

**Ministry of Foreign Affairs – Department for Green Diplomacy and Climate**

**Meeting in the Council for Development Policy on 11 May 2023**

Agenda Item No. 10

- 1. Overall purpose:** *For discussion and recommendation to the Minister*
- 2. Title:** Support to World Resources Institute (WRI) 2023-2028
- 3. Amount:** DKK 200 million
- 4. Presentation for Programme Committee:** 28 June 2022
- 5. Previous Danish support presented to UPR:** 28 November 2017 (Core Support to WRI 2018-2022)

# World Resources Institute (WRI) 2023-2028

## Key results:

The Danish support to selected initiatives of WRI's Strategic Plan will contribute to:

- Improved management and governance of food systems in max. 5 ODA-eligible countries (primarily in sub-Saharan Africa) to sustainably produce more food and fibre from existing production areas; reduce food loss; and restore degraded areas to healthy natural or productive ecosystems, including through NbS.
- Improved management and governance in 4+ primary and secondary cities (primarily in sub-Saharan Africa), for cities accelerating adaptation and NbS, including for the most vulnerable communities.
- Integrated national and sectoral development planning and financing for just, inclusive, resilient, low-carbon, and nature positive climate actions is implemented in Ethiopia, Kenya, Nigeria, South Africa, Vietnam, Brazil, Colombia.

## Justification for support:

- Contributes to delivering on the Danish green development priorities of The World We Share and the Danish Global Climate Action Strategy, as well as the SDGs and the Paris Agreement.
- Strong alignment with Denmark's engagement in developing countries.
- WRI is among the leading international research organisations on sustainable development and inclusive green transition; further, WRI has a strong record in broad mobilisation and delivering concrete results in developing countries.
- Support to WRI contributes to leveraging WRI's research and technical capacity, tools and solutions and platform approach in developing countries.

## Major risks and challenges:

- Change of government priorities, ambitions, and focus.
- Economic slowdown.
- Pandemic or epidemic outbreaks.
- Failure to achieve and communicate the intended results.

<b>File No.</b>	2022-517						
<b>Country</b>	Global						
<b>Responsible Unit</b>	Dept. for Green Diplomacy and Climate						
<b>Sector</b>	Environment and climate change						
<b>Partner</b>	World Resources Institute (WRI)						
	<i>DKK million</i>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>
<b>Commitment</b>	40.33	39.65	40.15	39.65	40.38	0	200
<b>Projected disbursement</b>	20.33	39.65	40.15	39.65	40.38	19.83	200
<b>Duration</b>	5 years (June 2023-June 2028)						
<b>Previous grants</b>	WRI: 2018-2022: DKK 75m, 2013-2017: DKK 35m; NCE: 2020-2022: DKK 15m, 2019-2020: DKK 5m, 2018-2019: DKK 5m						
<b>Finance Act code</b>	06.38.02.12						
<b>Head of unit</b>	Karin Poulsen						
<b>Desk officer</b>	Maiken Rasmussen						
<b>Reviewed by CFO</b>	YES: Rasmus Tvorup Ewald						
<b>Relevant SDGs</b>	<div> <div>1 NO POVERTY</div> <div>2 NO HUNGER</div> <div>3 GOOD HEALTH, WELLBEING</div> <div>4 QUALITY EDUCATION</div> <div>5 GENDER EQUALITY</div> <div>6 CLEAN WATER AND SANITATION</div> <div>7 AFFORDABLE CLEAN ENERGY</div> <div>8 DECENT JOBS, ECON. GROWTH</div> <div>9 INDUSTRY, INNOVATION, INFRASTRUCTURE</div> <div>10 REDUCED INEQUALITIES</div> <div>11 SUSTAINABLE CITIES AND COMMUNITIES</div> <div>12 RESPONSIBLE CONSUMPTION &amp; PRODUCTION</div> <div>13 CLIMATE ACTION</div> <div>14 LIFE BELOW WATER</div> <div>15 LIFE ON LAND</div> <div>16 PEACE &amp; JUSTICE, STRONG INST.</div> <div>17 PARTNERSHIPS FOR THE GOALS</div> </div>						

## Objectives

**DK-WRI shared vision:** Accelerate just transitions towards just, resilient, low-carbon and nature positive societies in ODA-eligible countries to meet the objectives of the Paris Agreement and deliver on the SDGs. **Specific Objective:** Promote and accelerate food systems and cities transitions, as well as national climate actions in ODA-eligible countries, with a primary focus on sub-Saharan Africa.

## Environment and climate targeting

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
<b>Indicate 0, 50% or 100%</b>	100 %	100 %	50 %	100 %
<b>Total green budget</b>	<b>DKK 60 mil.</b>	<b>DKK 22.5 mill.</b>	<b>DKK 82.5 mill.</b>	<b>DKK 200 mill.</b>

## Justification for choice of partner:

WRI is a leading international non-profit research organisation in the area of sustainability and inclusive green transition, incl. climate mitigation and adaptation, biodiversity and environmental protection. Denmark has collaborated with WRI since 2013, and during its last two strategic plan periods, WRI has achieved strong results in setting policy agendas, creating partnerships and coalitions for change, developing practical solutions, tools, and approaches as well as catalysing commitments and actions on the ground.

## Summary:

The support focuses on data and analytical work to develop knowledge-based solutions that lead to evidence-based policies and development results on the ground. The support is aligned with WRI's Strategic Plan 2023-2027, which aims to drive a set of interconnected transitions. The funding is earmarked for, WRI's work in ODA-eligible countries, with a main focus on sub-Saharan Africa, on food systems transition, building resilient and equitable cities, and national climate action, with NbS cross-cutting the areas. The support includes institutional strengthening for i) consolidating and deepening WRI's activities in Africa based on the WRI Africa Strategy, ii) mainstreaming poverty, gender, and social equity, and iii) strengthening management for results.

## Budget

Food systems transition	DKK 60,000,000
Resilient and equitable Cities	DKK 50,000,000
National Climate Action/NCE	DKK 35,000,000
WRI institutional strengthening (incl. PMEL, PGSE and WRI Africa Office)	DKK 20,000,000
Inception, Mid-term review, formulation and appraisal of next phase	DKK 1,725,000
Overhead	DKK 13,275,000
Unallocated funds	DKK 20,000,000
<b>Total</b>	<b>DKK 200,000,000</b>

Ministry of Foreign Affairs of Denmark (MFA)

# Denmark support to World Resources Institute (WRI) 2023-2028

Final Project Document

21 April 2023

## Abbreviations

ACWA	African Cities Water Adaptation
AfDB	African Development Bank
AGRA	Alliance for a Green Revolution in Africa
AMPM	Annual Multi Partner Meeting
ATA	Agricultural transformation agency (Ethiopia)
AU	African Union
CEO	Chief Executive Officer
COVID-19	Corona Virus Disease of 2019
CPCIC	The Cleaner Production and Climate Innovation Centre
CSO	Civil Society Organisation
DAC	Development Assistance Committee
DKK	Danish kroner
DRC	Democratic republic of Congo
DRC	Democratic Republic of Congo
FAO	Food and Agricultural Organisation
FOLU	Food and Land-Use Coalition
FY	Financial Year
GCF	Green Climate Fund
GCIAR	Consultative Group for International Agricultural Research
GDA	Global Center on Adaptation
GDK	Green Diplomacy and Climate Department
GDP	Gross Domestic Product
GEF	The Global Environment Facility
GET	Global Executive Team
GHG	Greenhouse gasses
HR	Human Resources
HRBA	Human Rights Based Approach
ICLEI	the International Council for Local Environmental Initiatives
IFPRI	International Food Policy Research Institute
INGO	International Non-Governmental Organisation
IO	International Organisations
IPCC	Intergovernmental Panel on Climate Change
IUCN	The International Union for Conservation of Nature
KIPPRA	The Kenya Institute for Public Policy Research and Analysis
M&E	Monitoring and Evaluation
MD	Managing Director
MEL	Monitoring, Evaluation, Learning
MFA	Ministry of Foreign Affairs
MfR	Managing for Results
MPM	Multi Partner Meeting
MT	Management Team
MTER	Mid-Term External Review
MTR	Mid-Term Review
NbS	Nature-based Solutions
NCA	National Climate Action
NCE	New Climate Economy
NDC	Nationally Determined Contribution
NDCP	Nationally Determined Contributions Partnership
NGO	Non-Governmental Organisation
Norad	Norwegian Agency for Development Cooperation
ODA	Official Development Assistance
OECD	Organisation for Economic Co-operation and Development

P4G	Partnering for Green Growth and Global Goals
PD	Project Document
PGSE	Poverty, Gender, and Social Equity
PMEL	Planning, Monitoring, Evaluation and Learning
RF	Results Framework
ROC	Republic of Congo
SBTi	Science-Based Targets Initiative
SDGs	Sustainable Development Goals
Sida	The Swedish International Development Cooperation Agency
ToC	Theory of Change
UCGL	United Cities and Local Governments
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
USD	US dollars
UWR	Urban Water Resilience
VP	Vice President
WRI	World Resources Institute

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## 1. Introduction

This project document (PD) outlines the background, rationale and justification, objectives and management arrangements concerning the proposed DKK 200 million Danish contribution to the World Resources Institute (WRI) current Strategic Plan 2023-2027. The Danish support will cover the period June 2023 to June 2028.

Whereas WRI engages globally, the overall objective of the Danish support to WRI is to contribute to progress in delivering on the Paris Agreement and the SDGs in selected developing countries, with a main focus on sub-Saharan Africa. Towards this objective, WRI can contribute with innovative data solutions, analytical work and knowledge-based solutions to aid evidence-based policies and development results on the ground. Data, research-based tools, and concrete solutions are deemed essential to drive a just, inclusive, resilient and nature positive transition, as they provide a solid basis for decision making, ensure implementation of innovative actions towards poverty reduction, as well as ensure implementation based on transparency and accountability for equity.

WRI is a leading international climate and sustainability non-profit research organisation, focusing on climate, environment, and development issues, working in thematic areas that are key to reaching a sustainable and prosperous world for all. Within the framework of its Strategic Plan for 2023-2027 *From Commitments to Impact*, WRI engages with partners to drive a set of interconnected human system transitions and shifting enabling systems to tackle the development, climate, and nature crises. In its Strategic Plan, WRI emphasises that its in-country work is central to deliver on-the-ground development impact. WRI's vision and engagement is well-aligned with the Danish priorities for development cooperation and delivering on the Paris Agreement and the Sustainable Development Goals (SDGs).

The grant constitutes the third consecutive multiannual Danish support to WRI. The funding modality for the 2023-2028 phase changes from core funding to earmarked funding. The grant will include renewed support to the New Climate Economy (NCE) work, which is now embedded into WRI's national climate action work, while Danish support for the WRI hosted platforms P4G and NDC-P will remain separate engagements. The changes are meant to further align the funding to Danish development priority areas, where WRI has comparative advantages globally and amongst Danish development partners as well as to enhance synergies with other Danish engagements; while still strategically support WRI's objective to become a more efficient, effective, and impactful organisation.

Following an independent external review in 2021, Denmark and WRI scoped the common priorities, which were presented to the Danish Programme Committee (June 2022). The further formulation<sup>1</sup> included consultations with WRI's Global Development Department, Programs, Africa Offices including the WRI Center for Equitable Development in Nairobi, and NCE, as well as several Danish Embassies in Africa to ensure alignment and identify potential areas of complementarity with Denmark's existing multilateral and bilateral engagements<sup>2</sup>. This led to further scope the support areas, as presented in this document. The still on-going development of key WRI documentation, including its operationalisation plan and its new Planning, Monitoring, and Learning (PMEL) system justifies continuing building up the Danish support project sub-components through an inception phase, although the main architecture is presented in this project document.

Priority is given to WRI's work in developing countries, with a main focus on sub-Saharan Africa on food systems transition, building resilient and equitable cities, and national climate action, with Nature-based Solutions (NbS) cross-cutting the different areas. Further, the grant will support institutional strengthening in priority areas to consolidate and deepen WRI's activities in sub-Saharan Africa, including its Africa

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<sup>1</sup> The formulation process was led along with the formulation of WRI's Strategic Plan 2023-2027, which final version was shared in November 2022.

<sup>2</sup> See list of people consulted in Annex 9.



Strategy<sup>3</sup>, mainstreaming poverty, gender, and social equity (PGSE) into all its work through support to the Equity Center, and strengthening management for results, including through a more robust PMEL approach.

## 2. Context, strategic considerations, rationale, and justification

### *Context*

The world is confronted to several crises, which challenge the achievements of the SDGs and the Paris Agreement and are the focus areas of WRI's efforts from 2023-2028.

### **Climate change**

The latest IPCC report on climate change<sup>4</sup> laid out that *we have to peak Green House Gas (GHG) emissions before 2025 and nearly halve GHG emissions by 2030 to set the world on a path to reach net-zero CO2 emissions by around mid-century*. It also presented new evidence on the effectiveness and feasibility of many adaptation actions that could particularly benefit those living in poverty. However, implementation must be sped up and scaled dramatically to address the mounting crisis. Emissions continue to rise, and the consequences of climate change continue to intensify, with the hardest impact on vulnerable countries least equipped to respond. Yet, current climate plans and policies are inadequate to change this trajectory, despite the record-breaking commitments in recent years, incl. the Glasgow Pact in 2021 – and even less action to implement the commitments made. Changing course requires immediate, ambitious, and concerted efforts to cut emissions, build resilience, conserve, and restore ecosystems, and dramatically increase – *and deliver* – finance for adaptation and green transition. For developing countries, such as many in Sub-Saharan Africa, this means support to make strategies and policies that can transform their economies in an inclusive and climate-resilient pathway.

### **Inequity**

Equity, poverty reduction, and climate action are inextricably linked, but fighting inequity<sup>5</sup> requires tackling long-term structural issues. For the first time in 20 years, global extreme poverty rose in 2020 due to the combined impacts of COVID-19 and climate change, exposing long-present inequalities across the world. Inequality has increased in recent years with the effects of the war in Ukraine and the diverted food and fuel price increase, followed by rise in inflation and increased indebtedness of developing countries. Beyond GDP measures of human wellbeing, incorporating climate and environmental impacts show that inequality between and within countries is wider than shown with an income lens alone. Inequity and challenges such as poverty, weak governance, and limited access to basic services not only heighten sensitivity to hazards, but also constrain communities' ability to adapt to pandemics and climate impacts. With the 1.1°C of global warming, the world is already experiencing highly vulnerable people and ecosystems are already beginning to reach the limits of what they can adapt to.

### **Agri-Food Systems**

As the global population grows to a projected 10 billion in 2050, and incomes grow across the developing world, overall food demand is on course to increase by more than 50 pct., and demand for animal-based foods by nearly 70 pct., resulting in increased GHG emission and unsustainable land-use. Yet today, hundreds of millions of people remain hungry, and this number is on the rise. The World Food Programme (2022) reported that 349 million people globally experience acute food insecurity, with most of these

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<sup>3</sup> WRI Strategic Plan 2023-2027 highlights an increased attention towards Africa and a clear decentralisation objective. These WRI strategic organisational objectives are translated into a WRI Africa-specific strategy. WRI Africa's strategic framework is clearly aligned with WRI's global strategy for driving the human and enabling system transitions for impacts on people, nature, and climate. An illustration of the alignment between WRI Africa Strategy and WRI Strategic plan is provided in Figure 7 (Annex 2).

<sup>4</sup> [AR6 Climate Change 2022: Impacts, Adaptation and Vulnerability — IPCC](#)

<sup>5</sup> [Wealth in the twenty-first century \(ippr.org\)](#)

people in Africa. The war in Ukraine underscores the vulnerability of food supply chains and prices stability to external shocks, and more generally the risk of global food crises. Today, agriculture uses almost half of the world's vegetated land, and agriculture and related land-use change generate one-quarter of annual GHG emissions, with food systems being the main driver of biodiversity loss. Transitioning to sustainable food systems requires clear strategies and innovative solutions to adapt to climate shocks and increase the efficiency of food systems, e.g., increase productivity with climate-smart approaches and NbS, tackling food loss, advancing value creation in the agriculture value chains.

### Cities

If managed well, urbanisation can be a driver for economic and social development, as cities provide access to jobs and essential services such as transportation, housing, water, sanitation, energy, and food. At the same time, cities contribute to two-thirds of global GHGs. The growth of population, consumption, human activity, and poverty in urban areas has placed cities and the most vulnerable urban residents at the frontlines of climate risks. Cities are important systems to tackle inequity, decarbonise at scale, build resilience, and drive just transitions that enable economic prosperity for all. Rapid urbanisation has been historically connected with economic transformation and improvement of human wellbeing. However, this has not been the case in Africa over the past decade. African cities are growing fast, but with limited capabilities to provide basic services and jobs to the increasing youth populations. They also face challenges of resilience and pollution. Inclusive and climate resilient transformation requires making cities work for people and nature combined. This is a key challenge as 1.5 billion people will live in African cities by 2050 – more than double the number today.

### Nature

The natural degradation and biodiversity loss is well documented. All IPCC pathways for limiting global warming to 1.5°C rely on substantial reductions in natural ecosystem conversion, large-scale deployment of carbon dioxide removal measures via natural carbon storage on land and vegetation as well as in oceans and through sequestration in geological reservoirs, as well as reduced demand for land dedicated to food, feed crops and pastures. In short, nature is key in the pathway to 1.5°C. In relation to reducing poverty, building livelihoods, and adapting to climate change, nature plays a crucial role. Restoration of ecosystems are cost-effective solutions that can help people adapt to the impacts of climate change.

### *The development issue to be addressed by the project*

While the challenges presented are relevant to all countries, the poorest and most vulnerable are in even greater need of support to identify sustainable ways to address their objectives of socio-economic development, food security, and provision of basic services to all, coinciding efforts to building green and inclusive pathways for their countries to make the development pathways sustainable and resilient. Supporting WRI's work on food systems, cities and national climate action is to address the short and long-term needs of developing countries in an integrated, data-driven, and sustainable manner.

Addressing these crises is at the core of the Danish support to WRI and aligned with WRI Strategic Plan 2023-2027, which was elaborated in dialogue with WRI's development donor partners.

In the coming years, WRI plans to further contribute to bringing solutions to these crises through engaging in shifting targeted systems at different levels (global, national, local):

- **Human System Transitions:** i) Food/Land/Water, ii) Energy, and iii) Cities.
- **Enabling Systems Transition** with an emphasis on global financial and economic systems and global governance structures that are needed to support in-country and systems-specific transitions.

WRI's new strategy places greater emphasis on addressing the unsustainability of these systems by protecting and restoring natural ecosystems, finding ways to sustainably produce food as well as transforming cities, while meeting basic human needs and enabling just, inclusive, resilient, low carbon and nature positive transitions in developing countries.

The specific objective of the Danish support to WRI is to *promote and accelerate food systems and cities transitions, as well as national climate actions in ODA-eligible countries, with a primary focus on sub-Saharan Africa*. The Danish support will contribute to address the following development problems: food security; poverty; degraded ecosystems; urbanisation; equity and climate change<sup>6</sup>.

Data, research-based tools, and concrete solutions are deemed essential to promote and drive a just, inclusive, resilient and nature positive transition, as they provide a solid basis for decision making, ensure implementation of innovative actions for poverty reduction, as well as transparency and accountability for equity. With its longstanding focus on green and sustainable development and its presence in and partnership with key actors in selected developing countries, WRI is well positioned to support targeted developing countries in improving the management and governance of these systems, essential steps in addressing these development challenges.

### ***Presentation of World Resources Institute***

WRI is a global research organisation, delivering data, research, and concrete solutions for setting the world on a path to climate neutrality and natural restoration, while sustainably feeding the planet. The institute has mobilised high-level global coalitions on key topics, including food, cities, climate, and land-use. WRI is a frontrunner in data and satellite monitoring of nature trends and a thought leader in building data infrastructure for transparent and accountable carbon markets.

Since its establishment in 1982, WRI has expanded its global reach and has built a presence in countries that are influential in shaping regional economic, social, political, and environmental trends. Around 1,800 staff operate across 6 continents and in +50 countries, with international offices in Brazil, China, Ethiopia, Europe, India, Indonesia, Kenya, Mexico, and the United States<sup>7</sup>. Over the past years, WRI has increased its focus on and presence in developing countries, including in Sub-Saharan Africa, where WRI is present in the Democratic Republic of Congo (DRC), Ethiopia, Kenya, the Republic of the Congo, and Rwanda – and has activities in more African countries incl. Nigeria and South Africa. To further engage in Africa, WRI has developed a specific Strategy focusing on four pillars that align with its global Strategic Plan: i) Vital Landscapes; ii) Thriving Resilient Cities; iii) Energy transition and Access; iv) Institutional and Economic Transformation.<sup>8</sup> The WRI Africa hub is working closely with WRI international offices for the implementation of the Africa Strategy. Furthermore, the Africa hub comprises local centers, such as the Center for Equitable Development in Nairobi to support WRI's specific work in sub-Saharan Africa on poverty, social and gender equity, and jobs for the youth. With the international offices and country engagements beyond these, WRI has a solid presence in the Global South, including in Danish expanded partnership countries.

