Danish support to the UNEP Copenhagen Climate Centre (UNEP-CCC) from September 2026 to December 2030

Project Document, final, 25 June 2026

File 360-no:25/44702

Contents

Abbreviations

AGR	Adaptation Gap Report
AI	Artificial intelligence
Article 6	Article 6 of the Paris Agreement
AIIB	The Asian Infrastructure Investment Bank
CBIT	Capacity-building Initiative for Transparency
CCD	Climate Change Division (of UNEP)
COP	Conference of the Parties (to the UNFCCC)
DOA	Delegation of Authority
DFI	Development Finance Institution
DIIS	Danish Institute for International Studies
EbA	Ecosystem-based adaptation
EU	European Union
EGR	Emissions Gap Report
EIFO	Denmark's Export and Investment Fund
GCF	Global Climate Fund
GEF	Global Environment Facility
ICAT	Initiative for Climate Action Transparency
IKI	(German) International Climate Initiative
IPCC	Intergovernmental Panel on Climate Change
KLIMA	Department of Green Diplomacy and Climate (MFA)
LCMPs	Low-Carbon Mobility Projects
L&D	Loss and damage
LDC	Least Developed Country
LMIC	Low-middle-income Country
MDB	Multilateral Development Bank
MFA	Ministry of Foreign Affairs (of Denmark)
MOV	Means of verification
MRV	Monitoring, reporting, and verification
MTS	Mid-term Strategy (UNEP)
NAP	National Adaptation Plans
NbS	Nature-based Solutions
NDC	Nationally Determined Contributions
ODA	Official Development Assistance
OECD-DAC	Organisation for Economic Co-operation and Development's Development Assistance Committee
SDG	Sustainable Development Goals
SIDS	Small Island Developing States
TNA	Technology Needs Assessment
UNFCCC	United Nations Framework Convention on Climate Change
UNEP	United Nations Environment Programme
UNEP-CCC	UNEP Copenhagen Climate Centre
UNOPS	United Nations Office of Project Services
UNSDCF	United Nations Sustainable Development Cooperation Framework
USD	United States Dollar

1. Introduction

The present project document outlines the background, rationale and justification, objectives and management arrangements for development cooperation concerning the Danish support to the UNEP Copenhagen Climate Centre (UNEP-CCC) for the period September[1] 2026 to end 2030 as agreed between the parties, i.e. United Nations Environment Programme (UNEP) and the Department for Green Diplomacy and Climate (KLIMA) in the Ministry of Foreign Affairs of Denmark. The Danish grant totals DKK 90.0 million, where DKK 30.0 million is planned to be included in the Danish Finance Bill for 2026, 2027, and 2028, respectively, and subject to annual approvals. The project document is an annex to the bilateral agreement with the implementing partner and constitutes an integral part hereof, together with the documentation specified below.

The Danish Strategy for Development Cooperation emphasises that the climate crisis is the greatest challenge of our generation and requires international cooperation and extensive investments. The purpose of the present grant is to continue the strong Danish support for multilateral cooperation and country-driven climate action targeting the challenges of developing countries. UNEP-CCC has, through technical and analytical work, positioned itself as a global thought leader with the Emissions and Adaptation Gap Reports and a preferred country partner through global country support programmes on nationally determined contributions (NDCs), climate technologies and transparency in climate reporting and data. The Danish support should continue to enable UNEP-CCC to deliver global analytical and technical work contributing to science-based climate policies aligned with the Paris Agreement and integrating climate actions into broader development planning and investments.

The Danish grant is the main strategic grant for UNEP-CCC, enabling the Centre to attract earmarked funding and to think strategically across country work and engage in new emerging topics. The Danish contribution today makes up 20% of the current budget of the UNEP-CCC, while other funding is targeted at specific support to areas such as the NDCs, climate-related Technology Needs Assessment, loss and damage, and Article 6 on Carbon markets. The Centre has today 54 international staff based at the UNEP-CCC in the UN City of Copenhagen.

