experience of ODP indicate that the	engagement of key players in the field that ensure the
(Outcome 3)			necessary.	risk will be minimised.	relevance of the report contents. The assessment
					approach and reliance on recognised researchers and
					experts for report drafting and review furthermore
					support maintaining the relevance and broad
					information within their respective tonic areas
					Following the release and outreach of each report LIDP
					conducts an assessment of results and outcomes which
					can inform any risk mitigation measures, should they
					become necessary

Process Action Plan (PAP) for UNEP-DTU Partnership

Process Action Plan (PAP) for UNEP-DTU Partnership

Time line	Programme	Documentation	Responsible
June 2018	Presentation to the UPR	Programme document and annexes	MKL
June 2018	The minister approves the programme	Summary from UPR	MKL
July 2018 (25/7) tentative	Deadline for appropriation note (AP) for UPF	Appropriation note	MKL
1 August 2018 tentative	AP for Ministry of Finance	Appropriation note	MKL
21 August 2018 tentative	Deadline for AP for printing to Schultz	Appropriation note	MKL
23 August 2018 tentative	Deadline for AP to the Finance Committee	Appropriation note	UPF/MKL
31 August 2018 tentative	Meeting of the Finance Committee	Appropriation note	
September 2018	Donor agreement between Danida and UN Environment	Donor agreement	MKL and UN Environment
October 2018	Project Cooperation Agreement (PCA) for approval by UN Environment and DTU	Draft PCA	UNEP DTU Partnership
October 2018	Transfer of funds from UN Environment for	PCA, Donor Agreement, Written request	UN Environment and UNEP DTU Partnership
March 2019, 2020, 2021, 2022	Annual progress reporting	Progress reports	UN Environment and UNEP DTU Partnership
March 2019, 2020, 2021, 2022	Annual financial reporting	Progress reports	UN Environment and UNEP DTU Partnership
July 2020	Mid-term Evaluation of Programme	Term of reference plus as appropriate	MKL and UN Environment
Nov/Dec 2020	Concept note for the next phase of programme	Concept note	MKL and UNEP DTU Partnership
October 2022	Final reporting on outcomes and use of financing	Final report	UN Environment and UNEP DTU Partnership

Signed table of appraisal recommendations and follow-up actions taken
Summary of recommendations of the appraisal, UDP CECSD and CCEE

Title of Programme	Support to the UNEP DTU Partnership 2018-2021
File number/F2 reference	2017-10514
Appraisal report date	Draft report 14 May 2018; final 24 May 2018
Council for Development Policy meeting date	12 June 2018
Summary of possible recommendations not	followed
All recommendations to the programme docu	ment and DEDs have been followed.

Overall conclusion of the appraisal

The appraisal is positive. The Programme is recommended for approval, provided that relevant and adequate follow-up is made on the recommendations of the Appraisal.

The proposed programme addresses important areas of relevance to the SDGs (particularly SDG7 and 13), the Paris Agreement on Climate Change, the UNFCCC technology mechanism, and Danida priorities. The programme has a focus on implementation processes and private sector engagement, as recommended in the latest Danida review of UDP. The preparation process has been thorough and inclusive (but perhaps too accelerated) within UDP and its teams.

Danida funding is proposed to be provided as core funding. This modality is relevant provided that a more precise description is provided of the full UNEP/UDP programmatic and financial context for the programme including the two development engagements and their outcomes, as well as how they are anchored within the UDP organisation.

The programme provides opportunities to focus on more in-depth interventions within EE technology innovation and private sector engagement. The greater focus on more in-depth interventions in support of concrete results on the ground will help to develop better understanding and models for overcoming implementation barriers and facilitating involvement of the private sector.

UDP's niche and partnership strategy for supporting implementation processes and private sector engagement, needs more clarification. It is challenging but also important to identify the niche where UDP adds value within the continuum of functions from normative-to-research-to-practical implementation. It is thus critical for each of the outcomes to make clear how UDP adds value and contributes toward implementation based on its strengths in applied research, capacity building and awareness raising. Partnerships could be made with major bilateral and/or multilateral programmes at country level; to ensure impact of UDP analytical capacities into major investments and programmes.

A new communication strategy is underway and a new UDP website is being designed, to be launched in the fall of 2018. Good progress has been made by UDP in its communication efforts and tools are being designed to assess uptake of its knowledge products. Still room for improvement in the communication of tangible examples of results.