WRI has an extensive global network that advances systemic change in response to urgent environmental challenges, while creating opportunities for inclusive development and prosperity for all. WRI focuses on bridging research with action to create development results on the ground, which it defines as significant actions taken as a consequence of WRI activities and influence – by government agencies, corporations, policymakers, scientists, or civil society. WRI results are often achieved in collaboration with numerous partner organisations around the world. The Institute also seeks to leverage the experiences gained and the results from on the ground activities back into its research. With this combined research and stakeholder engagement work, WRI considers itself a “think and do tank” that turns research into action. WRI has delivered strong results in several thematic areas, including its work on cities, energy, climate, forests, water, ocean, and food (see selected results below).

Being one among other organisations working in the prioritised thematic areas, WRI holds comparative advantages in:

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<sup>6</sup> The specific development focus of each component of the DK-WRI partnership is further presented in Section Justification/Rationale of the project.

<sup>7</sup> See Annex 1.

<sup>8</sup> See further Annex 2 – Africa hub.

- **Think-and-do tank: turning research into action:** WRI collects and aggregates data, conducts research and issues evidence-based recommendations, which then inform on-the-ground work (e.g., policy formulation, implementation and monitoring, technical support given to small-scale farmers and other local actors). To promote research uptake, WRI works with a wide range of partners and invests in communications and engagement work at the country level. WRI intends to invest more in this area in coming five years.
- **Integrated, coherent approach:** WRI increasingly works *across* themes and sectors, which allows work outside of silos and provides coherent advice and addresses possible trade-offs – an approach that WRI will intensify as its programs will work together towards the implementation of its current Strategic Plan.
- **In-country expertise and South-South learning:** WRI is one of the few research-based organisations with a large network of locally staffed country offices. This allows for deep in-country connections and ownership as well as South-South learning. WRI aims at investing further in exchanges across its country offices. It also allows WRI to work closely with government embassies and inform donors’ country strategies.
- **Multicultural and interdisciplinary teams:** WRI research relies on different disciplines (macroeconomics, behavioural science, political science/political economy) allowing for a broader understanding of trade-offs and cross-cutting approaches.
- **Convening and coalition building:** WRI can convene “ecosystems”, e.g., relevant ministries, sub-national governments, donors, international organisations, other INGOs, universities and research consortia, and financial institutions, to promote more coordinated work on-the-ground. WRI aims at intensifying collaboration with local groups incl. CSOs.

Other stakeholders are further presented in Annexes 1 and 2.

### *Danish strategic considerations, strengths, and interest*

WRI’s Strategic Plan 2023-2027 is fully aligned with the global objectives of the SDGs and the Paris Agreement, and consistent with Danish Government’s priorities. Specifically, it relates to several Danish development priorities outlined in *The World We Share* and the **Danish Global Climate Action Strategy**. It aligns with the Danish objectives of “*strengthening action to support climate change adaptation, nature, the environment and resilience in the poorest and most vulnerable countries*” and “*leaving no one behind*”, by focusing on sectors that align with the strategy: i.e., food, cities, climate; and promoting the same approaches and principles: i.e., NbS for production, equity, sustainability, inclusiveness<sup>9</sup>. Denmark has entered green strategic partnerships with countries in the Global South and several Danish embassies, including through the green front-line missions. Through modern climate diplomacy, strategic sector cooperation (SSC), and partnerships with the Danish business community, Denmark works towards achieving a socially just, inclusive, resilient and nature positive transition, and WRI’s strategy is thus well aligned with Danish priorities.

It further aligns with the Danish government platform “**Responsibility for Denmark**” (2022), which focuses on climate change, poverty, and the food crisis in the Danish development cooperation, which has a strong geographical focus on sub-Saharan Africa. The support is also aligned with the **Danish Foreign and Security Policy Strategy**, namely the *climate diplomacy*<sup>10</sup>.

The **Danish bilateral programs** add a strong focus on agriculture and just, inclusive, resilient and nature positive transition. Under the bilateral development cooperation, Denmark is currently funding programs related to food systems in Ethiopia, Somalia, Kenya, Tanzania, Uganda, Burkina Faso, Mali, Niger, Bangladesh, and the Palestine. These programs include topics such as value chain development, natural resource management and agri-business financing.

<sup>9</sup> See further Annex 8. Denmark strategies refer to “green transition”, but the concept embeds the same principles.

<sup>10</sup> [Danish climate diplomacy \(denmark.dk\)](https://denmark.dk/en/topics/foreign-policy/foreign-policy-strategy)

Under the SSC, Denmark supports strengthening food systems in China, Vietnam, Indonesia, Mexico, Nigeria, and Kenya<sup>11</sup>. Further, SSC is supporting sustainability and resilience at city-level, e.g., in South Africa, Ghana, Colombia, and India. In general, the SSC programs work with policy development and improvement of enabling environment (e.g., regulatory framework). Where relevant, WRI's data, research, tools, and innovative solutions can support these Danish SSC efforts.

The knowledge products, WRI's country-level presence in Danish expanded partnership countries and activities beyond, open opportunities for synergy between WRI's work and Denmark's bilateral programs, climate frontline missions, green strategic partnership countries and SSC, which could provide relevant inputs for Danish development interventions in relation to food systems, cities, NbS, and climate action. This presents possibilities for linking WRI's work even closer to Danish funded activities and Danish know-how, as well as opportunities for strengthening the export promotion efforts for green Danish solutions within the field of sustainable food production. Linkages and coherence between WRI and the above-mentioned programs and strategic cooperation will be actively pursued.

### *Past results and lessons learned*

Denmark has provided core-funding to WRI's Strategic Plan 2013-2017 and 2018-2022, respectively DKK 7 mill. and DKK 15 mill. annually. In parallel, earmarked funding was provided to:

- The NDC Partnership in 2020-2022 (DKK 35 million)
- The P4G 2018-2022 (DKK 244 million)
- The New Climate Economy (NCE) in 2020-2022 (DKK 15 million)

Over the course of its latest Strategic Plan (2018-2022), WRI has achieved the following selected results. Further selected outcomes are visualised in the 2021 external review, in figure 1 below:

#### **Food systems transition**

- **Action coalitions from UN Food Systems Summit:** WRI and the Food & Land Use Coalition (FOLU) played an important role shaping several outcomes of the UN Food Systems Summit 2021. Results included recommendations (and in some cases action coalitions) on food loss and waste, sustainable and healthy diets, deforestation-free and conversion-free food supply chains, and adaptation of the food systems to a changing climate. One highlight was FOLU Ethiopia being recognised as a key partner in the development of the Ethiopia Food Systems Vision and Pathway. The roadmap has become part of the Ethiopian Home-Grown Economic Reform agenda. Generally, the Food programme has been successful in convincing businesses to tackle Food Loss & Waste (FLW) (e.g., via Champions 12.3) and influencing governments to develop action plans to create more sustainable food and land use systems through FOLU.

#### **Resilient and inclusive cities**

- **Creating More Equitable Cities for the Future:** The WRI Ross Centre report *Towards a More Equal City*, launched in 2021, and the synthesis report *Seven Transformations for More Equitable and Sustainable Cities* presented new visions for urban planning and development. Through robust analysis and evidence, these reports contributed to setting a new tone and influenced urban thinking among organisations and donor partners.
- **Integrated Urban Planning in Ethiopia:** In 2021, WRI supported a “data hub” initiative in Addis Ababa, which brings all sectors together for integrated city planning approaches by breaking silos. This data hub pulls together information from WRI's work on mobility, air quality and Cities4Forests projects.

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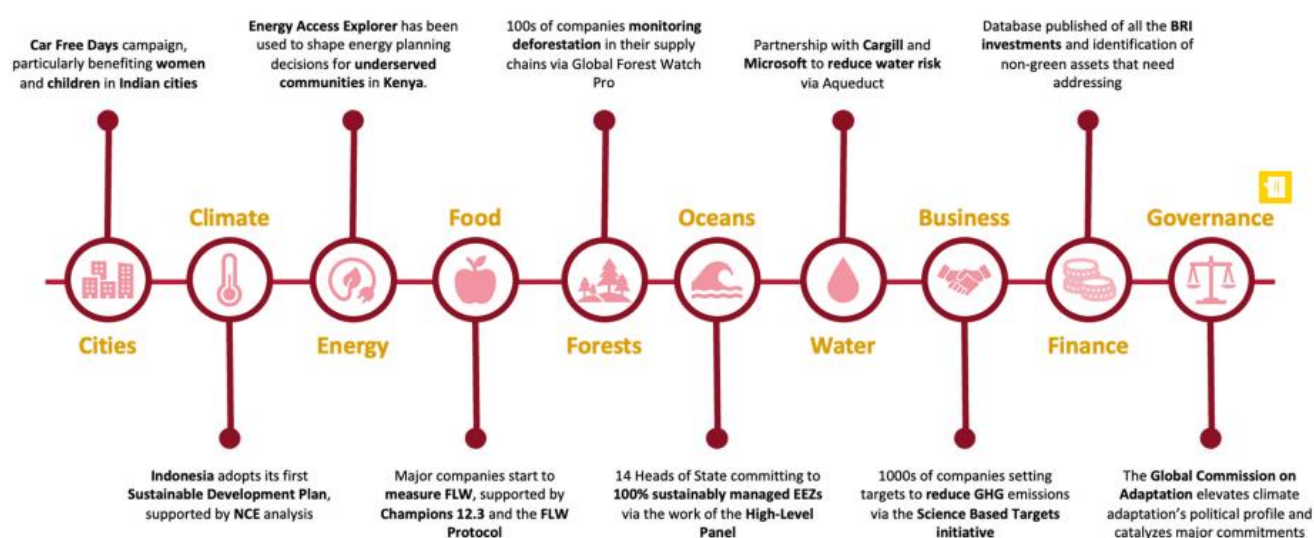
<sup>11</sup> Denmark has initiated new SSC collaborations with Bangladesh and South Africa in 2023.



## Climate action related work

- **Mobilising climate adaptation:** At the Climate Adaptation Summit in 2021, WRI announced the *Principles for Locally Led Adaptation*, which 40 governments and organisations committed to. Organisations are committing to move programs, funding and practices toward adaptation that is increasingly owned by local actors. At COP26, the number of endorsing organisations grew to 70.
- **The New Climate Economy's (NCE) support to Indonesia to develop a Low Carbon Development Plan:** The project was initiated by the Indonesian government to identify development policies that maintain economic growth, alleviate poverty, and help meet sector-level development targets, while simultaneously helping the country achieve its climate objectives and preserve and improve the country's natural resources. As a result of WRI's assistance, the Government put climate at the core of its 5-Year Plan and, for the first time, monitored GHG emissions along with traditional indicators such as GDP growth, inflation, poverty reduction, and employment.

Figure 1 Selection of outcomes across WRI programs and centres (2018-2022)



Previous Danish support to WRI has been **effective in delivering results aligned with Denmark's strategic priorities**. Furthermore, the efficiency with which the support has been run has improved over the past years. Focal points on both sides have been appointed to steer and manage the bilateral relation and day-to-day grant management. This coordination mechanism has worked well and has been complemented by quarterly management check-ins or in-person meetings between WRI's Senior Management and the Head of Department for Green Diplomacy and Climate at the MFA. Hence, the MFA and WRI have deepened the strategic relation over 2018-2022 and have interacted regularly at both headquarter and embassy level (e.g., in sub-Saharan Africa including Kenya and Ethiopia, as well as in Asia including Indonesia, India, China, Vietnam and Latin America such as Colombia).

Annual results and financial reporting that meet the (updated) MFA requirements, have also been strengthened during 2018-2022. WRI for example produces a new "ODA Tracker" to demonstrate which ODA-eligible programs, geographies, and ODA contributions, including core funds, have been allocated internally to facilitate reporting of the MFA to the OECD Creditor Reporting System.

Independent External reviews of WRI were conducted in 2016 and 2021. Denmark and the other WRI core partners (Sweden/SIDA and the Netherlands' MFA) were actively involved in the 2021 external review, which overall found that:

- Delivery on the 2018-2022 Strategic Plan is 'Mostly on Track' and knowledge products influenced policymakers.

- WRI Africa's office is 'mostly on track', although it is necessary to further strengthen functions of the Africa hub considering WRI's growing engagement on the continent.
- The Cities Programs in sub-Saharan Africa have had the greatest success among programs in terms of results achieved, but also food had performed strongly.
- For the next phase, it will be important to allocate more resources to Managing for Results to strengthen WRI's PMEL practices and systems.
- It will also be important to continue and accelerate the mainstreaming of PGSE across the institute's work, which will require increased capacity and resources.

In addition, the Danish MFA conducted a mid-term review of the Danish support to NCE in February-May 2022 and found that overall, NCE results are on track and its collaborative approach is a model for other platforms in WRI. Specific lessons learned and recommendations on the Danish support to NCE included:

- Factors affecting NCE's success were identified as: i) engagement by Global Commissioners and local influencers; ii) Danish Embassy input and partnership); iii) presence of WRI/NCE in country.
- MFA and NCE have a quite effective working relationship and they should seek to build on the strengths of the current funding arrangement, including the flexibility to respond to changing client needs and attracting third party funders.
- A weak spot of the current arrangement is that the separate funding for separate bodies operating in the climate space risks encouraging silo working. The separate Danish funding stream, and requirement to account separately for results, may have undermined rather than encouraged joined up working between e.g., WRI, NCE, P4G and NDCP.
- It was recommended that the MFA results framework for NCE is sufficiently flexible to allow NCE to pivot and respond to changing country needs while continuing to provide accountability and long-term confidence for MFA about the direction of travel.
- MFA and NCE should identify how they can improve their working relationship to mutual benefit, however a more substantial capacity to produce bespoke briefing for specific occasions requires time that is not programmed or accounted for under NCE's grant agreement with MFA. Given the overall very positive value attached by Embassies to NCE outputs, this is a further area that merits additional resources.

The chosen areas of support in the PD are based on the previous results, experience of the past phases of support to WRI and the review recommendations: The project will then focus on i) continuing the support to WRI on areas aligned with Danish priorities; ii) strengthening synergies with other Danish bilateral and multilateral engagements; iii) support WRI's institutional strengthening. Specifically, the 2021 External Review recommendations on PGSE and PMEL have informed the focus on institutional strengthening in this project, while the NCE midterm-review and the dialogue with the Danish embassies highlighted the importance of collaboration between WRI/NCE and the Danish embassies at country level, and the need to increase this collaboration. Based on the NCE mid-term review, the renewed Danish funding for NCE was incorporated into the overall WRI grant to provide opportunities for increased collaboration across WRI. This fits well with WRI, given that NCE is now under the WRI National Climate Action team<sup>12</sup>.

### ***The Danish support to WRI 2023-2028***

Denmark's contribution will be earmarked towards **four main strategic components of WRI current Strategic Plan** – two thematic components under the Human System Transitions: **Food and Cities**, one component under the Enabling Systems Transition: **National Climate Action (NCA/NCE)**, and **WRI institutional strengthening**. The project also aims at promoting NbS as per the Danish green development priorities of *'The World We Share'*. WRI's work with NbS is crosscutting and the Strategic Plan does not have an independent NbS thematic area. Rather, it is integrated in activities under the WRI's

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<sup>12</sup> In WRI new Strategic Plan, NCE has been integrated under WRI's National Climate Action team. In the project document NCE will then be referred as NCA/NCE.

targeted system transitions, based on the rationale that NbS is a modality or a solution to specific development problems. As such, specific outcome indicators within the components of cities, food, and national climate actions (NCA/NCE) are defined to track the project contribution to mainstreaming and implementing NbS.

The Danish support does not imply earmarking at country level but **will target developing countries with emphasis on sub-Saharan Africa**. The target countries will be agreed upon and reviewed/adjusted at the annual bilateral meetings between MFA and WRI thematic teams<sup>13</sup> (food, cities, climate), based on criteria such as i) existing WRI engagements in the country, ii) demands, opportunities and developments within respective national contexts, iii) Danish presence and opportunities for synergies with bilateral projects/programs, and iv) Danish Embassy engagements.

Aligned with WRI aim to decentralize activities and with the Danish support focus on sub-Saharan Africa, at least 50 pct. of the Danish funds will be allocated towards sub-Saharan Africa. Part of this Africa earmarking will translate into direct support for WRI's Africa hub and Office to implement the Africa Strategy, the other part will translate into WRI work on Africa's food, cities transitions and national climate action.

The Danish support focus on sub-Saharan Africa is consistent with WRI increasing attention to this region, and decentralisation objective. These WRI strategic organisational objectives are translated into the WRI Africa strategy<sup>14</sup>. The Danish support aligns with WRI institute wide Strategic Plan and aims to contribute to the overall WRI impact targets in selected areas/initiatives. An illustration of the alignment between WRI Africa Strategy and WRI Strategic plan is provided in Figure 7, Annex 2.

The following presents focus within the earmarked Danish support for food, cities, climate action, and institutional strengthening.

## **1. Earmarked support to WRI food systems transition**

WRI seeks to help catalyse a just food, land, and water systems transition to resiliently meet the needs of 8.5 billion people while setting the world on a path to net-zero by 2050. WRI's objective is to transition food, land, and water systems in countries towards more inclusivity, equity, and resilience through:

- Sustainably producing more food and fibre while decreasing GHG emissions and water use.
- Protecting remaining natural ecosystems from conversion and degradation.
- Reducing humanity's footprint by shifting consumption patterns and lowering food loss and waste.
- Restoring degraded areas into healthy ecosystems and/or increase productivity, including through NbS.

The **Danish funds** will be earmarked to a **subset of these initiatives**, with an emphasis on delivering impact in sub-Saharan Africa and other developing countries, where Denmark has agri-food SSC and bilateral engagements. The Danish support will focus on *improving the management and governance of **food systems** in max. 5 selected ODA-eligible countries (primarily in sub-Saharan Africa) to sustainably **produce** more food and fiber from existing production areas through closing the yield gaps; **reduce** food loss through matching the demand and supply; and **restore** degraded areas to healthy natural or productive ecosystems through NbS.*

## **2. Earmarked support to WRI cities transition**

WRI's urban vision is to transition urban systems to provide better quality of life and health through equitable access to jobs and core services for all residents, especially the underserved, while ensuring cities are more inclusive, resilient, low-carbon and nature positive by 2050.

While the thematic area on cities in WRI's Strategic Plan focuses on four thematic pillars (i.e., Liveable Neighbourhoods, Energy, Water Resilience, Integrated Mobility), the Danish support will focus on

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<sup>13</sup> See further section Denmark contribution - specific management arrangements, in Chapter 6.

<sup>14</sup> At the time of the formulation of the project, the WRI Africa Strategy was still under development. A draft was shared in March 2023.



promoting and accelerating cities' transition with a crosscutting approach, drawing on the overall WRI vision above, the WRI Africa Strategy and features of WRI's multi-pronged approach aligned and complementary with other Danish engagements.

The features of WRI's multi-pronged approach are:

- City-level action to continuously engage with cities and develop partnerships to closely align with local priorities and drive urban transformation.
- National and multi-level action to shape urban development strategically and support local innovation and experimentation.
- Research and engagement to close cities financing gaps.

The **Danish support** will focus on *improving the management and governance for +4 primary and secondary cities (primarily in sub-Saharan Africa), for accelerating cities adaptation and NbS, including for the most vulnerable communities*. Through delivery of technical assistance, research, analysis, stakeholder engagement, and strategic planning support, WRI will support the vertical integration between national and sub-national level, and support the cities' institutional and governance setup and their diagnosing of climate risks and shocks, as well as developing adaptation strategies that identify clear priorities for policy action and investment, including identification of opportunities to leverage NbS for climate resilience in cities.

The Danish contribution will **primarily target capital and intermediary cities and will be coordinated with Denmark's ongoing support to C40, the African Development Bank (AfDB), and the Global Center on Adaptation**, in particular their work with climate adaptation and resilience in cities in sub-Saharan Africa, building synergies and promoting exchange of best practices and solutions.

### 3. Earmarked support to National Climate Action (NCA/NCE)

In WRI's Strategic Plan, NCE has been integrated as a tool of the WRI Climate Team's National Climate Action work (NCA), modelling different decarbonisation pathways for just transitions. NCA/NCE analysis will continue to feed into WRI's programs and platforms and will work as a bridge between multiple WRI offices across the globe, leveraging expertise and relationships, building collaboration to provide culturally contextualized analysis for impactful results aligned with in-country government demands. The country-specific work will reflect both country demands, and the experience, skills, and learning from other WRI teams.