The overall objective of the Danish support to UNEP-CCC will be to "*support climate-resilient and low-carbon pathways in developing countries that contribute to country-driven socio-economic development aligned with the goals of the Paris Agreement".* The formulation of the objective responds to and aligns with the new Medium-Term Strategy (MTS) of UNEP. UNEP-CCC will continue to deliver technical support and capacity building based on strong analytical expertise, and in equal partnership with countries. The work will be divided into three overall outcomes, directly reflecting and contributing to the new thematic workstreams of UNEP's Climate Change Division (CCD) that UNEP-CCC is fully integrated in and aligned with its thematic priorities.

The Danish support will enable UNEP-CCC to play a strategic role for UNEP and the global climate framework, while still delivering concrete results and demonstrating the uptake of the work that benefits developing countries. The work will build on 35 years of experience and network of the Centre but also address and respond to new opportunities and challenges. The next phase should ensure that technical support and capacity building contribute to country-driven and near-term climate planning that can leverage both private and public financing in innovative approaches.

[1] A no-cost extension of the previous Danish grant to UNEP-CCC was approved by the MFA until end August 2026.

2. Context, Strategic Considerations, Rationale and Justification

2.1. Context and strategic considerations

UNEP's Emissions Gap Report 2025 finds that climate pledges and policies currently in place are pointing the world towards up to 2.8°C of warming. This is likely to result in a multi-decadal average of global temperatures exceeding 1.5°C within the next decade. Such a temperature rise over the course of this century will leave the world heading for a serious escalation of climate risks and damages.

At the same time, the Adaptation Gap Report finds that progress in adaptation and adaptation finance remains limited, which will further exacerbate the adverse effects of accelerating climate change risks and impacts. About one-fifth of the world's population – 1.2 billion people - is currently at high risk from climate-related hazards such as heatwaves, flooding, hurricanes, and drought. Climate change will disproportionately impact the poorest populations the most, thereby undermining progress on the Sustainable Development Goals (SDGs) and exacerbating the risk of conflict, peace, and security in many regions and countries. Furthermore, rising temperatures, extreme weather, sea-level rise, and shifting rainfall are also leading to habitat loss, species migration, increased disease, and biodiversity collapse.

The geopolitical landscape is rapidly changing and becoming less predictable. Recent years have demonstrated a shift in global power dynamics with increased pressure on science-based independent information, global cooperation, and multilateralism. This is reshaping global cooperation and affecting work related to climate action and consensus-building. COP30 in Brazil managed to demonstrate that multilateralism still works, but the outcome did not succeed in establishing renewed global commitment to transition away from fossil fuels. The global crisis is exacerbated further by an estimated drop of 9-17% in official development assistance (ODA) in 2025 but could reach a 25% reduction of ODA which particularly will affect the Least Developed Countries (LDCs) hard.

Against this backdrop, an effective and well-functioning, rules-based multilateral system - grounded in international law, the UN Charter, and the universal respect for human rights - is critical. This is also the case for tackling global and interconnected environmental crises that transcend borders, like climate change, biodiversity loss, water management, land degradation, and pollution, and for achieving sustainable development and global security. For example, conserving mangroves prevents USD 65 billion/year in flood damage while the remaining mangroves represent one of the highest values of carbon stock per hectare[2]. It is in the interest of Denmark, the EU, and most developing countries to maintain and revitalise a multilateral system that is effective, responsible, and democratic, where small countries also have rights and access to influence. At the same, it is also important to identify new pathways to deliver low-carbon and climate resilient investment that reflects deeper geopolitical differences and changes in the multilateral system.

Despite the global challenges of addressing climate change, new opportunities are arising as renewable energy is becoming the cheapest source of energy or new innovative climate finance mechanisms, insurance mechanisms and technology enable new ways of integrating climate action in broader development planning. For example, off-grid energy renewable energy offers new pathways to close the energy gap for more than 800 million people. Or new insurance mechanisms could reduce economic losses from natural catastrophes, which in 2023 totalled USD 290 billion, with 62% of global losses remaining uninsured[3].