The programme is supported by a UDP outcome monitoring system (OMS) that has been underway for several years and is now consistent with the UN Environment Programme Information and Management System (PIMS). The process has been lengthy and there is still a need to clarify how these systems will ensure accountability for results and produce relevant reporting. The governance arrangements are appropriate although the MPC could be strengthened on policy as well as operational linkages. This could facilitate results of UDP's analytical approach and its knowledge and experiences feeding into policy and implementation processes. Options to ensure partner feedback should be examined.

The interaction between SEforALL and CCEE has been strained by the institutional changes in SEforALL, but recent staff changes in the SEforALL Global Team have improved the dialogue. There is a need to develop a common understanding and agreement of whether and how CCEE's work is linked to SEforALL's work on energy efficiency.

There is a need to better justify the proposed outcomes and approaches based on tangible UDP results and success stories, and outcome targets and expected impact need to be more realistic based on the actual resource envelope and temporal scope for interventions. The design of the engagement with the UDP Centre on Energy, Climate, and Sustainable Development (CECSD) comprises too many outcomes and there is need for some simplification by merging three outcomes.

Recommendations by the appraisal team:	Follow up by the responsible unit:
Thematic Programme Level:	
Programme design and follow-up on recommer	idations of the Programme Committee:
A clearer description of the strategic and	The Programme Document and DEDs have
programmatic context is an essential basis for	been revised showing the links to outcomes in
core support and for ensuring realistic	UN Environment's MTS and PoW and the UNEP
outcomes, which are embedded in UDP's	DTU Partnership strategic framework.
overall goals and resources.	Total budgets are defined for all outcomes and
Recommendation 1: Danida should provide	for each DED. Where outcomes work in synergy
core support with a focus on the areas	with other UDP activities budgets for these
described in the two DEDs, with the following	activities are listed under the budget tables.
preconditions:	
 The revised Programme Document and the DEDs must describe how the DEDs and outcomes support the UN-Environment Programme of Work and Medium-Term Strategy and are rooted within the UDP Strategy and work programme. Total budgets must be defined for each DED/outcome including inputs from engagement partners and other donors. 	

Problems to be addressed are identified in all		
outcomes. Descriptions of lessons learnt and		
UDP's comparative advantage and expertise		
has been expanded.		
Recommendation 4 is considered in the current		
strategy implementation process.		

The UDP outcome mapping system has been underway for several years and has now been made consistent with the UN Environment Programme Information and Management System. However, there is still a need to implement the system so that effective and efficient reporting of results is ensured.	There will be a 1:1 connection between UDP OMS and PIMS for this Programme. The MPC will receive reporting on progress in connection with the regular MPC reporting. As part of the inception report, UDP will make a separate report on the implementation of the UDP Outcome Monitoring System.
Recommendation 5: UDP should clarify how the UDP Outcome Monitoring System (OMS) and UN Environment Programme Information and Management System (PIMS) – together with prioritised areas and indicators in the UN Environment-UDP Project Cooperation Agreements (PCAs) – will ensure accountability for results and effective reporting to the MPC. Furthermore, UDP should make the reporting system fully functional and present a report on its full implementation to the MPC as part of the inception report.	
Given the dynamic context for UDP's work, the proposed review of the engagements with CECSD and the Copenhagen Centre on Energy Efficiency (CCEE) should be undertaken mid- term in order to influence the remaining programme period until 2021. Recommendation 6. The review of CECSD and CCEE proposed for 2021 should be moved forward to serve as mid-term review and the budget should be increased to enable the review team to undertake visits to UDP partner countries to assess results.	The review has been moved forward to 2020. Budget for the review. The budget for the 2016 review of UDP was 40.000 USD = 250.000 DKK. The budget for review in 2020 is 2 x 200.000 = 400.000 DKK

There is a need for independent technical	Recomentation 9 will be discussed in the MPC
inputs to the UDP Management and Policy	
Committee meetings and there are clear	
advantages of involving the Danish Ministry of	
Energy, Utilities and Climate (MEUC) and the	
Danish Energy Agency (DEA-under MEUC) to	
strengthen synergies with Danish bilateral	
sustainable energy cooperation. UDP deals	
with policies issues related to partner	
countries' nationally determined contributions	
under the Paris Agreement on Climate Change,	
technology transfer etc. of relevance for	
international negotiations, as well as input to	
implementation of programmes.	
Recommendation 9: The MPC should include a	
representative of the Danish Energy Agency to	
strengthen operational synergies with Danish	
energy cooperation programmes. Further, with	
inspiration from the UNEP-DHI Partnership,	
invite relevant international experts to	
participate in the MPC; and consider how best	
to ensure developing country partner/user	
feedback.	