NCE has thus far engaged with seven key countries of regional strategic importance, namely Ethiopia, South Africa, Kenya, Nigeria, Vietnam, Brazil, and Colombia. In response to priorities of WRI's new Strategic Plan and Denmark's strategic objectives, NCA/NCE created a tiered system to maintain presence and activity in all seven countries, but at different level of effort in a two-tiered approach<sup>15</sup>. Efforts will appropriately reflect priorities in line with country tiered system illustrated below.

#### **Two-tiered approach:**

*Tier One:* Focuses on four priority countries where NCE has established excellent collaborative relationships with government partners and in-country stakeholders. In Kenya, Ethiopia, Colombia, and Brazil, NCA/NCE will expand on initial work, providing deeper, substantive analysis. NCA/NCE aims in these countries at responding to critical additional requests.

*Tier Two:* Focuses on maintaining targeted scopes of effort in Nigeria, South Africa, and Vietnam supporting existing projects with more limited range of expanded work.

The Danish support will focus on the *implementation of integrated national and sectoral development planning and financing for just, inclusive, resilient, low-carbon, and nature positive climate actions* in these countries. The overall

<sup>15</sup> The two tiers are based on the level of engagement in countries where WRI has in-country offices (tier one), and countries without (tier two).

objective is to accelerate ambitious climate action that is consistent with a country's national development priorities and the Paris Agreement.

NCA/NCE will continue to partner with Danish embassies, particularly but not exclusively in sub-Saharan Africa.

#### **4. Earmarked support to WRI institutional strengthening**

Institutional strengthening is essential to help WRI achieve its objectives and operate as a globally coordinated network. WRI needs to further strengthen its core functions, enhance its operational capacity, and improve the overall approach to planning, monitoring, and evaluation.

The Danish support will specifically underpin WRI's ongoing work to i) *strengthen its results planning, monitoring, evaluation and learning practices and systems (PMEL) practices and systems*. This will be key to demonstrate development impact; ii) *mainstream poverty alleviation, gender, and social equity (PGSE) priorities into WRI's programmatic work*, with a view to strengthening equitable results across WRI's activities, through the newly established Center for Equitable Development; iii) *help consolidate WRI's presence in Africa, by strengthening the operational capacities of its Africa regional hub in Ethiopia and office in Kenya*.

#### ***Justification for and rationale of the project***

WRI is justified as choice of partner for the support, as it remains an important strategic ally to Denmark for a global green agenda and climate diplomacy, and by promoting results on the ground in the thematic priority areas. WRI is widely recognized as a highly professional global think tank with well-established contributions to research and learning, data to drive impact, communication, and engagement, and promoting "purpose-driven partnerships".

The support contributes to leveraging WRI's research and technical capacity, tools and solutions and platform approach within critical areas for development, such as:

- Sustainably **boosting agricultural yields** can improve and diversify farmer income, strengthen food security, and build farmer resilience to climate change.
- **Reducing** on-farm and near-farm **food losses** can increase incomes for farmers (e.g., smallholders, communities), food security for local communities since more of the food grown makes it to the market and the table. As a result, less land and inputs (e.g., fertilisers, water, energy, human labour) are needed to grow food, thereby sparing natural ecosystems (e.g., forests, grasslands, wetlands) that otherwise would have been cleared to grow food and contribute to climate change mitigation.
- **Restoration of degraded areas** can enhance local livelihoods by improving sustainable food production (e.g., including trees in agriculture landscapes to increase soil fertility, increase moisture retention/capillary action, reduce erosion, and build organic matter), mitigating climate change (e.g., restore tree cover to increase carbon sequestration), helping people adapt to climate change (e.g., increase silvopastures to make pastoral systems more resilient), protecting biodiversity (e.g., reconnect fragmented ecosystems), and reducing poverty (e.g., increase agroforestry to help job creation for rural people, especially for the youths).
- **Integrated planning for cities and vertical integration with the national level** can lead to increased investments in critical infrastructure, services, and innovation, essential to sustainable urban development. It enables cities to work together and with national stakeholders to network and access new networks, learn from one another's experiences, drawing lessons and identifying good practices to improve urban policies, as well as accessing finance.
- Accelerated and innovative **national climate action** are essential to concretely reduce GHG emissions, and support communities' adaptation to climate change.

Data, research, tools, and innovative solutions, as well as partnerships are at the core of transitioning systems. They enable policymakers, stakeholders, and communities to i) identify and understand the root causes of development, nature, and climate crises, monitoring progress towards achieving SDGs, and evaluating the effectiveness of policies and interventions; ii) design evidence-based solutions; iii) collaborate effectively to implement them.

WRI is committed to the proposed Danish support and has the capacity to implement the support effectively. Its decentralization process further ensures action on the ground, closer partnerships with national and local partners, and facilitates support for communities' empowerment.

The institutional strengthening is essential to help WRI deliver results on the ground and operate as a globally coordinated network, and WRI needs to further strengthen its core functions, enhance operational capacity, and improve the overall approach to planning, monitoring, and evaluation. Such institutional strengthening will also be supported by other donors.

Finally, the project will serve Danish priorities and interests through:

- A long-established partnership with WRI, allowing for effective dialogue and cooperation around activities that align with Danish priorities (e.g., via annual bilateral cooperation plans which are co-developed by WRI and the MFA).
- WRI country-level presence in Danish expanded partnership countries, opening opportunities for synergies between WRI's work and Denmark bilateral programmes, Green Frontline Missions, and Strategic Sector Cooperation (incl. through WRI's engagement of Danish Embassies).

### *Justification related to OECD DAC criteria*

The Organisation for Economic Co-operation and Development (OECD) Development Assistance Committee (DAC) has defined six quality criteria, which serve as the reference frame for evaluating international development cooperation projects and programs and which constitute a useful frame for the justification of the project. These criteria related to the Danish contribution to WRI is reflected in table 1 below. Considerations regarding alignment with cross-cutting Danish priorities are presented in Annex 1.

*Table 1: Project justification related to OECD DAC criteria*

Criteria	Justification
Relevance	<ul style="list-style-type: none"> <li>• The Project focuses on the SDG agenda, specifically SDG2, SDG11, SDG13 as well as the Paris Agreement.</li> <li>• The contribution constitutes renewed support to WRI, the relevance of which has been tested through years of implementation.</li> <li>• Danish MFA is one of the three institutional partners of WRI. Danish support incl. for institutional strengthening is key to sustain the work and the operation of WRI. WRI is one of the few research organisations with such an important in-country network and in-depth expertise on climate/environment/development issues.</li> </ul>
Internal and external coherence	<ul style="list-style-type: none"> <li>• WRI Strategic Plan 2023-2027 emphasises that WRI will strengthen its "One WRI" identity, to operate globally coordinated and facilitate joint work across teams to ensure these contribute to joined-up institutional goals and impact targets.</li> <li>• The synergies with Danish bilateral engagements and with other multilateral engagements are described in detail in other sections and Annex 8 of the PD.</li> </ul>
Effectiveness	<ul style="list-style-type: none"> <li>• WRI prioritises interventions where transformational change can lead to building-up an enabling environment for system transitions. This includes changes aligned to partner country priority needs, including data, analysis, policy design, capacity development and engagement of partner decision makers and stakeholders.</li> <li>• WRI has proven expertise in producing quality research and actionable recommendations, providing access to data tools to stakeholders (from local communities to governments), building scenarios that facilitate effectiveness through stakeholders' informed decision making and local communities empowerment.</li> <li>• WRI's proven track record in building trust and providing actionable advice to emerging and developing economies is an important factor for effectiveness.</li> </ul>
Efficiency	<ul style="list-style-type: none"> <li>• WRI will better align fund raising and management to deploy resources where most needed.</li> <li>• WRI strives to achieve consistency in management processes and common IT systems adoption across the institute.</li> </ul>

	<ul style="list-style-type: none"> <li>• The management of the Danish contribution is based on the existing WRI governance structure, avoiding a multiplication of steering groups and monitoring and reporting mechanisms.</li> <li>• Mechanisms for coordination between DK and WRI ensure efficiency and synergies with Danish engagements and activities.</li> <li>• WRI has established strong relationships with other development partners ensuring coordination and synergies and added value of the present partnership with other international cooperation.</li> </ul>
Impact	<ul style="list-style-type: none"> <li>• WRI is setting impact targets and measuring progress against them systematically throughout the portfolio.</li> <li>• WRI invested in an M&amp;E system to capture and report quality information in a timely fashion to support learning and accountability (internally and externally) related to the impacts of WRI and its partners.</li> <li>• WRI will be advancing the state of knowledge on how to achieve concurrent positive impacts for climate, nature, and people in the implementation of the 2023-2027 Strategy.</li> </ul>
Sustainability	<ul style="list-style-type: none"> <li>• Strong emphasis on country ownership and partnership, as reflected in WRI's strategy will further sustainability.</li> <li>• WRI's focus on national and sub-national institutions as well as capacity building at scale for planning and policy formulation is an important element of sustainability.</li> <li>• WRI partnerships at global and regional levels (through its platforms) are essential for sustainability as it allows to define regional and global engagements/priorities as well as political commitments that may be pursued even in the case of national political changes.</li> </ul>

### *Breakdown of green budget and reporting on Rio markers*

As shown in the appropriation cover note, the grant has been marked 100 pct. green in the OECD reporting on the Rio markers. However, the support has special characteristics given the grant's distinct thematic components. To make the estimation of the green budget more precise, it is deemed necessary to present a more detailed elaboration that goes beyond the Aid Management Guidelines.

The percentage assessments are based on whether climate mitigation, adaptation, biodiversity and/or other green are primary objectives (100 pct.), significant objectives (50 pct.) or not an objective (0 pct.).

Overall, given WRI's mission and results, it is deemed that the organisation's objective is green, which entails that the full grant will be reported as 100 pct. 'Other green'. This means that the DKK 200 mill. is summarised in the column 'Other green'. In terms of budget, this covers i) institutional strengthening (DKK 20 mill.), the budget line for inception, mid-term review and support for formulation of next phase (DKK 1.725 mill.) and the overhead (DKK 13 mill.). In total, the budget for 'Other green' sums up to DKK 55 mill.), and these are only included in the column 'Other green', enveloped in the full grant.

Specifically, the earmarking for food systems (DKK 60 mill.), cities (DKK 50 mill.) and national climate action (DKK 35 mill.), the food systems and cities component will have adaptation to climate change as its primary target, these have thus been marked 100 pct. adaptation. For the national climate action, the primary target is green transition, and it is thus assessed 100 pct. mitigation. As presented, NbS will cut across the thematic components of food systems, cities, and national climate action. It is therefore assessed as a significant target for the grant as a whole. NbS conceptually falls under Biodiversity, and the biodiversity marker has thus been assessed as 50 pct. This also entails that 50 pct. of the budget for cities, food systems and NCA has been allocated under biodiversity. The unallocated funds (DKK 20 mill.) have been distributed across the adaptation, mitigation and biodiversity in the pro rata division of 25/25/50 pct. based on the expectation that they will be delivered across the thematic components during implementation.

The summary of the Rio markers and the green budget has been summarised in the appropriation cover note, while a breakdown of the green budget is presented in table 2.

Table 2: Summary and break down of Rio marker reporting and green budget

**Environment and climate targeting (from appropriation cover)**

Principal objective (100%); Significant objective (50%)	Climate adaptation	Climate mitigation	Biodiversity	Other green/ environment
Indicate 0, 50% or 100%	100%	100%	50%	100 %
<b>Total green budget (DKK)</b>	DKK 60 million	DKK 22.5 million	DKK 77.5 million	DKK 200 million

**Breakdown of green budget**

Principal objective (100%); Significant objective (50%)	Climate adaptation	Climate mitigation	Biodiversity	Other green/ environment
NCE/NCA (incl. NbS under NCE)		17.500.000	17.500.000	
Food (incl NbS under Food)	30.000.000		30.000.000	
Cities (incl. NbS under cities)	25.000.000		25.000.000	
Institutional strengthening				20.000.000
Unallocated	5.000.000	5.000.000	10.000.000	
Overhead, other funds (inception, mid-term review, support for new phase formulation)				13.275.000 1.725.000
<b>Total green budget (DKK)</b>	<b>60.000.000</b>	<b>22.500.000</b>	<b>82.500.000</b>	<b>200.000.000</b>

### 3. Project objective, theory of change and key assumptions

The Theory of Change (ToC) for the Danish support is briefly summarized below and illustrated in Figure 2 below.

The objective of the Danish support is to promote and accelerate food systems and cities transitions, as well as national climate actions in ODA-eligible countries, with a primary focus on sub-Saharan Africa.

The expected change: Improved management and governance of food systems, cities, and climate, through innovative data and analytical work and knowledge-based solutions leading to evidence-based policies and development results on ground.

These changes imply:

- Availability and accessibility of reliable data and tools to inform models, standards.
- Science-based and demonstrated inclusive green sustainable pathways and solutions.
- A convincing business and investment case to inspire private sector and financiers to support implementation and change practices.
- Organised and capacitated stakeholders (e.g., local communities, government stakeholders) to implement solutions on the ground.

Modalities and instruments to contribute to the change. Denmark will promote and seek increase collaboration and synergies on relevant bilateral programmes, Green Frontline Missions, and SSC. There might also be opportunities to strengthen the export promotion efforts of the embassies. Finally, Denmark and its embassies will leverage their political capital to promote and support mainstreaming of the principles of just, inclusive, resilient, and nature positive transitions. WRI will leverage its research, communications, trusted engagement, and diverse partnerships.

The following levers and tools will be used:

- **Research and learning:** The foundation of WRI's work is high-quality research. WRI's rigorous and peer-reviewed research informs its technical insights, standard setting, tools, and policy recommendations to drive actions by government, business, and other stakeholders.

- **Data to drive impact:** WRI data products will be designed to support decision-making, enable transparency and accountability, and drive agendas. Data products are powered by WRI's Data Lab<sup>16</sup>.
- **Communications and Engagement:** WRI uses strategic communications to develop and amplify powerful messages, create engaging products, and ensures ideas reach target audiences. Through its trusted engagement, WRI connects and works closely with partners who can reach and influence decision makers.
- **Purpose-driven partnerships:** WRI works with a broad array of partners, who complement its skillset and expands its capacity<sup>17</sup>. A core approach to WRI's strategy is convening multi-sectoral partnerships and coalitions to drive impacts at scale. These formal partnerships, which WRI refers to as "platforms," bring together broad groups of leaders, subject experts, and community participants, who work together to shift narratives, influence policy decisions and practices, and drive action from the local level to global scale<sup>18</sup>.

The main assumptions and risks. Key assumptions revolve around i) sustained partner commitment and engagement (public and private) in meeting climate and sustainable development targets, ii) economic and political shocks do not derail policies and plans at country level; iii) the political economy at country level does not worsen in ways that prevent transformation from occurring.

The main risk factors. A preliminary risk assessment has identified the main risks that may prevent, delay, or limit the changes from taking place, which are further detailed in the Risk Management Chapter (Chapter 7) and in Annex 3.

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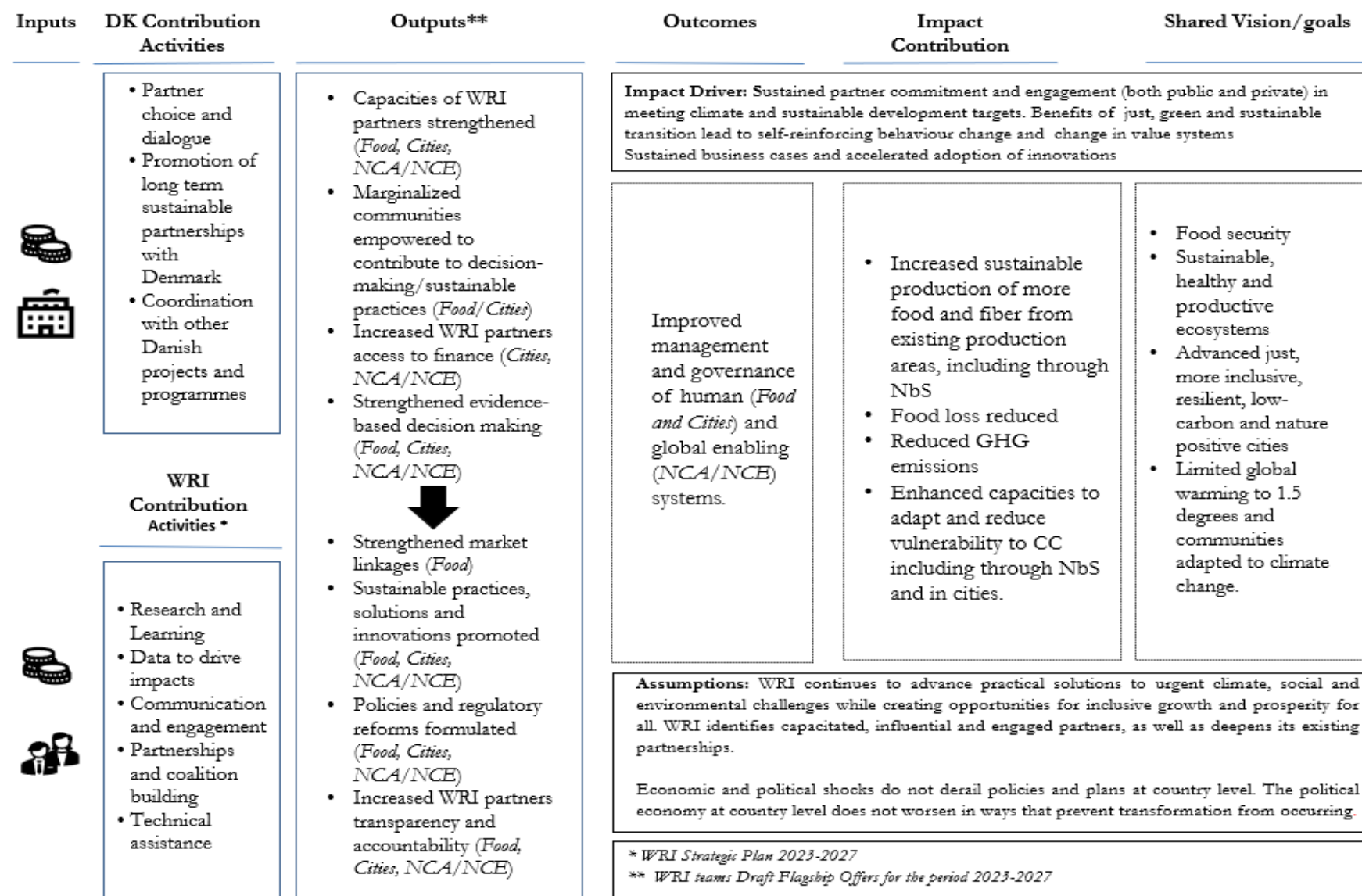
<sup>16</sup> The Data Lab helps WRI's programs, centers, and international offices by offering five services: i) data strategy guidance, ii) data infrastructure, iii) data science consulting, iv) product design and v) product management. To support WRI's strategy and scale data for impact, the Data Lab will take on three roles. First, it will serve as a connective layer, improving the coherence of data work across teams. Second, it will serve as the engine for innovation, helping teams harness new methods and data sources to stay on the cutting edge. Third, it will serve as a driver for technical sustainability, ensuring that WRI's products are built and funded to last (WRI Strategic Plan 2023-2027).

<sup>17</sup> See further Annex 1.

<sup>18</sup> See Annex 1 the list of platforms relevant to the project.



Figure 2: Project Theory of Change Diagram



## 4. Scope of work and results framework

The result framework presented below will guide the Danish support. WRI adopted a new monitoring and evaluation system, i.e., DevResults in 2022, but some elements of WRI's Strategic Plan Results Framework (e.g., selected baselines, outcomes, outputs, indicators) are still being finalised. The following results framework tables include i) selected 5-year institute-wide WRI impact targets<sup>19</sup>, to which the Danish support is expected to contribute, ii) the Danish support-specific outcomes, and indicators, which WRI teams have formulated to track progress of their results in these areas. As WRI further develops its results framework for each transition, the Danish support outputs, output indicators and outputs targets will be formulated during an inception phase<sup>20</sup>; and annually discussed and agreed upon during the MFA-WRI bilateral meetings<sup>21</sup>.

### Support to food systems transition

Aligned with WRI's Strategic Plan Human System Transition: Food, Land and Water Systems, the Danish support will focus *on improving the management and governance of **food systems** in selected ODA-eligible countries (primarily in sub-Saharan Africa) to sustainably **produce** more food and fibre from existing production areas; **reduce** food loss; and **restore** degraded areas to healthy natural or productive ecosystems.*

**Produce:** Working with partners, WRI will combine monitoring and technical advice to support government efforts to sustainably **close yield gaps in selected ODA-eligible countries** (primarily in *sub-Saharan Africa*). Approaches to improved land and water management which harness NbS to boost yields will be prioritised. For instance, in some locations, integrating trees into an agricultural landscape can reduce heat stress, improve retention of soil moisture, add organic matter to soils, provide nitrogen, and reduce erosion. All these impacts can boost crop yields.