In times with increasing geopolitical volatility and tension affecting the multilateral climate agenda, it will be even more important to continue to produce science-based climate data and provide technical support to developing countries to make long-term climate policy decisions and to redirect financial flows towards

[2] 2025 UN Synergy Solutions coversFinal-111225.pdf

[3] 2025 UN Synergy Solutions coversFinal-111225.pdf

green transitions. At the same time, it is important to support developing countries in adapting and integrating new knowledge, technology, and policies to address climate change in country-driven economy-wide approaches. UNEP-CCC is a recognised player with expertise and analytical tools serving as a bridge between global frameworks and country-driven needs to mitigate and adapt to climate change.

Against this backdrop, there is no business as usual. The Danish contribution to UNEP-CCC should reflect a new era for climate action, with acknowledgement of countries and communities increasingly being impacted by climate change. Also, the Danish strategic contribution to UNEP-CCC should reflect that the climate change agenda is moving from a focus on ambition to implementation. Clear outcomes and uptake of the work of the Centre are needed to reflect this new reality and the urgent need for people and the planet to transition to more climate-resilient and low-carbon development pathways. Interconnected multilateral agreements with country-driven plans and implementation will be critical towards 2030. If designed well, they will contribute to creating new jobs, reducing climate-related migration, and enabling more climate-friendly and economically viable investments.

2.2. Justification and rationale for supporting UNEP-CCC

The Danish contribution to UNEP-CCC will support science-based evidence to take climate informed decisions at global, national local levels. The Danish grant to the Centre will also aim to identify ways to interconnect the co-benefits between climate action and development in specific sector policies, NDCs and in more economy wide approaches. Furthermore, it will explore how future climate mitigation and adaptation plans, tools, and analytical work can be better integrated in public and private financing streams to mobilise more climate financing.

The Danish contribution to UNEP-CCC serves as a strategic lever for securing multilateral climate cooperation. As the Danish Strategy for Development Cooperation underlines, climate change remains the greatest challenge of our generation and requires international cooperation. UNEP-CCC is delivering key global knowledge work and as a trusted partner by many developing countries.

Alignment with Danish policies

The Danish grant to UNEP-CCC is well placed to deliver on the Danish Strategy for Development Cooperation, ‘A Changing World’, emphasizing that Danish development cooperation must be more closely aligned with Danish strategic interests. For a small country like Denmark, as well as for many developing countries and Small Island Developing States (SIDS), maintaining an efficient and rule-based multilateral system is important. Multilateral cooperation is vital to address transboundary challenge like climate change.

The Danish support to UNEP-CCC particularly delivers on the prioritised area of "a just, sustainable and green transition” and contributes to strengthening multilateral cooperation based on equal and credible partnerships. UNEP-CCC has developed a solid position in the multilateral landscape to deliver global thought leadership and international analytical work for several UNFCCC working groups while delivering concrete technical support to countries and sub-national governments to develop and implement climate action. Interlinking the multilateral climate framework with concrete country action is key to reducing climate impacts, minimizing emissions, and supporting vulnerable groups. The science-based climate analysis produced by UNEP-CCC is also a strategic lever for the Danish ambitions to take lead in the global climate negotiations, together with the EU, while supporting the UN as the legitimate forum for addressing global climate issues.

UNEP-CCC is delivering international thought leadership, science-based analytical work, and, not least, technical support to developing countries. However, as ODA is shrinking and grant financing becoming scarcer, climate financing needs to become more commercially oriented. The Danish support to UNEP-CCC will therefore also focus more on the knowledge generated to contribute to gearing innovative financing and private investments. This also includes engaging Danish and EU companies and technical knowledge where relevant.

The Danish support to UNEP-CCC is also aligned to other strategies such as the Strategy for strengthened Danish engagement with African countries and Denmark's Foreign and Security Policy Strategy as around of half of deeper country engagement supported by Denmark will be targeted at African countries and support the ambitions of building new and stronger partnerships and alliances.