The interventions presented in the Programme	An inception report will be presented to the
Document and DEDs still require further	MPC 3 month after implementation start.
development, and the new UDP strategy and	
programme of work are under development	
but not yet in place. Therefore, a three-month	
inception period will be relevant in order to	
develop an updated implementation plan	
based on the new UDP strategy and work	
programme.	
Percommondation 10: UDD should procent an	
incontion report to the MPC within 2 months	
of the initiation of the programme. The report	
chould include a clear implementation plan for	
all outcomes to be supported by Danida and	
address the above recommendations	
Eurthermore UDP should include realistic and	
individual timetables for each outcome	
There is a need for revision of the draft	Programme Document and DEDs have been
Programme Document and DEDs to make a	revised.
compelling case for how UDP can deliver the	
outcomes based on its comparative	
advantages and well-informed choices. The	
Appraisal Team has made a number of general	
suggestions as well as specific suggestions for	
each of the 10 proposed outcomes in Annex 2	
to the Appraisal Report.	
Recommendation 11: UDP should revise the	
Programme Document and DEDs with due	
consideration of the above conclusions and	
recommendations as well as the suggestions	
made in Annex 2.	
Engagement Level:	
Development engagement, UDP Centre on Ener	gy, Climate, and Sustainable Development
(CECSD):	

CECSD outcomes 1, 2, and 3 address the role of	Outcome 1-3 has been merged and activities in	
the private sector from different angles, but	the former outcome 1 and 2 have been	
are fairly dispersed, particularly in view of the	prioritised.	
limited funds available. Pursued individually,		
the three interventions could lead to		
inflexibility and a less coherent UDP approach		
to private sector engagement in climate action.		
Recommendation 3: UDP should consider		
merging CECSD Outcomes 1, 2 and 3 with a		
focus on technology transfer, private sector		
involvement and markets with a stepwise		
approach and focus on country level		
interventions. Outcomes 1 and 2 should be		
given priority.		

Development engagement, Copenhagen Centre on Energy Efficiency (CCEE):

The division of roles and responsibilities between CCEE and its Energy Efficiency (EE) Hub function with the Sustainable Energy for All (SEforALL) Global Team, has been the subject of long-standing discussions and there is an urgent need for a clear agreement on this. Similarly, the CCEE functions vs. the EE Accelerators need clarification.	The DED for CCEE has been substantially revised to update on the current status of this ongoing work and the agreed operational parameters between SEforALL, CCEE and Accelerator partners.
 Recommendation 7: Building on the planned meetings of CCEE with SEforALL and the EE accelerators during the 2018 SEforALL Forum, UDP should: Agree on a clear division of labour between CCEE and the SEforALL Global Team in energy efficiency (EE) based on the objectives and work programmes of each institution. Define the role of CCEE in responding to needs for support from each EE Accelerator. 	
The proposed CCEE outcome 2 indicators related to outputs 1 and 2 are engagements that lead to investment project proposals and involvement with feasibility study preparation processes. While it is important that CCEE's activities contribute toward implementation, it should leave practical on-the ground implementation to those with comparative advantages in this regard.	DED commentary, indicators and outcomes for CCEE have been substantially revised to provide additional clarification on the intent of activities to deliver Outcome 2.
Recommendation 8: CCEE should clarify the approach for outcome 2 on developing public-private implementation projects to ensure that attention is on developing frameworks and models rather than becoming operationally involved in pipeline and project development and financing.	

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 30 May 2018 Hans Hessel Andersen. 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 30 May 2018 Henriette Ellermann-Kingkombe

Head of Unit

Annex 10

Theory of Change for UNEP DTU Partnership

INPUTS		IMPACTS
	UDP's sphere of control UDP's sphere of influence UI	DP's sphere of interest
Danida financial support to UDP Centre on Energy, Climate and Sustainable Development (CECSD) and Copenhagen Centre on Energy Efficiency	 Strategic Support (EESD): Technology, markets and private sector involvement in climate change adaptation and mitigation actions Transparency of NDG and SDG actions Emissions and Adaptation Gap Reports Support to Emerging Challenges for UN Environment Outreach and Communication Programme Activities Energy Efficiency Knowledge Base Developing Public- Private EE Implementation Programme Activities Support to Utilization and strategy development Programme Activities Energy Efficiency Knowledge Base Developing Public- Private EE Implementation Programme Activities Support to Utilization of the it existing resources Programme Activities Energy Efficiency Knowledge Base Developing Public- Private EE <li< th=""><th>tributions to: Environment Wexpected omplishment 1a & 1b SDG 7 SDG 13 other SDGs)</th></li<>	tributions to: Environment Wexpected omplishment 1a & 1b SDG 7 SDG 13 other SDGs)
(CCEE)	Direct support to UN Environment and SE4All on Energy Efficiency issues	