#### Potential activities and outputs

- *Monitoring:* Refine the approach for classifying croplands and detecting primary productivity during growing seasons using satellite and other remote sensing. Use available Africa soil maps, crop distribution maps, and related data to determine crop potential at high resolution. Determine location-specific crop yield gaps. Create monitoring map of crop yields and gaps, making it open source and open access (freely available)<sup>1</sup>.
- *Solutions:* Identify suite of contextually relevant methods for boosting crop yields sustainably (leveraging research from FAO, local universities, ICRAF, AFR100 agricultural technical partners, global research) and providing technical support to local and national partners to scale them.
- *Engagement:* Engage target decisionmakers with resulting yield gap monitoring information and solutions sets to inform farmer assistance programs; share best practices for scaling context specific crop yield boosting methods.

**Reduce:** WRI will connect country *demand* for **food loss reduction solutions** (technologies, practices) with the *supply* of technical assistance and/or financial support for those solutions, with an emphasis on sub-Saharan Africa. In so doing, WRI will engage governments (leveraging connections via the African Union Commission, Danish embassies, WRI Africa) and domestic NGOs to identify and tackle measured “hotspots” of food loss reduction needs.

<sup>19</sup> As defined in WRI Strategic Plan 2023-2027 and adopted in November 2022.

<sup>20</sup> See further Chapter 5.

<sup>21</sup> See further Chapter 6.



#### Potential activities and outputs

- *Refining evidence* on the magnitude of food loss and the critical points of loss along the value chains, to effectively influence policy and actions at national and sub-national levels.
- *Matching demand* for low-cost, low-carbon storage and processing of fresh produce and/or grains with the supply of equipment and blended financing (from development banks and private banks), particularly in Africa.
- *Stakeholder commitment*: Getting 10 major farmgate-facing agriculture companies to each engage at least 20,000 of their supplying farmers (particularly in priority regions) to set a target of halving their rate of food loss by 50 pct. by 2030 (aligned with SDG 12.3), measure on-farm and near-farm food losses (to identify what, where, and how much food is being lost, and thereafter monitor progress over time), and take action (implementing practices or technologies to reduce the identified food losses).

**Restore:** This workstream will directly focus on NbS and is fully aligned with WRI Strategic plan and WRI Africa Strategy<sup>22</sup>. Working with local partners, WRI will accelerate on-the-ground restoration efforts that increase the number of trees in degraded areas creating landscapes ranging from agroforestry and silvopastures to more intact natural ecosystems, but also supporting production of food. Such activities can restore natural ecosystem functions (e.g., hydrological functions, soil health) critical to supporting sustainable and resilient agricultural production. WRI already has government commitments to millions of hectares of restoration from countries in Africa (via AFR100), Latin America (via Initiative 20x20), and will continue its work to accelerate commitments resulting in increased investments into nature-based landscape restoration for food production.

#### Potential activities and outputs

- *Accelerate landscape restoration* with measurable impacts in Rusizi and the Great Rift Valley landscapes as “learning landscapes” for what works, where, and for whom in restoring lands for higher yields.
- *Attract the large-scale financing* needed to meet these restoration commitments (from sources beyond this grant).
- *Connect* aspiring local restoration efforts with financing and capacity building.
- *Recommend* appropriate enabling policies and conditions.
- *Monitor* restoration progress.

Table 3 presents the Food component results framework.

*Table 3: Food Component Results Framework*

<b>WRI Shift Area 1</b>	<b>Human System Transition: Food Land and Water Systems</b>
WRI vision	The world shifts the Food, Land and Water system to resiliently meet the needs of 8.5 billion people in 2030 while setting a path to net-zero by 2050
WRI Impact Targets by 2027 relevant to Danish support (Link to SDGs)	<ul style="list-style-type: none"><li>- Equitably reduce rate of food loss &amp; waste by 25% among 200 of world’s largest food companies, and 200,000 small-scale producers.</li><li>- Increase yields of 1 million small-scale producers by 20% in a manner that also lowers GHG emissions, water use, and pollution while improving climate resiliency &amp; livelihoods.</li><li>- 40 Mha<sup>23</sup> of degraded areas into process of restoration (while ensuring procedural equity) to increase climate security, habitat, and food &amp; water security.</li></ul> <p>Links to SDGs 2 (zero hunger), 12 (responsible consumption and production), 13 (climate action), 14 (life below water) and 15 (life on land)</p>

<sup>22</sup> Some activities are part of the WRI Africa Office workplan.

<sup>23</sup> Of this, 40 Mha will increase climate security (mitigation and adaptation), 30 Mha will improve habitats, and 20 Mha will improve food & water security (some hectares can deliver more than one type of benefit).

<b>DK support component 1</b>		<b>Accelerated just, inclusive, resilient, and nature-positive food systems transition in selected ODA-eligible countries (primarily in sub-Saharan Africa)</b>
Outcome 1		Improved management and governance of food systems in max 5. selected ODA-eligible countries (primarily in sub-Saharan Africa) to sustainably <u>produce</u> more food and fibre from existing production areas; <u>reduce</u> food loss; and <u>restore</u> degraded areas to healthy natural or productive ecosystems
Indicator 1.1		# of context-specific methods for sustainably closing agricultural yield gaps and boosting crop yields by 20% implemented in 2 or more African countries
Baseline	Year 2022	0
Target	Year 2027	3
Indicator 1.2		# of new programs/partnerships/deals on food loss reduction involving small-scale producers and food businesses launched in ODA-eligible countries (primarily in Africa), (due to WRI involvement) and showing quantitative progress
Baseline	Year 2022	0
Target	Year 2027	5
Indicator 1.3		Amount of US dollars (USD) invested into nature-based landscape restoration projects for increased food production and ecosystems protection in ODA-eligible countries, primarily in Africa (due to involvement of WRI-led platforms such as AFR100 and Initiative 20x20)
Baseline	Year 2022	USD 0 million that get invested in on-the-ground restoration efforts
Target	Year 2027	USD 200 million (raised due to WRI action) that get invested in on-the-ground restoration efforts

## Support to Cities

Aligned with WRI Strategic Plan Human System Transition: Cities, the Danish support will focus on *improving the management and governance for +4 primary and secondary cities (primarily in sub-Saharan Africa), for accelerating cities adaptation and NbS, including for the most vulnerable communities*. The component will focus on:

- **Facilitating collaboration across levels of government**, including vertical integration between national and sub-national level, as well as the formulation of enabling cross-sectoral policies through targeted engagement and coalition building at the national and sub-national levels. This will include technical assistance, policy dialogue, research, and stakeholder convening between city, state, and national governments to enhance institutional capacity, political will and resources needed for the adoption of local plans and action at scale. Based on thorough mapping of donor partners and MDBs engaged in relevant sectors, WRI will ensure integration of pertinent partners for optimal impact.
- **Conducting research on mechanisms** (e.g., intergovernmental transfers, blended finance, climate finance, etc.) **and enhanced governance** (e.g., vertical integration, policies and regulations) that enable adequate **financing for urban investments**, identifying pathways for cities to better co-plan investments and mobilize resources towards climate adaptation, resilience, and inclusive cities (cf. Danish development priorities of *‘The World We Share’*).
- **Strengthening institutional capacity** in priority cities to embed inclusive climate action and nature in local strategic plans and processes.

The priority cities for the three scopes of work and the weight between the three areas will be decided upon jointly during the inception phase. Table 4 presents the Cities component results framework.

Table 4: Cities Component Results Framework

WRI Shift Area 2	Human System Transition: Cities
WRI vision	Transition urban systems to provide better quality of life and health through equitable access to jobs and core services for all residents, especially the under-served, while ensuring cities are more inclusive, resilient, low-carbon and nature positive by 2050.
WRI Impact Targets by 2027 relevant to the Danish support (Link to SDGs)	3-5% decrease in the number of urban vulnerable people with exposure to climate induced risks and shocks <sup>24</sup> .  Links to SDG 11 (inclusive and resilient cities), SDGs 6 (clean water and sanitation) and 13 (climate action)

DK support component 2		Accelerated just, inclusive, resilient and nature positive Cities transition in selected ODA-eligible countries (primarily in sub-Saharan Africa)
Outcome 2		Improved management and governance for primary and secondary cities (primarily in sub-Saharan Africa), for accelerating cities adaptation and NbS, including for the most vulnerable communities <sup>25</sup> .
Indicator 2.1		# of primary and secondary cities in 4+ ODA-eligible countries (primarily in Africa) implementing projects for accelerating adaptation, including for the most vulnerable communities, identified, and prioritised within city-level action plans supported by WRI.
Baseline	Year 2022	0
Target	Year 2027	4 Cities / +4 ODA-eligible countries (primarily in sub-Saharan Africa)
Indicator 2.2		Amount of USD invested in nature-based restoration activities or projects in selected cities in ODA-eligible countries, primarily in Africa (due to WRI involvement <sup>26</sup> )
Baseline	Year 2022	TBD
Target	Year 2027	TBD

## Support to National Climate Action

The Danish support will focus on *the implementation of integrated national and sectoral development planning and financing for just, inclusive, resilient, low-carbon, and nature positive climate actions* in the following countries: Ethiopia, Kenya, Nigeria, South Africa, Vietnam, Brazil, and Colombia.

The component will focus on research, technical support and capacity building that enables countries to **identify policies, interventions, and investments** needed to feed into national development plans and other policy exercises. Such analytical work will be supported by strategic communications and stakeholder engagement efforts at the country level to raise awareness and foster inclusive and equitable climate policy action and implementation. Detailed workplans for each country, including an overview of the level of effort and expected activities per country will be provided during the inception phase.

Since NCA/NCE is a cross-cutting program, this work will also be expected to contribute to several institute-wide WRI objectives and impact targets for 2023-2027, by providing underlying analysis and support (e.g., cost-benefit analyses, strengthening local capacities for systems dynamic modelling). Table 5 presents the NCA component results framework.

<sup>24</sup> Physical climate risks include water supply disruptions (seasonal or interannual water availability challenges, or drought), water quality impairments, flood risk (urban, river, or coastal flooding), extreme heat, fire risk, and landslide risk. Exposure to these climate risks varies greatly from city to city, as well as across city neighborhoods. The exact climate risks and shocks WRI will help address will be determined along with selected city partners as part of the diagnosis phase of the project.

<sup>25</sup> Outputs related to the three scopes of work in the narrative will be scoped during the inception phase, including determining priority cities and definition of 'vulnerable people'.

<sup>26</sup> Measuring WRI involvement will be clarified jointly during the inception phase.

Table 5: National Climate Action Results Framework

WRI Shift Area 3	Enabling Systems Transition: National Climate Action: NCA/NCE
WRI vision	Advance climate action as a driver of greener, stronger, and more inclusive growth and job creation in key developing countries, while capitalizing on the environmentally sustainable nature-based solutions
WRI Targets by 2027 relevant to the Danish support (Link to SDGs)	<ul style="list-style-type: none"> <li>- Countries on which WRI focuses elaborate and implement national and sectoral development plans that embed just and nature-positive climate actions.</li> <li>- Investment in inclusive, climate-resilient transmission &amp; distribution infrastructure to deliver or store power increased by 3x today's levels in WRI geographies.</li> <li>- Get 40 Mha of degraded areas into process of restoration (while ensuring procedural equity) to increase climate security, habitat, and food &amp; water security.</li> <li>- 14 million tons of coal or coal equivalent displaced annually.</li> <li>- Share of zero-carbon electricity increases (by X) in 7 countries.</li> </ul> <p>Links to SDGs 6 (clean water and sanitation), 11 (sustainable cities and communities), 13 (climate action) and 15 (life on land).</p>

Danish support component 3		National Climate Action: NCA/NCE in Ethiopia, Kenya, Nigeria, South Africa, Vietnam, Brazil, Colombia
Outcome 3		Integrated national and sectoral development planning and financing for just, inclusive, resilient, low-carbon, and nature positive climate actions is implemented in Ethiopia, Kenya, Nigeria, South Africa, Vietnam, Brazil, Colombia
Indicator 3.1		# of countries where integrated and actionable national and sectoral development planning & financing for just, inclusive, resilient, low carbon and nature positive systems climate actions are implemented
Baseline	Year 2022	3 countries
Target	Year 2027	7 (Kenya, Nigeria, Colombia, Vietnam, Ethiopia, Brazil and South Africa)
Indicator 3.2		# of countries to integrate NbS into national plans, based on NCA/NCE work
Baseline	Year 2022	0 country
Target	Year 2027	3 countries

### Support to institutional strengthening

Under the support for institutional strengthening, Danish funding will underpin the following efforts:

**Planning, Monitoring, Evaluation and Learning (PMEL):** WRI aims to accelerate a “step change” in PMEL practices and culture at WRI over the next five years to enhance programmatic effectiveness and demonstrate impact. The specific goals are to have:

- Robust, evidence-based theories of change (ToC) for each transition that are easily accessible for staff and partners to facilitate shared understanding and learnings.
- Sufficient PMEL specialist capacity in every WRI team to support timely, evidence-based, adaptive management.
- WRI results that are easily verifiable, contribution is well understood and WRI's commitment to address social inequalities is reflected in the results.
- Iterative cycles of evaluation that supports ongoing reflection and learning, systemization and publication of lessons learned.

**Mainstreaming of poverty, gender, and social equity (PGSE):** Improving the lives of the poor, marginalized and vulnerable is at the centre of WRI Strategic Plan, through mainstreaming PGSE consideration across all its activities. The WRI Centre for Equitable Development focuses on local communities, vulnerable and marginalised groups, indigenous peoples', women participation, access to information and indigenous rights. The Centre will continue to implement the Equity Action Plan: A plan for equipping WRI to systematically mainstream PGSE in its programs and strategies. This plan has five

pillars, each with specific measurable activities aimed at strengthening existing initiatives and advancing new opportunities.

#### Five Pillars of WRI Equity Action Plan

- 1) Development and application of definitions, tools, and approaches to support mainstreaming of PGSE within WRI.
- 2) Incorporating PGSE objectives and monitoring mechanisms in program, centres, and international strategies and annual work plans.
- 3) Bolstering PGSE staff capacity, skills, and competencies through a combination of new hires with specific poverty, gender and social equity expertise and customized training and technical support. To help mainstream PGSE in the implementation of the Strategy, the Equity Center will lead an institute-wide effort to recruit staff with relevant PGSE expertise and to provide customized PGSE training to WRI staff already at post.
- 4) Diversifying WRI's partnerships with a particular focus on alliance and coalition building efforts with grassroots equity-based organisations and networks.
- 5) Growing and diversifying WRI's funding base to bring on board more equity, poverty, and development focused funders. Part of this is through enhanced partnerships and collaboration with poverty, gender and equity focused grassroots organisations, especially in the Global South.

**Strengthening of WRI Africa:** WRI Africa has been working towards enhancing its capacity to be more agile, engage more with local organisations, and rely less on WRI Global operational support. WRI Africa has rolled out a four-pillar strategic framework that is grounded on integration, focus, partnerships, and sustainable impact. It has also identified flagship areas of work and set out to focus on fewer geographies for deeper engagement, through the Draft WRI Africa Strategy. Nevertheless, challenges remain. A core challenge (and opportunity) for WRI Africa is to advance issues of regional concern while developing contextualized solutions that genuinely respond to local needs. To enable this, WRI Africa will need:

- 1) Additional staff in core functions & training.
- 2) More senior level expertise, research staff and enhanced program coordination capability across the four pillars.
- 3) WRI legal status and registration and WRI office physical presence.

At the same time, WRI will work to be more efficient and strategic in its use of existing resources within the Africa office by increasingly build on and use its partnerships with relevant local and national organisations (incl. civil society, public, research and academic institutions), and private sector partners who advocate for the same objectives as WRI. With multiple actors in this space, collaboration in partnerships and alliances is key. Table 6 presents the institutional strengthening component results framework.

*Table 6: WRI Institutional Strengthening Component Results Framework*

<b>WRI Shift Area 4</b>	<b>Operational adjustments and strengthening to deliver the Strategy</b>
WRI vision	Making adjustments to how it operates as OneWRI (incl. stronger country focus and capacity), decentralisation, raising more flexible funding, and becoming a stronger learning organisation.
WRI Impact Targets by 2027 relevant to the Danish support (Link to SDGs)	TBD



Danish support component 4		WRI strengthens its capacity to deliver on the strategy
<b>Outcome 4</b>		WRI strengthened capacities in i) Planning, Monitoring, Evaluation and Learning (PMEL), ii) integrating PGSE in its programs and projects and iii) to support growth and its positioning on the African continent
Indicator 4.1		% of projects in DevResults that 1) are ‘complete’ and 2) all indicators pass MfR’s indicator assessment
Baseline	Year 2022	1%
Target	Year 2027	25%
Indicator 4.2		# of tools and analytical frameworks used systematically to mainstream PGSE in WRI strategy, programs, and projects
Baseline	Year 2022	0
Target	Year 2027	3 (Gender and Social Analysis, Political Economy Analysis and Distributional Impact Assessment Frameworks)
Indicator 4.3		Average WRI Building Blocks <sup>27</sup> score of Africa hub
Baseline	Year 2022	TBD
Target	Year 2027	TBD

Progress will be measured through the WRI’s monitoring framework focusing on the key outcomes presented above and their associated indicators. A more detailed results framework at output level will be developed during the inception phase.

## 5. Budget and financial management

The provisional Danish support to WRI totals a DKK 200 million pledge covering the period 2023-2028, which constitutes a doubling. The increase is rooted in the Danish view of WRI as a key global partner and the record of accomplishment of the past Danish support to WRI, as well as the alignment between Danish key development priority areas in *The World We Share* such as food systems transition, urban resilience, national climate action, NbS and increased geographical focus on Africa. As indicated under the lessons learned, the growing trend of activities and geographical expansion of WRI led to additional needs for financial resources. In line with the results framework, contribution covers:

- An increase in WRI operational expenses.
- An increase to support the identification and implementation of NbS.
- An additional envelope for WRI institutional strengthening (i.e., support to Africa presence and research, support to PMEL and PGSE).
- The inclusion of the support to national climate action/NCE, as a result of WRI’s strategy to integrate NCE under the umbrella of its Climate Team’s NCA activities.

### *Denmark’s financial contribution 2023-2028*

Denmark contribution will be committed and disbursed annually and will be distributed as presented in table 8 below.

- The contribution to human system transitions (DKK 110 million) will support activities associated with the objectives to **transform food** and **cities systems**.
- The contribution to enabling systems transition through support to **NCA/NCE** (DKK 35 million) will support activities associated with the objective to drive climate actions for green, stronger, and inclusive growth and job creation in the seven selected ODA-eligible countries.
- The support to **WRI institutional strengthening** (total DKK 20 million) will be directed at i) consolidating the Africa offices with focus on the Danish priority areas (DKK 10 million), ii)

strengthening WRI's PMEL approach (DKK 5 million), and iii) the newly established, Nairobi based Centre for Equitable Development (DKK 5 million), especially with regards to strengthening capacities and PGSE mainstreaming. A secondment and possibilities for exchange on PMEL may be envisaged and will be further discussed during the inception phase.

- Unallocated: The context in which WRI operates is dynamic, and the organisation is still operationalising its Strategic Plan. To ensure flexibility and in the spirit of Danida Guidelines on adaptive management, a DKK 20 million reserve of unallocated funds is budgeted.
- The budget for the inception phase, mid-term review, formulation, and appraisal of next support (DKK 1,725 million) allows for assembling evidence to provide an assessment on the extent to which there has been a contribution to the higher-level outcomes, beyond the measurement scope of the routine monitoring and indicators provided by the results framework itself.

*Table 8: Budget allocation for the Danish support to WRI*

Components	Amount DKK						
	2023	2024	2025	2026	2027	2028	Total
<b>1. Food</b>	6.000.000	12.000.000	12.000.000	12.000.000	12.000.000	6.000.000	<b>60.000.000</b>
<b>2. Cities</b>	5.000.000	10.000.000	10.000.000	10.000.000	10.000.000	5.000.000	<b>50.000.000</b>
<b>3. National Climate Action/NCE</b>	3.500.000	7.000.000	7.000.000	7.000.000	7.000.000	3.500.000	<b>35.000.000</b>
<b>4. Institutional strengthening</b>	2.000.000	4.000.000	4.000.000	4.000.000	4.000.000	2.000.000	<b>20.000.000</b>
<b>5. Unallocated (10%)</b>	2.000.000	4.000.000	4.000.000	4.000.000	4.000.000	2.000.000	<b>20.000.000</b>
<b>Subtotal (1+2+3+4+5)</b>	<b>18.500.000</b>	<b>37.000.000</b>	<b>37.000.000</b>	<b>37.000.000</b>	<b>37.000.000</b>	<b>18.500.000</b>	<b>185.000.000</b>
<b>6. Overhead (Admin costs 7%)</b>	1.325.000	2.650.000	2.650.000	2.650.000	2.650.000	1.325.000	<b>13.275.000</b>
<b>7. Inception, MTR, Formulation and Appraisal next phase</b>	500.000		500.000		725.000		<b>1.725.000</b>
<b>Total</b>	<b>20.325.000</b>	<b>39.650.000</b>	<b>40.150.000</b>	<b>39.650.000</b>	<b>40.375.000</b>	<b>19.825.000</b>	<b>200.000.000</b>

There will be no earmarking per country. The targeted budget towards Africa, will represent at least 50 pct. of the budget as follows:

- 5 pct. of the total budget earmarked to strengthening the WRI Africa office.
- 45 pct. of the total thematic budget (budget lines 1 to 3) earmarked to WRI's activities in Africa.