Danish priorities for the grant

The creation of the new UNEP Climate Division in 2025 - where UNEP-CCC is now fully integrated - also provides an opportunity for stronger strategic influence by the Centre. For Denmark, it will be a priority that UNEP-CCC continues to deliver internationally recognised science-based and applied analytical research to support the multilateral climate system and COP negotiations. It will also be a priority to support best-practice country- or sub-national-level policies, regulations, and investments. Furthermore, it will be important to ensure that country-based analytical work has strong ownership and focuses on mobilising more public and private financing. The overall aim of the Danish support is to enable UNEP-CCC to interconnect earmarked climate funding and knowledge into wider development planning and financing.

Concretely, Denmark expects that approximately 50% of country-based analytical work and capacity building will be targeted at Sub-Saharan Africa. At least 40% of the supported work should be relevant for adaptation, as most developing countries urgently need to accelerate adaptation knowledge and planning. These two concrete priorities will be discussed and monitored during the bi-annual Steering Committee meetings. The Danish grant should meet the criteria for OECD-DAC Official Development Assistance (ODA). The monitoring of this is reflected in the results framework and in the annual narrative progress report, but it is not required to reflect this in financial reports. Country selection criteria are outlined in Annex 13 to guide the process, and it is anticipated that approximately 6-8 countries will be supported under the Danish grant.

Denmark values the UNEP-CCC's technical expertise, knowledge base and networks across and within the UN's wider climate architecture. In the next phase, the Centre should also prioritise to extend partnerships to new types of institutions and increase the focus on developing sectoral approaches and investments related to climate change adaptation and resilience. Denmark further welcomes the closer alignment with investment and mobilisation of innovative climate financing, which will support more implementation-oriented technical assistance. This could entail new partnerships with philanthropic funds, Development Finance institutions (DFIs), climate funds, multilateral development banks (MDBs), impact investors, and the private sector to enable uptake of knowledge.

UNEP-CCC Comparative advantage and effectiveness

The long history of UNEP-CCC has enabled the Centre to achieve a global position in bridging global climate frameworks with concrete technical support at national and sub-national levels in developing countries. To do this, the Centre builds on a strong analytical foundation, quantitative climate-related tools, applied research, technical assistance, and capacity building work. The international donor support to the Centre demonstrates this acknowledgement, and the Danish support only makes up approximately 20% of the total budget of the Centre today. The Danish financial support, however, continues to play a vital role in the continued strategic development of the Centre.

Support to the Centre is also an integrated part of the overall support to UNEP. A new Danish Organisation Strategy for UNEP is being developed in parallel with the present project document for UNEP-CCC. It emphasises the particular importance of UNEP in delivering on Danish commitments to green initiatives that integrate climate, nature, environment and development goals and efforts, including the integration of climate adaptation and mitigation efforts. A Danish priority area is "climate stability" where Denmark aims to support UNEP's dual strategic objective of (a) reducing greenhouse gas emissions and (b) enhancing resilience and adaptation to climate impacts. Under enhanced resilience and adaptation, Danish priorities include scaling up Nature-based Solutions (NbS) and ecosystem-based adaptation (EbA). All of these areas are also areas of work of UNEP-CCC.

In a climate diplomacy context, UNEP-CCC enables developing countries to participate actively in global climate negotiations and to bring country-driven perspectives into technical working groups in UNFCCC, COP negotiations, or other relevant climate fora. UNEP-CCC is well-connected in other Danish-supported multilateral climate-related institutions and funds, such as the vertical climate funds, GEF, UNFCCC, and the NDC partnership. UNEP-CCC is coordinating closely with relevant Danish stakeholders like the Danish Energy Agency, CONCITO, DIIS, and Danish private sector firms such as Danfoss, Grundfos, Rockwool, Velux, Kamstrup and Ramboll, and financial institutions such as the Impact Fund Denmark and EIFO. It will be relevant for the Danish based climate centre to engage Danish stakeholders even more in the future, when relevant, and engage more with the EU.