The Africa related allocations and activities will be discussed during the annual bilateral meetings and presented by WRI in the annual budgets as indicative outline for the spending. WRI will report ex-post on how the funding has been allocated per ODA-eligible country on an annual basis.

The inception phase, which is expected to start in May 2023 and end in September/October 2023 before the annual bilateral meeting with WRI, will serve to i) define the full results framework of the Danish support at output level, ii) detail the budget at output level, covering minimum the first WRI fiscal year working programme of WRI, iii) update WRI's institutional set-up and risk management arrangement, iv) update and/or revise the project description that may arise from additional agreements, v) update and/or adjust the project management that may arise from additional agreements. As part of the detailing of the components, the inception phase will include dialogue on the content and weight within each component. The second disbursement and onwards will be conditioned to the submission of the five mentioned deliverables at the end of the inception phase.

## *Financial management*

The MFA will give annual commitments of approx. DKK 40 million from 2024-2027, pending on the approval of the annual Finance Act, and transfer the grant in annual tranches in DKK, pending a disbursement request from WRI with two signatures. The first disbursement of approx. DKK 20 million will be made upon signature of the agreement and will cover the inception phase and the calendar year of 2023. In addition to the disbursement request, a detailed budget and work plan for the first five months will be required ahead of the first disbursement. All other disbursements will be made on an annual basis in Q1 of each year, following the disbursement schedule below.

Disbursement schedule:

- 2023, Q2: DKK 20.325.000 (inception phase)
- 2024, Q1: DKK 39.650.000
- 2025, Q1: DKK 40.150.000
- 2026, Q1: DKK 39.650.000
- 2027, Q1: DKK 40.150.000
- 2028, Q1: DKK 19.825.000

The grant must be spent solely on **ODA-eligible activities/projects**, leading to the outcomes as agreed between the parties in this project document.

The **use of unallocated funds** follows the DANIDA “Guidelines for country strategic frameworks, programmes & projects”. Unallocated funds can be spent, whether across outcomes or for new outcome (or both), to reflect WRI’s on-going strategy development and transition which may lead to new relevant focus areas of support. Allocation of unallocated funds for new outcomes must be presented and approved by the Under-Secretary for Development Policy, based on recommendation from the MFA Department for Green Diplomacy and Climate. Furthermore, reallocation of unallocated funds across existing budget lines must be approved by MFA Head of department. Reallocation to new budget lines must be approved by the Minister for Development Cooperation. Generally, up to 10 pct. across defined budget lines can be reallocated without MFA approval. Changes exceeding 10 pct. will be presented to and approved by the MFA.

The Danish contribution will be managed in accordance with WRI financial management system. WRI tracks grant via project code and funder ID. Financial reporting is based exclusively on charges directly applied to project codes, or across multiple project codes where grants are split into subprojects or require reporting of cost-share activities. All finances reported to the donors are reviewed in WRI and must trace every cost to a specific project code and grant, up to the expected requirements of an auditor. The Danish contribution will be subject to an annual external audit, and Denmark will receive the audited accounts no later than 6 months after the end of the American fiscal year, thus by end of April.

## **6. Institutional and management arrangement, planning and reporting**

### *Modalities of joint cooperation between WRI and development partners*

WRI has established a dialogue mechanism with strategic funding partners and a joint reporting system (see table 5 below). WRI’s Executive Team, global Development Team and the Danish MFA **meet bilaterally** 1-2 times a year to discuss key priorities and upcoming bilateral activities. One of these meetings will include the annual stock-take in September, where work plans and budgets for the coming year will be discussed and decided upon.

All government partners providing developing aid meet annually in Q2 at the **annual Multi-Partner Meetings (MPM)** to **review progress achieved over the past year and discuss plans for future work**. Based on annual status reports, including audited financial reports, and presentations of plans for the



coming year, the MPM<sup>28</sup> constitutes a solid platform for constructive joint dialogue, exchanging knowledge and experience. As part of the MPM, Denmark provides guidance for alignment with the national strategic priorities. The last meeting was held in May 2022 and served as an occasion for WRI and the donor partners to engage in a dialogue on the articulations and priorities of the draft Strategic Plan 2023-2027.

Figure 3: Reporting deliverables and deadlines common to all core funding partners

AGREEMENT ON THE TIMELINE OF COMMON REPORTING OBLIGATIONS IN 2023-27		
Type of report	Explanation	Deadline
<b>1. Annual Results Report / End of year report/ Narrative report</b>	Will leverage the new PMEL tools such as DevResults	<b>March 31</b> of the following FY (Same deadline as before No preliminary version in Nov <b>Separate from ann. workplan</b> )
<b>2. Audited Consolidated Financial Statement</b>	Financial report audited by an independent party	<b>March 31</b> of the following FY (Same deadline as before)
<b>3. ODA Tracker</b>	Internal allocation of the core grants per ODA-eligible country and transition	<b>March 31</b> of the following FY (Same deadline as before)
<b>4. Annual Workplan for the year ahead</b>	New format- see below <b>Exception to be made for 2023 (deadline: 31 March 2023)</b>	<b>November 30</b> of the same FY (Same deadline as before)
<b>5. Annual Budget for the year ahead</b>	Budget approved by the WRI Board	<b>November 30</b> of the same FY (Same deadline as before)

NOTE: Requirements that are specific to one Ministry/Agency only will be discussed bilaterally

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Besides the joint annual progress reports, WRI is completing the **ODA tracker**, enabling strategic partners to monitor support to priority sustainable development areas, and report on their pledge. Given the earmarked Danish support, it has been agreed that WRI will make annex to the ODA tracker report, presenting the Danish funding allocations ex-post, thereby financially reporting on the flexible earmarking requirements.

### Denmark contribution, specific management arrangements

While changing the Danish funding modality from core to earmarked funding, Denmark will remain actively engaged within the strategic funding partner group (which requires donors to support institutional strengthening on top of programmatic work) and will follow and support WRI's work and organisational development broadly to maintain and strengthen a sound organisation that can deliver results on the ground. To avoid additional layers of management arrangements, this project will build on i) existing modalities of cooperation with strategic funding partners, while adhering to Danish requirements for earmarked funding and ii) coordination mechanism at country level.

To manage the present support, it is proposed to add, to the setting presented above, a **Denmark-specific annual bilateral meeting in October** between MFA and WRI MD Programs, MD Global Partnerships and Africa, MD Strategy, Learning and Results, and Food/Cities/Climate teams. During the meeting, Denmark and WRI will coordinate upcoming annual plans (i.e., outputs and targets to achieve the outcomes) and budgets for this contribution and ensure additionality of WRI inputs/projects/initiatives, as well as synergies with existing Danish engagements. Further, the annual bilateral meeting will provide an opportunity to discuss the joint DK-WRI engagement, including P4G and NDC-P. During these

<sup>28</sup> The list of WRI donors is provided in Annex 5. The strategic core funding partners are the Netherlands MFA, Danish MFA, and Swedish Development Cooperation Agency. The Multi-Partner Meeting regroups the core donors: Netherlands, Sweden and Denmark and other government donors including Germany, Norway, UK, and France.

meetings, WRI can present work plans, budget, and budget proposals for the Danish grant for discussion and decision. The unallocated funds in the budget will be discussed, and WRI and Denmark can propose use of the funds across the budget lines, and the parties will agree on a plan for allocating these funds. Updates to the budget and to the results framework will be approved by the MFA as part of approval of the annual bilateral meeting minutes.

The annual bilateral meeting is an additional platform of coordination and collaboration with Denmark country projects/programs. However, it is expected that WRI continues to closely collaborate with Danish Embassies in the target countries. This can be reflected and presented in the annual bilateral cooperation plan between Denmark and WRI. It is expected that WRI's new Strategic Plan will further define coordination mechanisms with other development partners in target countries.

NCE progress reports used to be separated. As fully integrated part of WRI, reporting from NCA/NCE for the period 2023-2027, will be combined to WRI annual reports.

During the project, WRI will conduct a joint Mid-Term External Review and Denmark reserves the right to ask for i) a specific review of defined outputs, baselines, and targets in view of Danish priorities and funding, ii) deep dives into specific areas or lessons learned related to the Danish contribution. Further, Denmark will reserve the right to carry out financial monitoring.

Denmark will work to coordinate with the MPM group on key issues, in addition to the specific collaboration with Sweden and Netherland on joint monitoring and reporting. The group will aim at identifying critical indicators to measure the implementation of WRI's Strategic Plan, which would then be discussed as part of the joint Mid Term Review. WRI should be requested to provide a yearly report on progress in key reform/transition areas such as i) decentralisation, ii) poverty, equity, and gender<sup>29</sup>, iii) broadening of partnerships in Global South with more involvement of civil society organisations, iv) implementation of the new PMEL system across WRI<sup>30</sup> and v) Efforts to integrate across teams and thematic areas.

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

## 7. Risk management

The project risks are twofold: i) risks that may affect WRI activities, ii) project-specific risks.

A detailed risk matrix is provided in Annex 3. It lists key risks as identified by WRI including: i) change of government priorities, ambitions, and focus; ii) economic slowdown; iii) pandemic or epidemic outbreaks; iv) failure to achieve and communicate the intended results.

Enterprise Risk Management (ERM) at WRI is a broadly-based, holistic approach to risk management focused on addressing risks that potentially threaten WRI's mission, strategic priorities, and organisational well-being. Responsibility for risk handling is based on the scope and potential impact of risk, based on a tiered structure. Tier 1 Risks are those that threaten multi-year strategic priorities or risks whose treatment might require board action. Tier 1 Risks are reported to and discussed by the Audit and Risk Committee and the Board. Tier 2 Risks are operational risks that arise in functions, departments, and country offices.

The main risks identified from the perspective of the Danish support are presented in table 9 below and will be monitored by the Danish MFA.

*Table 9: Risk identified from the perspective of the Danish support*

#	Risk Description	Likelihood	Impact	Mitigation Actions
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<sup>29</sup> Indicator is already defined. See Chapter 4 Results Framework.

<sup>30</sup> Id.

1	WRI continue to depend largely on restricted funds to implement its strategies	Medium	Medium	<ul style="list-style-type: none"> <li>Follow WRI's efforts to increase levels of unrestricted funding for financing the continued development of core functions.</li> </ul>
2	Danish shift from "core" to "earmarked" funding reduces the flexibility of the Danish funds	Medium	Medium	<ul style="list-style-type: none"> <li>Unallocated fund raised to 10% of the total budget increasing the flexibility of the use of Danish funds.</li> <li>Danida AMG Guidelines allow to reallocate 10% across budget lines.</li> </ul>
3	WRI's planning and budgeting is centered around annual work programmes, project selection, and budget allocation/approval, with mainly an outline of projects/activities by programme area. Risk that WRI deviates from agreed activities.	Low	High	<ul style="list-style-type: none"> <li>The PD provides Danish "programme descriptions" for the 2023-2027 period to guide the dialogue which define the long term intended focus and expected results for the Danish priority areas (including strategically selected outcomes/indicators, and indicative budget allocations, including for the Africa strategy).</li> <li>MFA engage in annual bilateral stocktaking meetings to conjointly define and agree the annual work programme.</li> <li>The inception phase to further define the PD at output level.</li> </ul>
4	WRI resources reveal insufficient to conduct an in-depth work in target countries	Medium	High	<ul style="list-style-type: none"> <li>MFA engage in annual bilateral stocktaking meetings to conjointly define and agree the annual work programme.</li> <li>MFA to ensure complementarities and synergies with other Danish engagement, Danish Embassies to efficiently use resources (human and financial).</li> </ul>
5	Danish support related activities duplicates other Danish/European initiatives	Medium	High	<ul style="list-style-type: none"> <li>MFA engage in annual bilateral stocktaking meetings to conjointly define and agree the annual work programme.</li> <li>MFA to ensure complementarities and synergies with other Danish engagement.</li> <li>Define an output indicator reflecting joint programming and work between Denmark partners/Danish Embassies and WRI.</li> <li>MFA engage in MPM and discussions/collaboration with likeminded partners (Sweden, Netherlands, Norway).</li> <li>WRI provides clear mapping of its donors and programmes.</li> </ul>
6	WRI implementation of its PGSE Strategy is delayed limiting project impact on the ground	Medium	High	<ul style="list-style-type: none"> <li>Specific funds allocated to support PGSE strategy implementation.</li> <li>MFA to track implementation and provide support (e.g., consider secondment).</li> </ul>
7	WRI implementation of its PMEL system is delayed limiting track record on progress	Low	Medium	<ul style="list-style-type: none"> <li>Specific funds allocated to support PMEL development.</li> <li>Indicators in the current PD have been defined by WRI, which will report on it.</li> <li>MFA to oversight the inception phase which should lead to the formulation of output level indicators.</li> </ul>

				<ul style="list-style-type: none"> <li>• MFA engage in annual MPM to track record of progress.</li> <li>• MFA to propose alternative reporting (e.g. qualitative assessments, like outcome harvesting, contribution analyses, tracer studies and/or thematic reviews).</li> </ul>
8	WRI decentralization process and efforts to integrate across teams and thematic areas is slowed down and limit the progression of the project implementation, especially activities in Africa/implementation of WRI Africa strategy			<ul style="list-style-type: none"> <li>• Specific funds allocated to support WRI Africa and activities towards Africa food, cities transitions and NCA.</li> <li>• Identification of critical indicators to measure implementation of WRI's institutional reforms during the inception phase.</li> <li>• MFA to jointly follow and discuss with other core donors progress in key reform/transition areas.</li> </ul>

## 8. Closure

The project period runs from signature (expected in Q2 of 2023) and until 30.06.2028. The original plan was 2023-2027 but given the delays in the expected start of the project, it has been agreed that the project end date has been pushed to mid-year of 2023.

It is anticipated that support to WRI remains relevant to Denmark development cooperation and green agenda after 2027. Regardless of the continuation of collaboration after 2027, WRI will provide the Danish MFA with a **project completion report** and final audited report no later than six months after end of the project period.

## Annex 1: Context analysis

The below context analysis is primarily based on WRI's five-year strategy and related documents.

### *Overall development challenges, opportunities, and risks*

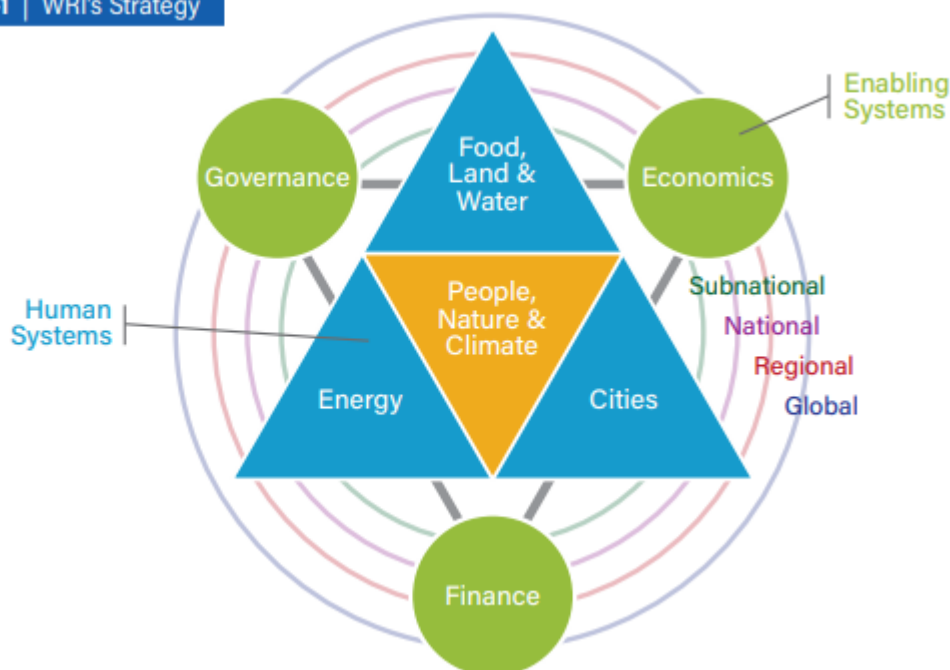
The climate crisis, pandemic, armed conflict, rising populism, political polarization, and economic turmoil are a toxic combination. The following global trends are considered key for WRI's work, and create both challenges and opportunities:

- **Climate Crisis:** The latest reports show that global emissions have rebounded following a pandemic-induced decline. The IPCC states that the world have to peak GHG emissions before 2025 and halve GHG emissions by 2030 to set the world on a path to reach net-zero by mid-century. It also shows that adaptation actions are effective and feasible, but urgently need to be scaled.
- **Growing Inequity:** For the first time in 20 years, global extreme poverty rose in 2020 due to the combined impacts of COVID-19 and climate change. Inequality is growing for more than 70 percent of the global population and the climate crisis disproportionately affects those least responsible for it.
- **Political Polarization:** Nationalism and populism are on the rise. In many countries, there is a growing gap between political parties, as inequity combined with misinformation is driving deep wedges in society. This will likely lead to greater social fracturing and weakened multilateralism, and a need to focus action at national and subnational levels.
- **Organised Opposition:** Advocating for any kind of change prompts opposition from the defenders of the status quo. As change becomes more likely and urgent, the opposition intensifies. As the world pushes away from fossil fuels, the vested interests will mobilize their considerable resources to block progress.
- **Disruptive Innovation:** Technological innovation has a double-edge effect on society. Many technologic advancements can help address climate change and improve people's lives. Consider plant-based meat, smart buildings and grids, early warning systems, and more — all of which are aligned with our mission. We aim to leverage opportunities from emerging technology — such as data platforms, satellites, and artificial intelligence — to advance our goals.
- **Finance:** The financial world is starting to internalize the threats posed by climate change. Many governments have taken steps to cease overseas investment of coal fired power plants and in some cases fossil fuels altogether. Long-suggested changes to the financial architecture, like climate risk disclosure, are taking hold — with the potential to shift financial flows on the massive scale required, \$5 trillion annually from 2030 to 2050.

Further, WRI focus on three interconnected challenges of Climate, Nature, and People. As the challenges facing climate, nature and people are deeply interlinked, so are WRI's systems-wide approach. Climate, Nature, and People relate to transitions to human-centric systems around food, energy, and cities. These systems meet essential human needs; they significantly depend on a stable climate and healthy nature systems; they are primary drivers of climate change and the degradation of nature; they are relevant to a just and equitable transition; and WRI has existing deep expertise in these areas.

Figure 4: Illustration of WRI Strategy

FIGURE ES-1 | WRI's Strategy



### Political economy and stakeholder analysis

The below table show a non-exhaustive list of WRI's partnership with - and linkages to multilateral and inter-governmental organisations in the international climate, cities, food, and nature-based solutions architecture. WRI works with partners and coalitions in countries that have shared goals and a track record of evidence-based changes.

Table 10: WRI's partnerships

Institution	Nature of WRI's collaboration and linkages with these stakeholders	Thematic relevance	Supported by Denmark
AfDB	WRI has relationships with the main MDBs operating in Africa including the African Development Bank  WRI have an ongoing partnership with AfDB and the World Bank to characterize the NbS investment pipeline across the SSA region.	NbS/cities	Yes
C40	WRI, UNEP, GEF and Partners including C40 cities launched "UrbanShift" to Transform Cities for People and Planet	Cities/NbS	Yes
FAO	The Food and Agriculture Organisation is a specialized agency of the United Nations that leads international efforts to defeat hunger.  Close cooperation between FAO and WRI; WRI tools shared on FAOs website e.g. Initiative 20x20; The Forest Data Partnership, co-led by FAO and World Resources Institute including FAO-WRI "marathon" sessions; WRI webinar: The Business Case for Reducing Food Loss and Waste	Food/NbS	Yes – but only through programs
Global Landscapes Forum	The world's largest knowledge-led platform on sustainable landscapes. Strong focus on food  WRI is a charter member of Global Landscapes Forum	Food	

GEF	<p>The Global Environment Facility (GEF) is the multilateral fund dedicated to address environmental pressures and threats.</p> <p>WRI is an executing agency under the GEF-7 ‘Sustainable Cities Impact Program’, which is implemented by UNEP as the GEF Agency.</p> <p>WRI, UNEP, GEF and Partners Launch “UrbanShift” to Transform Cities for People and Planet.</p>	Food/cities/NbS	Yes
Global covenant of mayors for climate and energy	<p>The largest global alliance for city climate leadership across the globe.</p> <p>WRI's Data Portal for Cities is part of the WRI Ross Center for Sustainable Cities and Climate Program in collaboration with the Global Covenant of Mayors for Climate &amp; Energy.</p>	Cities	
IUCN	<p>IUCN is the world’s largest and most diverse environmental network. The diversity and expertise make IUCN the global authority on the status of the natural world and the measures needed to safeguard it.</p> <p>WRI and IUCN developed the Restoration Opportunities Assessment Methodology (2014) and more recently they are partnering up on a approach to help countries implement restoration through the creation the Forest Landscape Restoration Implementation Hub (together with WWF)</p>	NbS	Yes
GCF	<p>the world’s largest climate fund, mandated to support developing countries raise and realize their Nationally Determined Contributions (NDC) ambitions towards low-emissions, climate-resilient pathways.</p> <p>WRI has conducted research and evaluated GCF e.g., the reviewing GCF's guidance and knowledge management systems.</p>	NbS	Yes
GCA	The Global Center on Adaptation is taking forward the work of the Global Commission on Adaptation, which was co-led by WRI.	Cities/NbS	Yes
GCIAR	Denmark has provided substantial funding to the Climate Change, Agriculture and Food Security Program (2011-2021).	Food	Yes
ICLEI (Africa)	<p>Local Governments for Sustainability is a global network of more than 2500 local and regional governments committed to sustainable urban development.</p> <p>ICLEI and WRI Partner to Advance Climate-Smart Urban Development (2015)</p>	Cities	
UCLG Africa	Umbrella organisation for African local governments. Delivers programs aimed at improving the lives of grassroots communities across the continent.	Cities	
UNDP	United Nations lead agency on international development. Promotes nature-based solutions for development. A long-standing partner of the Global Environment Facility, and now with the second-largest Green Climate Fund portfolio, UNDP is the primary actor on climate change in the United Nations. Their aim is to help build the Paris Agreement and all environmental agreements into the heart of countries’ development priorities.	NbS	
UNEP	UNEP works on delivering transformational change for people and nature by drilling down on the root causes of the	Food/cities/NbS	Yes



	three planetary crises of climate change, nature and biodiversity loss, and pollution and waste.  WRI, UNEP, GEF and Partners Launch “UrbanShift” to Transform Cities for People and Planet		
Resilient cities network	The Resilient Cities Network consists of cities that are committed to building and investing in urban resilience	Cities	
World Bank	Food Systems 2030 (supported by Denmark) addresses the systemic challenges. Innovative policies and technologies will be adopted or linked to World Bank lending programs.  WRI have supported the World Bank to increase its green-gray infrastructure investment to almost \$2 billion (2018-2020).  WRI have an ongoing partnership with AfDB and the World Bank to characterize the NbS investment pipeline across the SSA region.	Food / NbS	Yes

Across its programs in Africa, WRI also collaborates with global organisations (e.g., IUCN, IFPRI, DanChurchAid, Efd) regional institutions and NGOs (e.g., AU, UNECA, AfDB, One Acre Fund, AGRA) and national organisations/networks (e.g., KIPPRA/Kenya, ATA/Ethiopia, CPCIC/Rwanda), including academics (e.g. the African Center for Cities).

WRI works intensively with various data and delivery platforms and alliances. There are 28 Platforms owned by WRI and an additional number of platforms co-owned by WRI. They can be categorized in four categories: i) implementation and learning ii) devising and setting guidelines, standards, and rules iii) recommendation-making and iii) development and provision of data and information (WRI MTR). The below table highlight the most important platforms for the areas supported by Denmark.

*Table 2: WRI Platforms*

Platform	Short description
AFR100	A country-led effort to bring 100 million hectares of land in Africa into restoration by 2030. It aims to accelerate locally led restoration to enhance food security, increase climate change resilience and mitigation, and combat rural poverty.
Aqueduct	Using cutting-edge data to identify and evaluate water risks around the world
Champions 12.3	Inspiring ambition and mobilizing action to reduce food loss and waste globally.
Cities4Forests	Supports cities around the globe to recognize their interdependence with the world’s forests and use their political, economic, and cultural power to protect and manage those forests for human well-being.
Food and Land Use Coalition (FOLU)	Supports countries in developing strategic, science-based transformation programs for their food and land-use systems, and helps put these into action
LandMark	LandMark is a global data platform of Indigenous and community lands to help communities protect their land rights and secure tenure.
Partnering for Green Growth and the Global Goals (P4G)	Brings together business, government, and civil society organisations in pioneering public-private partnerships to advance solutions that help meet humanity’s greatest needs in five key areas: food and agriculture, water, energy, cities, and the circular economy
Science-Based Targets Initiative (SBTi)	Drives ambitious climate action in the private sector by enabling organisations to set science-based emissions reduction targets.
The Land Accelerator	A curated network and accelerator program for entrepreneurs who restore degraded forests and farmland



WRI is working with a variety of stakeholders, through the abovementioned platforms and alliances, and as part of their research. WRI works with public stakeholders by providing advisory services, share data information, support better planning and adapting government approaches. An example is in Ethiopia, where the WRI's Ethiopia team works with the national and local governments, businesses, and civil society to address challenges related to deforestation, agriculture, and water management. WRI identifies solutions that are economically and environmentally sound and help government bodies integrating water and climate data into decision-making tools and water risk maps. Further, the institute helps improve urban transport and water supplies. It also provides research and policy recommendations to safeguard Ethiopia's food systems. WRI is building collations and alliances with the private sector and provides the private sector with research, guidance, and tools to accelerate corporate sustainability ambitions. WRI also supports SMEs to enhance their credibility and make sound business cases to access finance. For example, the Land Accelerator, through its online and in-person boot camps and personalized mentorship, empowers entrepreneurs to pitch impact investors and sell their products more effectively. By fostering entrepreneurship, this first-of-its-kind program provides a cost-effective approach to restore — and develop — rural areas around the world.

### *Fragility, conflict, and resilience*

WRI produces research and data of relevance for fragile and conflict affected countries and it increases awareness e.g., through the Aqueduct's tool, which provides mapping of water risks such as floods, droughts, and stress worldwide. Further, they identify data gaps and methods that highlight the impacts of a changing world on vulnerable populations. Several of their platforms involve fragile states e.g., AFR100. (Mali, DRC, Niger, Burkina Faso among others). WRI work in several fragile countries e.g., they have an office in Ethiopia, and projects in Nigeria, and Madagascar. Work on resilience is a core area at WRI. Further, by mapping land use under the food component, they are empowering right-holders to claim their land rights.

### *Capacity of public sector, public financial management and corruption*

National and subnational governments have the power to set policies and mobilize action within their borders. The required shifts can grow and have a ripple effect globally. WRI is going deep to help selected countries implement the systems transitions in Food, Land & Water, Energy, and Cities. WRI is also increasingly putting a focus on the politics of change — to understand the political context and circles of power in those countries, so they can identify when there's an opportunity to build support for their agenda. WRI also supports institutional and economic transformation to address key cross-cutting underlying challenges in the enabling policy, institutions, business and finance ecosystems, and knowledge management to enable inclusive and green transition. Within Cameroon, Ethiopia, Ghana, Kenya, Malawi, Niger, and Rwanda WRI supports and builds up capacities of governments to identify restoration opportunities, track their progress, and develop action plans to accelerate implementation. Another initiative, The Urban Water Resilience Initiative, help cities overcome water challenges by illuminating urban water resilience challenges and pathways, demonstrating evidence-based solutions, and enhancing capacities. Working in six African cities in Ethiopia, Rwanda and South Africa, the initiative has helped cities identify and prioritize strategic actions that will build resilience, provide access to high-quality water and protect residents from water hazards.

WRI is an organisation with strong values of responsibility and integrity, and has a robust Code of Conduct, Anti-Bribery, Anti-Money Laundering, Corruption & Conflict of Interest Policy, and Whistleblower policy, among others. Part of WRI's onboarding process is to read and affirm that these policies have been read within three working days of a new employee starting. Confirmation signatures are required. WRI is not aware of any fraud or corruption cases in the past three years.

### *Matching with Danish strengths and interests*

The Danish support for WRI and NCE speaks to a number of dimensions in the Danish development cooperation priorities outlined in “*the World We Share – Denmark's Strategy for Development Cooperation*”, by contributing to the fight for climate, nature, and the environment. In particular, it contributes to the

Danish objectives of “*strengthening action to support climate change adaptation, nature, the environment and resilience in the poorest and most vulnerable countries*” and “*leaving no one behind*”, by promoting nature-based solutions including in urban areas, both in terms of preserving natural resources and promoting sustainable use and management of ecosystems, and by supporting climate-smart agriculture and sustainable food systems, as well as urban resilience.

The support to WRI is also aligned with the Danish Foreign and Security Policy Strategy, namely the *climate diplomacy*. Denmark has entered into green strategic partnerships with, among others, India. Through modern climate diplomacy, strategic sector cooperation, and partnerships with the Danish business community, Denmark work towards achieving a socially fair green transition, which is well aligned with WRI’s strategy. A number of Danish embassies around the world have been named green front-line missions and have a special responsibility for advance the climate agenda.

Regarding the Danish bilateral programs there is a strong focus on agriculture and green transition. Under the development cooperation, Denmark is currently funding programs related to food systems in Ethiopia, Somalia, Kenya, Tanzania, Uganda, Burkina Faso, Mali, Niger Bangladesh, and the Palestine. These programs include topics such as value chain development, natural resource management and agri-business financing. Denmark’s new national food-based dietary guidelines: the Official Dietary Guidelines – Good for Health and Climate was released in 2021. WRI and its focus on food loss (cooling value chain) aligns with one of the focus areas of the Danish guidelines.

Under the Strategic Sector Cooperation (SSC), Denmark supports strengthening of food systems in China, Vietnam, Indonesia, Mexico, Nigeria, and Kenya. In cities in South Africa, Ghana and India Denmark support Urban Water Resilience. In general, the SSC program provides a focus on the macro level, working with policy development and improvement of framework conditions. The current SSC’s have focus on food standards, sanitation, and water management in cities in and hence, there is potential for synergies with both WRI food systems and city components.

The knowledge products and WRI’s country-level presence in Danish expanded partnership countries, opening opportunities for synergies between WRI’s work and Denmark’s bilateral programs, climate frontline missions, green strategic partnership countries and Strategic Sector Cooperation and could potentially constitute an important asset for Danish development interventions in relation to food systems, NbS, and cities. There are good possibilities for linking WRI work to Danish funded activities and Danish know-how, as well opportunities for strengthen the export promotion efforts (e.g., through the trade council and the embassies) for green Danish solutions within the fields of energy, water, and sustainable food. Linkages and coherence between WRI and the above-mentioned bilateral programs will be actively pursued. In the further dialogue with WRI on the Danish support, specific suggestions on how to achieve this in practice will be discussed.

### ***Alignment with Danish cross-cutting priorities***

#### **Human rights, Gender, and Youth (a Human Rights Based Approach, HRBA)**

WRI strategic approach is aligned to the HRBA of participation and inclusiveness, empowerment, equity, and legality. In its Strategy, WRI highlights that the institution will inform, shape, and catalyse policies and governance systems that are inclusive, transparent, accountable, and give agency and expand the decision-making space for socially and economically marginalised, vulnerable, or disadvantaged groups. WRI will mainstream equity to ensure that poor and marginalised communities benefit from the integrated transitions outlined in the strategy and propose solutions that consider who is most impacted by the climate crisis and the environmental degradation, and ensure local communities have decision-making power and resources so that no one is left behind.

An Equity Task Force working on PGSE was formed in 2020, and the new Centre for Equitable Development was established in 2021. The Centre is developing a PGSE strategy and works on mainstreaming PGSE in all WRI’s activities to:

- Ensure procedural equity in all programs and projects, so that marginalized groups have opportunities to shape project planning and inform decision-making and implementation.

- Conduct political economy and gender and social equity analyses and distributional impact assessments to analyse if policies distribute costs and benefits equitably.
- Identify and dismantle structural barriers to equitable access to basic services; ensure social, economic, environmental, and political inclusion; and improve equity of opportunities and outcomes.
- Acknowledge the historical, colonial legacy and prevailing impacts of past and current harm, exclusion or discrimination based on sex, age, ethnicity, class, and other categories.

### **Inclusive sustainable growth, climate change, and environment**

WRI's work is based on an integrated approach to Climate, People, and Nature. The approach combines insights and policy recommendations on sustainable trajectories where the protection and restoration of environment will provide means for inclusive and green growth. WRI has played a central role in international climate action for the past four decades. The Institute emphasises climate action — both mitigation and adaptation — across all work and focuses on:

- Setting and achieving ambitious mitigation targets through providing analysis and technical support to help countries meet and go beyond their emissions targets.
- Delivering solutions for adaptation and Loss & Damage e.g., mainstream adaptation across the organisation.
- Advancing global negotiations and diplomacy e.g., mobilise and ensure accountability for action and finance through the Paris Agreement process.
- Providing robust standards, emissions, and climate impacts data.
- Sustainably producing food and fibre from existing production areas.
- Protecting remaining natural ecosystems from conversion and degradation and restoring degraded areas into healthy natural ecosystems or productive agriculture.
- Reducing human footprints by shifting consumption patterns and lowering food loss and waste.

## Annex 2: Partner assessment

### *Brief presentation of partners*

WRI is a leading international climate and sustainability non-profit research organisation, working in thematic areas that are key to reaching a climate-neutral and prosperous world for all. Based on its solid research and data collection, WRI works with leaders in government, business, and civil society to design and carry out practical solutions that simultaneously improve people's lives and ensure nature can thrive. WRI seeks to feed into its research, experience gained and results from its activities. Based on its combined research and engagement work, WRI considers itself a “think and do tank”. WRI has delivered strong results in several thematic areas, including its work on cities, energy, forests, water, food, and nature-based solutions.

As the beneficiary of Denmark support, WRI is the main direct partner. However, as part of its approach, WRI works closely with other partners to mobilize commissions and major global initiatives, i.e., “Platforms”.

### *WRI's organisational set-up*

WRI has been organised around its programs, centres, and international offices. In the context of the new Strategic Plan, WRI will work towards a global network governance model, streamlining collaboration across programs, centres, country, and regional offices. WRI will structure its executive-level governance and leadership committees to reflect local focus, global impact, and interdependency across the network as presented in WRI's organisational set-up in Figure 3 below.<sup>31</sup>

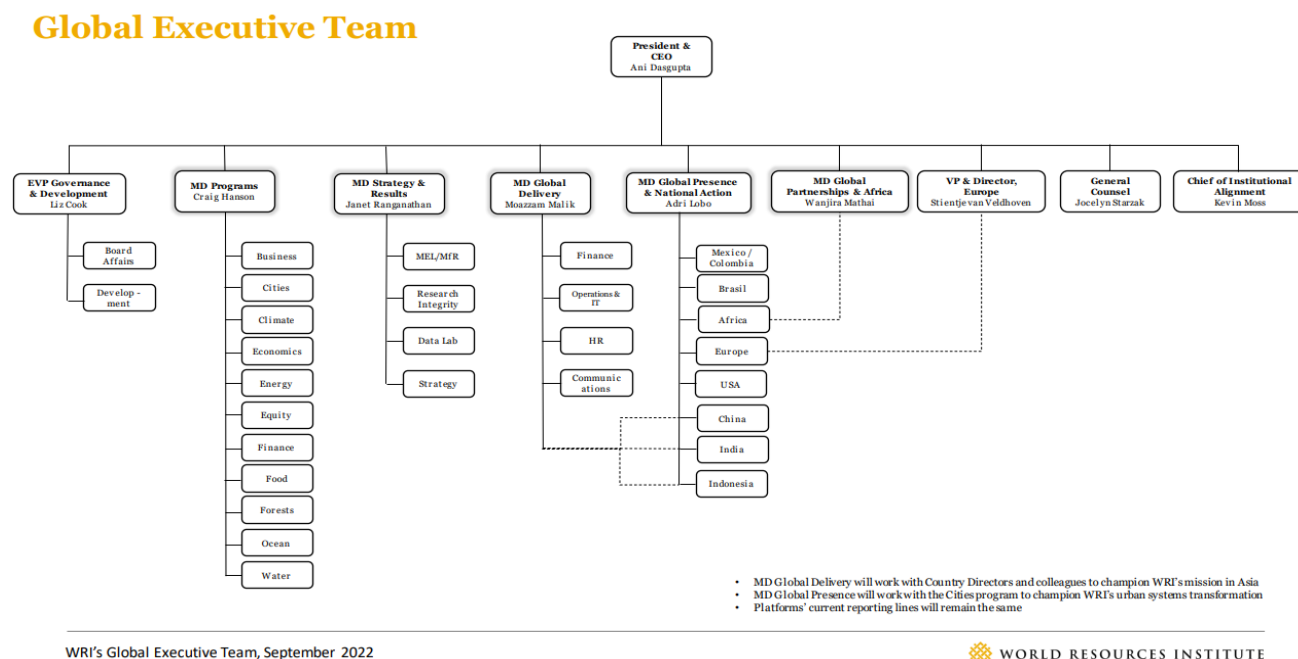
**WRI's Global Board of Directors** is the highest governing body of WRI. Board members are responsible for overseeing the institute's strategy, mission, goals, and finances. Each year, the Board reviews and approves the organisational budget. Global Board members also work with programs and staff to provide subject area expertise and guidance, utilizing their networks to leverage influence opportunities, hosting and participating in WRI events, and providing valuable financial support.

**WRI's Global Executive Team** (GET) plays an active role in supporting program management and formally reviews strategies and annual plans to ensure they are robust and of high quality. The GET also addresses matters that include adherence to WRI mission and values; setting, implementing, and monitoring its institutional strategy and growth; resource allocation; priorities for the Board of Directors; and organisational structure. The GET is chaired by the CEO & President and includes the Vice President (VP) for Governance and Development, the VP and Regional Director for Europe, the Chief for Institutional Alignment; the General Counsel; and five newly appointed Managing Directors (MDs). The new MDs will help WRI strengthen collaboration across its global network, improve efficiency and streamline decision-making. The Executive Team meets 3-4 times per month.

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<sup>31</sup> The institutional reorganisation is still going-on, and as such the set-up may evolve. This section of the PD will be updated during the inception phase to account for any adjustments.

Figure 5: WRI organisational setting



**The Management Team (MT)** shapes and executes WRI's institutional strategy, plans across WRI's matrix to ensure coherence and alignment, reviews and endorses program strategy and operational decisions, shares institutional knowledge, and builds connections between units. MT members include the Global Executive Team, program, and country Directors, as well as key directors for core functions (e.g., HR, Legal, Communication, Operations Development, Research, Data and Innovation, and Finance). The MT meets monthly which provides a forum to discuss and approve WRI initiatives and ensures all WRI staff are up to date on programmatic and institutional developments.

### *WRI anti-corruption measures*

WRI has a Code of Conduct, Anti-Bribery, Anti-Money Laundering, Corruption & Conflict of Interest Policy, and Whistle-blower policy in place. Part of WRI's on-boarding process is to read and affirm that these policies have been read within three working days of a new employee starting.

WRI's Anti-Bribery, Anti-Money Laundering, Corruption & Conflict of Interest Policy includes a clear and broad definition of fraud, outlining zero tolerance. The policy sets out WRI's legal and ethical commitment to anti-bribery, anti-money laundering, corruption and conflict of interest laws and regulations as well as related expectations of staff behaviour.

Staff members are obligated to report, per WRI's Whistle-blower Policy, any unethical behaviour as described in the document. Failure to report violations of law, ethical obligations, or conflicts of interest could be grounds for appropriate discipline, up to, and including immediate termination. With its open-door-policy, WRI employees are encouraged to share questions, concerns, suggestions or complaints with their manager, HR, or the General Counsel, but the staff can also anonymously report suspected violations through WRI's ethics hotline. The ethics hotline is managed by an outside third-party vendor to protect the anonymity of the individual making the claim. The procedure for handling reported violations is detailed in the Whistle-blower Policy.

If WRI becomes aware of potential corruption, it will investigate and depending on the results of the investigation, will take appropriate disciplinary action, up to and including termination.

In any case of credible and material allegation of fraud, corruption, collusion, or coercion WRI will inform the Danish MFA as soon as possible and keep the Danish MFA updated. The Danish MFA will publish the case and the follow-up process in accordance with MFA guidelines.

### *Summary of partner capacity assessment*

With a total of 1,700 staff in its 12 international offices and engagements beyond these, WRI has a strong geographical presence, including in Danish priority developing countries.



*Map 1: WRI presence in the World*



WRI conducts annual capacity/risk reviews (Building Blocks) with all their offices. This tool evaluates critical areas of operations, development, programs, and communications with over 150 questions to create targeted actions for the Global Operations Team to address with each office to reduce risk. Based on this self-assessment (2020) offices in East and South Asia (China and Indonesia) have the greatest capacity; offices in South Asia and Africa have less capacity; and offices in Latin America (Mexico and Brazil) lie somewhere in the middle (WRI MTR).

The MTR found that even though WRI has invested significantly to upgrade its core function capabilities, the investment has failed to keep up with growth elsewhere. WRI has hired new staff and strengthened processes and systems, including in planning and monitoring of core functions. However, growth of non-core functions has outpaced growth in all core functions, especially Communications and Development (WRI MTR). Further, the MTR found that there is a need for a step change in funding, resourcing, and support for MEL across the organisation. WRI is addressing this in their new 5-year strategy by having: impact targets to drive focus, alignment & ambition across their portfolio; Results framework that aggregates impact at the organisational level; A living strategy supported by regular check ins to evaluate, learn, & adapt; A results reporting system to inform if they are on track to realize their goals and adjust course when needed.

Evidence of commitment to PGSE has been growing rapidly in recent years. However, WRI was not methodically collecting quantitative and/or qualitative data to measure the impact of its work. There is a need for greater baseline understanding, and contextual analysis of, poverty, gender, and social inclusion in the areas (thematic and geographical) in which WRI operates. WRI is addressing this with its new Center for Equitable Development which is developing a PGSE (Poverty, Gender, Social and Equity) strategy and works on mainstreaming PGSE in all WRI's activities.

### **Africa hub**

WRI Africa work towards enhancing their capacity to be more agile, engage more locally, and rely less on WRI Global operations support. The WRI external mid-term review found that core functions in WRI Africa are now considerably stronger than they were in 2018. This is particularly true for operations and HR. A core challenge (and opportunity!) for WRI Africa has been to advance issues of regional concern while developing contextualized solutions that genuinely respond to local needs. To address this, WRI Africa has developed a strategy for Africa with four integrated pillars that align well with WRI's global strategy and has identified priority program areas across the pillars that target focus geographies. WRI Africa has also aligned its organisational structure to best deliver on the strategy. The WRI Africa Strategy has also sharpened the Africa Office's focus on Gender and Social Equity and there is clear evidence of the integration of poverty, gender, and social equity themes across the new WRI Africa strategy. There are also several WRI engagements in Africa that have an explicit social equity focus. The WRI has been inclusive in its engagements in Africa, but this should be developed further, including partnerships with NGOs and other local organisations.

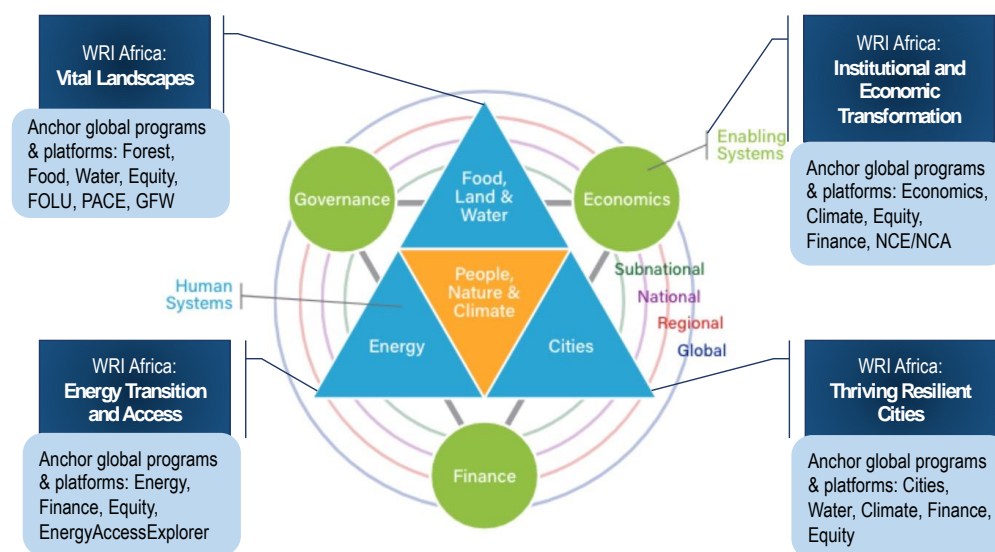
WRI Strategic Plan 2023-2027 highlights an increased attention towards Africa and a clear decentralisation objective. These WRI strategic organisational objectives are translated into a WRI Africa-specific strategy<sup>32</sup>. WRI Africa's strategic framework is clearly aligned with WRI's global strategy for driving the human and enabling system transitions for impacts on people, nature, and climate. An illustration of the alignment between WRI Africa Strategy and WRI Strategic plan is provided in Figure 7 below.

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<sup>32</sup> At the time of the formulation of the project, the WRI Africa Strategy was still under development. A draft was shared in March 2023.

Figure 6: WRI Africa strategic pillars and global system transitions

## WRI AFRICA STRATEGIC PILLARS AND GLOBAL SYSTEM TRANSITIONS



The interconnected-pillar framework is intended to serve as a platform to develop offers that bring the best of WRI to African countries, informed by a rigorous analysis of demand and engagement, value-addition, and partnership with African institutions. We also share lessons from Africa to the rest of the world through our global sisterhood and amplify African voices in global forums. WRI Africa's impact targets are strictly aligned with the impact targets of WRI global strategy, and WRI Africa's will make a direct contribution to global impact targets across the systems.

Nevertheless, critical challenges remain in operationalizing the WRI Africa Strategy. There is a need for more institutional investment to (i) further revamp leadership capability, (ii) strengthen core functions, including our research & data, (iii) ensure active and institutionalised presence in focus countries, and (iv) develop effective strategic partnerships at different levels. WRI Africa needs to develop its core capacity to ensure that the programming developed by other teams in WRI is aligned with the regional strategy and identified priority areas of work. In response, WRI Africa will prioritize addressing the following gaps:

- 1) Additional staff in core functions & training
- 2) More senior level expertise, research staff and enhanced program coordination capability across the four pillars
- 3) WRI legal status and registration and WRI office physical presence.

A key hurdle in addressing the above gaps and solidifying WRI Africa's institutional standing to deliver its strategy is gap in flexible funding. It is also important to recognize that progress has been affected by political upheaval and conflicts, such as the ongoing war and humanitarian crisis in Ethiopia.

### Summary of key partner features

A summary of key partner features is presented in the table below.

Table 3: Key partner features

Partner name	Core business	Importance of support to partner activity	Influence on the project	Contribution	Capacity	Exit strategy
Direct Partner						
WRI	Actionable research	High	High	<ul style="list-style-type: none"> <li>- Global standing, convening power, outreach, network.</li> <li>- staff expertise and experience in delivering high quality and innovative research, tools, and data.</li> </ul>	<ul style="list-style-type: none"> <li>- High capacity in data production and analysis, policy advice and mobilizing stakeholders' engagement.</li> <li>- Expertise in capacity development</li> </ul>	No special requirements after end of contract as WRI is expected to continue after the partnership.
Danish MFA and Embassies	Development Cooperation	High	High	<ul style="list-style-type: none"> <li>- Partner choice and dialogue</li> <li>- Promotion of long-term sustainable partnerships with Denmark</li> <li>- Coordination with other Danish projects and programmes</li> <li>- Funds</li> <li>- Network</li> <li>- Staff expertise</li> </ul>	<ul style="list-style-type: none"> <li>- Political capital</li> <li>- Capacity in engaging the private sector</li> </ul>	No special requirements after end of contract as WRI is expected to continue after the partnership.
Indirect partner: delivery platforms, coalitions and alliances						
Platforms		High	High	<ul style="list-style-type: none"> <li>- Global standing, convening power, outreach, network.</li> <li>- staff expertise and experience in delivering high quality and innovative research, tools, and data.</li> <li>- Mobilization of financial resources.</li> <li>- Implementation of commitments/actions</li> </ul>	<ul style="list-style-type: none"> <li>- High capacity in mobilizing stakeholders' engagement and financial resources.</li> <li>- Technical expertise.</li> <li>- Political capital</li> <li>- Expertise in capacity development</li> </ul>	No special requirements after end of contract as WRI is expected to continue after the partnership.
Danish development partners	Development Cooperation	High	High	<ul style="list-style-type: none"> <li>- Technical assistance</li> <li>- Additional financial and human resources</li> </ul>	<ul style="list-style-type: none"> <li>- High capacity in mobilizing stakeholders' engagement and financial resources.</li> </ul>	No special requirements after end of contract as

Partner name	Core business	Importance of support to partner activity	Influence on the project	Contribution	Capacity	Exit strategy
including private sector				<ul style="list-style-type: none"> <li>- Technical solutions including hardware, equipment, etc.</li> </ul>	<ul style="list-style-type: none"> <li>- Technical expertise.</li> <li>- Political capital</li> <li>- Expertise in capacity development</li> <li>- Innovative solutions and equipment</li> </ul>	WRI is expected to continue after the partnership.

## Annex 3: WRI Risk management

Table 4: WRI risk management matrix

#	Risk Description	Likelihood	Impact	Mitigation Actions
<b>Contextual Risks</b>				
1	Impacts of the Covid-19 pandemic could lead to disruption of (programmatic) activities across the organisation	Medium	Medium	<ul style="list-style-type: none"> <li>WRI has put in place remote working processes for staff in order to ensure as little disruption to operations as possible.</li> <li>WRI monitors the COVID outbreak and relevant public health indicators in all locations where we have a formal presence, which we use to provide regularly updated advice to employees.</li> <li>WRI has implemented robust guidance and protocols to help facilitate travel, meetings and events to ensure programmatic deliverables are achieved in the safest manner possible.</li> </ul>
2	The ongoing war in Ukraine, including acute refugee crisis, could lead to funding implications sourced from (European) government partners and decreased support to cooperation on climate and development goals.	Medium	High	<ul style="list-style-type: none"> <li>WRI regularly monitors ODA trends and developments and engages frequently with its current European government partners to develop scenarios to avoid funding implications.</li> <li>WRI maintains frequent engagement with government partners to take stock of the developments and keep well aligned to climate and development goals.</li> <li>WRI will develop a strategy to diversify the funding base and raise funds from other types of funders including foundations, philanthropies etc.</li> </ul>
3	Vulnerability of target countries to conflict, political instability and also climate change, the risk of natural disasters, could delay realization of results.	Low	Low	<ul style="list-style-type: none"> <li>WRI has partnered with International SOS to provide up-to-date information and guidance on security, medical, and natural disaster-related risks. These reports are shared with project teams whenever an incident affects an area where WRI operations are ongoing or planned so that project planning and timelines can be adjusted accordingly.</li> </ul>
4	Possible global financial instability and economic slowdown in target countries.	Medium	High	<ul style="list-style-type: none"> <li>WRI works actively to influence government policies and business strategies. WRI offers intelligent tools to facilitate change thus reducing governments and business's investment cost in development of solutions. A Rapid Action task force monitors developments and helps WRI respond to new political landscape.</li> </ul>
<b>Programmatic Risks</b>				
5	Lack of/limited political commitment by stakeholders in countries where WRI operates and works and changing political landscapes (elections etc.).	Medium	High	<ul style="list-style-type: none"> <li>This risk can be managed through regular monitoring and involvement of the program implementation teams with relevant stakeholders within the respective government, as well as through maintaining engagement through the coalitions (e.g., NCE, urban transitions coalition, the food and land use coalition) and multi-stakeholders platforms.</li> </ul>



6	Failure to deliver development impact on the ground in developing countries.	Low	High	<ul style="list-style-type: none"> <li>WRI has a solid track record delivering results in developing countries, in line its Strategic Plan commitments.</li> </ul>
<b>Institutional Risks</b>				
7	Weak M&E capacity, systems and processes limit results reporting and cross organisational learning.	Medium	High	<ul style="list-style-type: none"> <li>WRI is adopting a robust, institute wide M&amp;E system called DevResults, to enhance our M&amp;E capacity and processes across all projects and support comprehensive organisational learning.</li> <li>Selected projects have dedicated M&amp;E experts to facilitate all M&amp;E processes, and our internal proposal review process strives to incorporate budget to cover costs for additional M&amp;E team members in new and renewed projects.</li> <li>The current project foresees an “organisational support” component also targeted at strengthening WRI PMEL.</li> </ul>
8	Inability to recruit qualified human resources to implement and deliver could impact effectiveness and timely realization of results.	Low	Low	<ul style="list-style-type: none"> <li>WRI has a global network of recruitment experts (including through its international offices) that can be used to access and acquire suitably qualified talent.</li> <li>Most of the required WRI employees for the program are already on board and the institute provides competitive employee packages.</li> </ul>

## Annex 4: Budget details

### *WRI's budget*

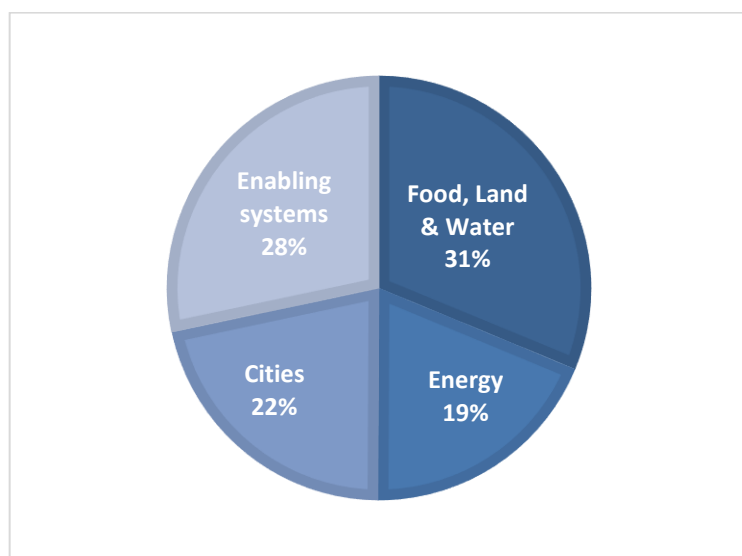
WRI financial projections for years 2023-2027 is presented in table 7. In the Fiscal Year 2022, WRI spent around USD 200 million, and the financial projections anticipate a continued growth. These funds originated from different donors including governments, foundations, private individuals, corporations, and multilateral organisations. Most of the total funds spent were raised directly from governments (including programmatic funding from government donors)<sup>33</sup>.

*Table 7: WRI's FY 2023-2027 Financial projections for the four transitions*

Transition Budget by Year	FY23	FY24	FY25	FY26	FY27
Food, Land & Water	\$ 78,990,092	\$ 83,438,759	\$ 87,033,563	\$ 91,130,564	\$ 95,985,031
Energy	\$ 37,880,590	\$ 44,941,333	\$ 52,676,610	\$ 60,247,448	\$ 67,343,360
Cities	\$ 44,078,826	\$ 51,883,357	\$ 60,382,256	\$ 68,723,659	\$ 76,582,430
Enabling Systems	\$ 63,618,256	\$ 71,252,447	\$ 79,090,216	\$ 86,999,238	\$ 94,829,169
<b>Total Budget</b>	<b>\$ 224,567,764</b>	<b>\$ 251,515,896</b>	<b>\$ 279,182,645</b>	<b>\$ 307,100,909</b>	<b>\$ 334,739,991</b>

WRI projected budget growth over 2023-2027 will include WRI core functions, but will also prioritise partnerships to such an extent that by the end of the plan period, USD 80-90 million is for sub grants to partners. The distribution of WRI's financial projections across the transitions is presented in figure 3.

*Figure 7: Distribution of WRI's financial projections across the different transitions*



### *WRI budget presentation*

WRI funds originate from different donors including governments, foundations, private individuals, corporations, and multilateral organisations. Of the total USD 163 million spent in FY21 (i.e., direct project expenses, core expenses, and expenses for multistakeholder initiatives and platforms), close to 60 pct. were raised directly from governments (including from governments providing programmatic funding). When looking at just the core funding received from the Netherlands, Denmark, and Sweden, the total amount

<sup>33</sup> The list of WRI donors is provided in Annex 4.

of core funds spent by WRI was at \$10.3M in FY21. This represents approx. 6.5 pct. of total funds spent during the year, and 10 pct. of total government funding for FY21<sup>34</sup>.

The Table below shows strategic core funding partners commitments for the WRI Strategic Plan 2023-2027.

*Table 54: Government Core Funding Commitments (indicative) to WRI for 2023-2027*

<b>Strategic Core Government Partner</b>	<b>Indicative commitments <i>Original currency</i></b>	<b>Expected in USD (million)*approx..</b>
Netherlands Ministry of Foreign Affairs	Euro 30,000,000*	29M
Danish Ministry of Foreign Affairs	DKK 200,000,000	26M
Swedish International Development Cooperation Agency (Sida)	Swedish Kroner 160,000,000	15M
Norwegian Agency for Development Cooperation (Norad)	tbd	tbd
<b>Total</b>		76.5M tbc

\*The Netherlands MFA committed to provide the six-year grant (2023-2028) in April 2023.

\*\* Sida is providing a four-year grant. Extension to the fifth year to be discussed later.

### *List of WRI major donors*

(Includes revenue received between 10/1/20 and 1/15/22 and older grants still open as of 10/1/20. Recognizes contributions of \$1,000+ only)<sup>35</sup>.

#### **Major Donors (\$750,000+)**

Asian Development Bank (ADB)	Michael Polsky Family
Bank of America	Ministry of Foreign Affairs of Sweden
Bernard and Anne Spitzer Charitable Fund	Ministry of Foreign Affairs of the Netherlands (DGIS)
Bezos Earth Fund	Ministry of Infrastructure and Water Management of the Netherlands
Bill and Melinda Gates Foundation	Mulago Foundation
Bloomberg Philanthropies	National Environment Agency of Singapore
Carbon Disclosure Project, North America	Norwegian Agency for Development Cooperation (NORAD)
Cargill, Inc.	Oak Foundation
Charles Stewart Mott Foundation	Open Society Foundations
Children's Investment Fund Foundation	Pact
Citi Foundation	Patrick J. McGovern Foundation
Climate and Land Use Alliance	Porticus Foundation
Climate Leadership Initiative	Quadrature Climate Foundation
ClimateWorks Foundation	Robert Bosch Stiftung
Conrad N. Hilton Foundation	Rockefeller Philanthropy Advisors
Conservation International Foundation	Roger Sant
David and Beth Blood	Royal Danish Ministry of Foreign Affairs (Danida)
David K. Smoot Sustainability of Life on Earth Fund	Royal Norwegian Ministry of Climate and Environment
Department for Business, Energy, and Industrial Strategy of the United Kingdom (BEIS)	Royal Norwegian Ministry of Foreign Affairs
Department for Environment, Food, and Rural Affairs of the United Kingdom (Defra)	Ruth McCormick Tankersley Charitable Trust
Department of Foreign Affairs and Trade of Australia (DFAT)	Sall Family Foundation
Doris Duke Charitable Foundation	Shell Foundation
European Climate Foundation	Stephen M. Ross Philanthropies

<sup>34</sup> WRI, *Bilateral FY21 Annual Review & FY22 Annual Workplan*, 2022.

<sup>35</sup> [Thanking Our Donors | World Resources Institute \(wri.org\)](#)

Federal Ministry for Economic Cooperation and Development of Germany (BMZ)  
 Federal Ministry for the Environment, Nature Conservation and Nuclear Safety of Germany (BMU)  
 FedEx Corporation  
 FEMSA Foundation  
 Ford Foundation  
 French Development Agency (AFD)  
 German Agency for International Cooperation (GIZ)  
 Global Center on Adaptation  
 Global Environment Facility (GEF)  
 Good Energies Foundation  
 Google Inc.  
 Gordon and Betty Moore Foundation  
 Growald Climate Fund  
 Heising-Simons Foundation  
 HSBC Holdings plc  
 Humanist Institute for Cooperation with Developing Countries (Hivos)  
 IHE Delft Foundation  
 IKEA Foundation  
 John D. and Catherine T. MacArthur Foundation  
 Laudes Foundation  
 MacDoch Foundation

#### **Strategic Core Funding Partners**

French Development Agency (AFD)  
 Ministry of Foreign Affairs of the Netherlands (DGIS)  
 Royal Danish Ministry of Foreign Affairs (Danida)  
 Swedish International Development Cooperation Agency (Sida)  
 Program/Project Partners  
 Asian Development Bank (ADB)  
 Commission for Environmental Cooperation  
 Danish Energy Management  
 Department for Business, Energy, and Industrial Strategy of the United Kingdom (BEIS)  
 Department for Environment, Food, and Rural Affairs of the United Kingdom (Defra)  
 Department of the Environment, Climate and Communications of Ireland (DECC)  
 Department of Foreign Affairs and Trade of Australia (DFAT)  
 European Bank for Reconstruction and Development (EBRD)  
 European Commission  
 Federal Ministry for Economic Cooperation and Development of Germany (BMZ)  
 Federal Ministry for the Environment, Nature Conservation and Nuclear Safety of Germany (BMU)  
 Food and Agriculture Organisation of the United Nations (FAO)

Stichting DOB Ecology  
 Swedish International Development Cooperation Agency (Sida)  
 Thomas and Musa Mayer  
 The Tilia Fund  
 Toyota Mobility Foundation  
 U.K. Department for International Development (DFID)  
 U.K. Foreign and Commonwealth Office (UKFCO)  
 U.S. Agency for International Development (USAID)  
 U.S. Department of State (DOS)  
 U.S. Department of Agriculture (USDA) /U.S. Forest Service (USFS)  
 United Nations Environment Programme (UNEP)  
 United Nations Office for Project Services (UNOPS)  
 United Nations University  
 UPS Foundation  
 Walmart Foundation  
 Wellspring Philanthropic Fund  
 William and Flora Hewlett Foundation  
 World Bank  
 World Economic Forum  
 World Wildlife Fund

Ministry of Agriculture, Nature and Food Quality of the Netherlands  
 Ministry of Foreign Affairs of Sweden  
 Ministry of Infrastructure and Water Management of the Netherlands  
 Ministry of the Environment and Energy of Sweden  
 Municipality of The Hague  
 National Environment Agency of Singapore  
 Norwegian Agency for Development Cooperation (NORAD)  
 Royal Norwegian Ministry of Climate and Environment  
 Royal Norwegian Ministry of Foreign Affairs  
 Swiss Agency for Development and Cooperation (SDC)  
 Swiss Federal Office for the Environment (FOEN)  
 U.K. Department for International Development (DFID)  
 U.K. Foreign and Commonwealth Office (UKFCO)  
 U.S. Agency for International Development (USAID)  
 U.S. Department of Agriculture (USDA) /U.S. Forest Service (USFS)  
 U.S. Department of Energy (DOE)  
 U.S. Department of State (DOS)  
 U.S. National Renewable Energy Laboratory

German Agency for International Cooperation  
(GIZ)  
Global Environment Facility (GEF)  
Inter-American Development Bank (IDB)  
Italian Ministry of Environment, Land and Sea  
Maryland Department of Agriculture  
Ministry for Europe and Foreign Affairs of France

United Nations Capital Development Fund  
(UNCDF)  
United Nations Development Programme  
(UNDP)  
United Nations Environment Programme  
(UNEP)  
United Nations Human Settlements Programme  
(UN-HABITAT)  
United Nations Office for Project Services  
(UNOPS)  
World Bank

## Annex 5: List of supplementary materials

### Denmark documents

- Danida, *Styrket indsats for hhv. landbrug & fødevarer og naturbaserede løsninger. Notits til direktør for udviklingspolitik*, 2022.
- Danida, *Guidelines for Country Strategic Frameworks, Programmes & Projects*, 2022.
- Denmark Government, *A Green and Sustainable World The Danish Government's long-term strategy for global climate action*, 2020.
- Danida, *The World We Share. Denmark's Strategy for Development Cooperation*, undated.

### WRI reports

- WRI, *From Commitments to Action, Annual Report 2021*, 2022.
- WRI, *Bilateral FY21 Annual Review & FY22 Annual Workplan*, 2022.
- WRI, *Consolidated Financial Statements and Report of Independent Certified Public Accountants 2020-2021*, 2022.
- WRI-GCA, *Public International Funding of Nature-Based Solutions for Adaptation: A Landscape Assessment*, 2022.
- WRI, *Mid-term review of Danish support to New Climate Economy (NCE) 2020-2022, Draft Report*, 2022.
- WRI, *Management Response to the 2021 Independent External Review of the World Resources Institute*, 2022.
- WRI, *Draft Action Plan in Response to the 2021 Independent External Review Recommendations*, 2022.
- WRI, *External Review of WRI's 2018-2022 Strategic Plan. Final report*, 2021.
- WRI, *Water Resilience in a Changing Urban Context: Africa's Challenge and Pathways for Action*.
- [World Resources Institute | Making Big Ideas Happen \(wri.org\)](https://wri.org)

### WRI strategies

- WRI, *2023-2027 Strategic Plan. From Commitments to Impact*, Final Strategy October 2022.
- WRI, *Center for Equitable Development*, Presentation to Danish MFA, September 2022.
- WRI, *Vital Landscapes Pillar. Africa Strategy and Focal Areas*. Presentation to Danish MFA, September 2022.
- WRI, *The Africa Research Investment Opportunity*. Presentation to Danish MFA, September 2022.
- WRI, *Africa Hub Core Functions*. Presentation to Danish MFA, September 2022.
- WRI, *Africa Strategy, Partnerships and RDI*. Presentation to Danish MFA, September 2022.
- WRI, *Regional and Ethiopia Strategy*. Presentation to Danish MFA, September 2022.
- WRI, *Africa Program Overview and Priorities for 2023-2027*. Presentation to Danish MFA, September 2022.
- WRI, *Cities Transition Strategy*, Draft September 2022.
- WRI, *Strategic Plan and Results Framework 2023-2027*, Draft September 12, 2022.
- WRI, *Idea Cities Transition*, September 2022.
- WRI, *Selected WRI Concepts on Advancing Food & Land Systems Transition*, August 2022.
- WRI, *Looking Ahead: WRI's Strategic Plan 2023-2027*, Presentation to Multi-Partner Meeting, May 19-20, 2022.
- WRI, *Institutional Monitoring, Evaluation and Learning Approach*, Presentation to Multi-Partner Meeting, May 19-20, 2022.
- WRI, *Mainstreaming PGSE*, Presentation to Multi-Partner Meeting, May 19-20, 2022.
- WRI, *Institutional Funding Model*, Presentation to Multi-Partner Meeting, May 19-20, 2022.
- WRI, *Idea Notes Food, Land & Water System Transition: Produce, Protect, Reduce, Restore*, May 2022.
- WRI, *Climate Resilient Cities- Africa, Catalyzing the development of equitable, well-planned, and financed climate-resilient cities in Africa*, March 2022.



- WRI, *Africa Cities Strategy: Towards Thriving Resilient Cities in Africa*, Draft, 2021.
- WRI, *Africa Strategic Framework. Catalyzing Inclusive Transformation*, Summary, undated.
- WRI, *Africa Urban Water Resilience Initiative*, Draft not for circulation, undated.
- WRI, *The African Cities Water Adaptation (ACWA) Fund. Supporting Innovation at Scale Across the Full Lifecycle of Urban Water Resilience Projects in Africa*, Draft not for circulation, undated.
- WRI, *Ross Center Sustainable Mobility Program*, Draft not for circulation, undated.
- WRI, *Cities and Nature at WRI*, Draft not for circulation, undated.
- WRI, *Strategic Planning Process. A Just Transition: From Commitment to Action 2023- 2027*, Presentation, undated.
- WRI, *Urban Efficiency & Climate*, Presentation, undated.
- WRI, *Delivering Impact at Scale*, Strategic Plan 2018-2022, 2018.

## Annex 6: Plan for communication of results

The communications opportunities will be identified on an ongoing basis with advanced planning on a yearly basis (See further section 6 of the project document). Below overview is thus indicative and subject to specific agreement.

WRI is already publishing on an annual basis its top outcomes: [Top Outcomes | World Resources Institute \(wri.org\)](#) and regular insights derived from its research work highlighting solutions for sustainable development: [Insights | World Resources Institute \(wri.org\)](#).

What?	When?	How?	Audience(s)	Responsible
Results and impact stories	Yearly	DK MFA webpage and newsletters  WRI website, publications, newsletters, social media	Danish citizen and partners in Danish development cooperation  WRI partners and audience (public and private stakeholders, CSOs)	MFA/GDK  WRI

## Annex 7: Process action plan

<b>PROCESS ACTION PLAN</b>		
<b>Activity</b>	<b>Timing/ deadline</b> <i>[month or quarter]</i>	<b>Responsible</b>
<b>Identification</b>		
Multi-partner meeting (MPM, 2021), virtual	13.-14. Jan. 2022	
Mgt. on process w. WRI	Ultimo Jan. 2022	GDK/ELK/WRI
Information on 2023-2027 strategic framework by WRI.	Primo Feb. 2022	GDK / WRI
Proposals for DK focus areas in strategy by MFA		
Recruitment of external consultant	Ultimo Apr. 2022	GDK /ELK/HUB
MFA internal discussion on focus areas.	Primo May. 2022	GDK / Consultant
Consultations (GDK, relevant Embassies)		
Scoping with WRI	Primo May. 2022	GDK/WRI/Consultant
WRI working draft Strategy 2023-2027	13 May	WRI
WRI Multi-partner meeting 2022	19-20 May	GDK/WRI
<b>Formulation, Quality Assurance and Approval</b>		
Deadline for confirming DOP to Programme Committee	5 May	GDK
Drafting of first version of the presentation to the Programme Committee	Mid-May 2022	GDK/WRI/Consultant
First draft presentation to the Programme Committee for internal review	25-27 May 2022	GDK/WRI/Consultant
Revisions to the presentation	30-31 May	GDK/WRI/Consultant
Deadline for submission of the presentation to FRU/Programme Committee	02 June 2022	GDK
Public consultations		ELK
<b>Danida Programme Committee</b>	<b>28 June</b>	<b>GDK</b>
WRI draft Strategy 2023-2027	Ultimo July 2023	WRI
Mgt. on project document and annexes (formal requirements and process)	Primo August 2022	GDK/Consultant
Additional Consultations WRI Foods team, Cities team, incl. their respective NbS capacities, PMEL, WRI, WRI's Global Development Department.)	August- Ultimo September 2022	GDK/WRI/Consultant
Field mission (Kenya/Ethiopia)	05 to 09 September 2022	GDK/ Consultant/WRI
WRI Core Partner meeting on results framework at impact level	16 September 2022	WRI
WRI Global Board Meeting – Approval of WRI Strategy	Mid-October 2022	WRI
Draft project document for approval by GDK head of department	21 October 2022	GDK
Request for appraisal forwarded to ELK	October 2022	GDK
Submission of a draft project document for appraisal	2 November 2022	GDK
Appraisal	02 November 2022 to 09 January 2023	ELK
WRI Finalisation of its thematic components outcome-based result framework	Mid-February 2023	WRI
GDK approval and considerations on how to implement Appraisal Recommendations	Mid-February 2023	GDK
Follow up to appraisal recommendations	Mid-February -Mid March 2023	GDK/WRI/Consultant
<b>Deadline for confirming DOP for UPR</b>	<b>30 March 2023</b>	<b>GDK</b>

Internal review of the Final Draft Project Document and revisions	27 March -09 April 2023	GDK/Consultant
Final GDK review	10 April – 16 April 2023	GDK
Final revisions	17 April – 19 April 2023	Consultant
Submission of Project Document the Council for Development Policy (UPR)	<b>21 April 2023</b>	GDK
<b>UPR Meeting</b>	<b>11 May 2023 (tbc)</b>	
Presentation of Project Document for approval by the Minister	May 2023	GDK
Partnership agreement	May 2023	WRI
Inception phase	June 2023 - September 2023	WRI/External consultant/GDK
Request for funds, and disbursement 1st tranche (FY2023)	May - June 2023	WRI/GDK
WRI Multi-partner meeting (MPM, 2023)	June 2023	WRI/GDK
2 <sup>nd</sup> quarterly meeting w. GDK head of department and WRI senior management	June 2023	GDK/WRI
WRI-GDK annual bilateral meeting and annual bilateral cooperation plan (FY 2024)	October 2023 (tbc)	WRI/GDK

## Annex 8: Alignment of Denmark-WRI priorities

Table 65: Alignment of Denmark-WRI priorities

Danish priorities	WRI strategy
<b>Global objectives:</b>	
Strengthening action to support climate change adaptation, nature, the environment, and resilience in the poorest and most vulnerable countries.	Helping lower emissions and building resilience, while benefitting people and nature.
<b>Thematic Area 1 Cities</b>	
<ul style="list-style-type: none"> <li>• Ensure new and improved access to water in Africa in rural and urban areas. This includes drinking water, water for production and crops, sanitation, and management and reuse of wastewater. Government to-government strategic sector cooperation on water will be one of the key elements.</li> <li>• Contribute to ensuring climate-smart infrastructure. Focus on water supply and sanitation in rapidly growing urban centers affected by climate change.</li> <li>• Bilateral Strategic Sector Cooperation on cities.</li> </ul>	<ul style="list-style-type: none"> <li>• Equitable access to jobs and core urban services through cleaner, safer, and more equitable mobility systems and improved access to affordable housing, water, sanitation, energy, and food.</li> <li>• Climate neutral and resilient urban growth via climate action plans that reduce GHG emissions and minimize exposure to heat, flooding, water scarcity, and other climate risks with a focus on climate justice.</li> <li>• Healthier urban environments and richer biodiversity through improved watershed and airshed management and increased use of nature-based solutions in city-regions.</li> </ul>
<b>Thematic Area 2 Food</b>	
<ul style="list-style-type: none"> <li>• Support climate-smart agriculture and sustainable food systems, prevent food loss and food waste, promote agro-organic cultivation methods, and strengthen green value chains. This will build resilience, improve food security, and generate employment.</li> <li>• Work for greater food security and access to water, which is an increasing challenge in fragile countries and regions</li> <li>• Strengthen and focus government-to-government strategic sector cooperation within green sectors and particular Danish strengths such as energy, climate, environment, water, food, shipping and health.</li> <li>• Work with other countries and non-state actors to make global food systems more sustainable, for example through participation in coalitions and multilateral forums, and through the spread of sustainable solutions, among others, in nitrogen use, food waste and food loss.</li> <li>• Give special priority to green transition and promotion of resilience in Africa by ensuring access to clean energy and clean water, and by supporting sustainable food systems. In these efforts, we will also focus on creating green jobs and training skilled workers with green competencies, and on ensuring</li> </ul>	<ul style="list-style-type: none"> <li>• Sustainably produce more food and fiber while decreasing GHG emissions and water use.</li> <li>• Protect remaining natural ecosystems from conversion and degradation.</li> <li>• Reduce humanity's footprint by shifting consumption patterns and lowering food loss and waste.</li> <li>• Restore degraded areas into healthy ecosystems or productivity.</li> </ul> <p>WRI new strategy will place a greater emphasis on protecting and restoring natural ecosystems, finding ways to sustainably produce the goods humanity needs while reducing consumption pressure.</p> <p>WRI will put people and equity at the center of everything it does, critically examining the distributional impacts of its recommendations and interventions.</p>

<p>that the green transition does not increase inequality.</p> <ul style="list-style-type: none"> <li>• Bilateral Strategic Sector Cooperation on food and agriculture.</li> </ul> <p>Promote local climate change adaptation, including nature-based solutions that ensure ownership and involvement of vulnerable people and communities in project development and their access to climate finance.</p>	
<b>Thematic Area 3 Nature/biodiversity/Climate</b>	
<ul style="list-style-type: none"> <li>• Strengthen Strategic Sector Cooperation in the area of climate adaptation in developing countries, with a focus on Africa.</li> <li>• Intensify export promotion efforts in relation to green prevention and climate adaptation solutions.</li> <li>• Work for a greater international focus on ensuring adequate climate financing for climate adaptation in the poorest and most vulnerable countries, where market financing is difficult to obtain.</li> <li>• Assume international leadership within climate change adaptation and work to ensure that a significantly larger proportion of rich countries' climate financing is directed towards climate change adaptation in the future, with focus on least developed countries and small island developing states.</li> <li>• Strengthen biodiversity and promote nature-based solutions. Partly through support to protecting, preserving and restoring natural resources, such as forests, freshwater systems, coastal and wetland areas, as well as ensuring sustainable management and use of ecosystems.</li> </ul> <p>Promote local climate change adaptation, including nature-based solutions that ensure ownership and involvement of vulnerable people and communities in project development and their access to climate finance</p>	<ul style="list-style-type: none"> <li>• <b>Nature:</b> healthy ecosystems sustain planetary wellbeing.</li> <li>• <b>Climate:</b> Global temperature rise is limited to 1,5 C. while people and settlements are equipped to be resilient to climate change.</li> </ul>
<ul style="list-style-type: none"> <li>• Ensuring decent jobs and livelihoods in developing countries are at the heart of this work.</li> </ul>	<ul style="list-style-type: none"> <li>• Put people and equity at the center of everything WRI does, critically examining the distributional impacts of its recommendations and interventions.</li> <li>• Meet essential human needs and enable just, equitable, and prosperous transitions</li> </ul>



## Annex 9 List of people consulted

No	Organisation	Name	Position
1	Danida - GDK	Tine Anbæk Petersen	Head of Department - Cities
2	Danida - GDK	Johanne Brønden	NbS
3	Danida- GDK	Lisbeth Jespersen	Chief Consultant - food systems
4	WRI Europe	Caroline Lesser	Director for International Cooperation
5	WRI Europe	Caroline Bruin	Manager for International Cooperation
6	WRI Europe	Leo Horn-Phathanothai	Head of WRI's UK Office and Director for Strategy and Partnerships at WRI Ross Center for Sustainable Cities
7	WRI Global Office	Craig Hanson	Managing Director and Executive Vice President for Programs (Food Systems)
8	WRI Global Office	Rogier Vandenberg	Acting Global Director for WRI Ross Center for Sustainable Cities
9	WRI Global Office	Sara Ascher	Senior Project Manager, National Climate Action, NCE
10	WRI Global Office	Bekah Holloway	International Office Liaison, Strategy and Development Manager, NCE
11	WRI Global Office	Madhavi Ganeshan	Director of Engagement, Climate Program, NCE
12	WRI Global Office	Pankaj Bhatia	Acting Director, Climate; Global Director, GHG Protocol. Climate Program, NCE
13	WRI Global Office	Meg Beiter	Development Associate, Climate Program, NCE
14	WRI Global Office	Kerry Remson	Global Coordination and Special Projects Manager, NCE
15	WRI Global Office	Nina Ullery	Director, Managing for Results
16	WRI Global Office	Smita Rawoot	Urban Resilience Lead
17	WRI Africa (Kenya)	Wanjira Mathai	Regional Director for Africa and Managing Director for Partnerships
18	WRI Africa (Kenya)	Haile Medhin	Director of Strategy and Partnerships
19	WRI Africa (Kenya)	Rebekah Shirley	Research Development and Innovation Director
20	WRI Africa (Kenya)	Dickson Komu	Director of Finance & Operations
21	WRI Africa (Kenya)	Susan Chomba	Director, Vital Landscapes
22	WRI Africa (Kenya)	Peter Ndunda	Global Restoration Initiative's Country Lead
23	WRI Africa (Kenya)	Cosmas Ochieng	Global Director, Center for Equitable Development
24	WRI Africa (Kenya)	Maurice Owiti	Economist, NCE Africa
25	WRI Africa (Kenya)	Nisha Krishnan	Director for Climate Resilience
26	WRI Africa (Ethiopia)	Aklilu Fikresilassie	Country Director, Ethiopia and Cities Director
27	WRI Africa (Ethiopia)	Wubanchi Tesso Wakoya	Urban Development Project Manager
28	WRI Africa (Ethiopia)	Abiyot Dagne Belay	Research Associate
29	WRI Africa (Ethiopia)	Sofia Ahmed	Food and Land Use Coordinator
30	Danish Embassy in Ehtiopia	Sebastian Rodas Medeiros	Counsellor - Climate, Water and Energy
31	Danish Embassy in South Africa	Jørgen Erik Larsen Morten	Counsellor Water Environment, Energy, Research and Innovation
32	Danish Embassy in South Africa	Holm van Donk	Climate & Energy Counsellor
33	Danish Embassy in Nigeria	Poul Jacob Erikstrup	Sector Counsellor, Food, Agriculture & Fisheries
34	Danish Embassy in Kenya	Elizabeth Matioli	Team Leader, Climate and Resilience

35	Danish Embassy in Kenya	Sandra Sichlau	Programme Manager, Climate and Resilience
36	Danish Embassy in Kenya	Thomas Emil Jensen	Sector Advisor, Environment, SSC
37	Danish Embassy in Kenya	Henning Høy Nygaard	Growth Counsellor Food, SSC
38	Exotic EPZ	Jane Maigua	Managing Director Nuts Processing and Export
39	Exotic EPZ	Charity Ndegwa	Director-Operations
40	Ethiopian Ministry of Planning and Development	Dr. Fitsum Assefa	Minister of Planning and Development