Danish Cross-cutting topics

UNEP-CCC also delivers on key cross-cutting topics when it comes to climate change. The Centre has a poverty-oriented focus in many areas of the work including for "loss and damage", climate adaptation and supporting developing countries, in preparing their NDCs. Human rights and indigenous peoples are integrated in the UN and UNEP approach to development and acknowledged as important custodians of the environment. The poorest communities are disproportionately affected by climate change, with the least resources to adapt, invest, and access new technologies. These aspects are particularly heightened across the Centre's portfolio of work on access to clean energy, energy efficiency skilling, safe mobility access, climate adaptation, and livelihood vulnerabilities. For instance, through Low-Carbon Mobility Projects (LCMPs) in countries such as India, Zimbabwe, and Ghana, UNEP-CCC developed toolkits and guidance to improve transport access for all socio-economic groups, with a particular focus on the safety and security of women on roads.

Efforts to engage and support the voice of youth and women should be considered to enable a just and inclusive engagement of all groups of society. For example, through the NDC Partnership and related work, UNEP-CCC helps countries integrate gender considerations into NDC design and implementation, addressing the gap where many countries' NDCs fail to reflect gender dimensions adequately. The broader technical work at UNEP-CCC increasingly incorporates gender analysis and provides tools and guidance for gender-responsive climate action. UNEP-CCC follows the principles set by UNEP's Policy on Gender Equality and Environment[4] guide along with other internal guides on gender, poverty, and inclusion, promoting equality and human rights.

Capacity Development Approach

Capacity building is at the core of UNEP-CCC's mandate and is delivered as a dynamic, process-oriented approach to strengthening individual and institutional capabilities for implementing climate actions, including under the UNFCCC and the Paris Agreement. The approach emphasizes institutional strengthening, inclusive stakeholder engagement, and South–South knowledge transfer to enable peer learning and the uptake of context-relevant solutions. It is grounded in country-driven and participatory processes, where partner capacity assessment is conducted through stakeholder mapping and identification of systemic and technical gaps, leading to tailored interventions aligned with national priorities. By addressing key dimensions such as coordination mechanisms, policy integration, human capacities, stakeholder engagement, regulatory frameworks, and reporting systems, the Centre supports sustained institutional effectiveness and ownership. This approach moves beyond short-term outputs to embed knowledge and systems within partner institutions, enhancing uptake, enabling continuous implementation of climate actions, and delivering long-term, self-sustaining capacity strengthening outcomes. The iterative and

[4] https://wedocs.unep.org/handle/20.500.11822/7642

adaptive nature of the approach ensures responsiveness to emerging priorities, COP decisions, and lessons learned, ultimately contributing to durable and self-sustaining capacity strengthening outcomes.

2.3. Lessons learned, results, and integration in the UNEP climate change division

The UNEP-CCC builds on 35 years of experience. The Centre was established through a partnership between the Danish Ministry of Foreign Affairs, UNEP, and the Technical University of Denmark (DTU) as one of the first Climate Centres. This long-standing collaboration, supported by Denmark, has positioned the Centre and Denmark as acknowledged players in the international climate landscape.

During the current project period, the Centre has played a key role related to several of the Danish priority topics. It includes international thought leadership towards the COPs with the publication of the Adaptation and Emission Gap reports, but also through technical work such as preparing the next generation of NDCs, Net-zero, Article 6 on carbon markets and the creation of the "loss & damage fund," where Denmark was the first donor to commit funding. The Danish contribution has been instrumental in spearheading initial work on several of these topics.

Building on this experience, the next phase will adopt a more structured and programmatic approach to work planning, underpinned by strengthened results framework following the Centre's institutional consolidation. Core thematic areas will be retained where aligned with country demand and UNEP-CCCs comparative advantage, while activities will be prioritised based on demonstrated impact, scalability, and relevance. Some earlier, more ad hoc, or stand-alone activities will be phased out in favour of longer-term, process-oriented support that strengthens institutional capacity and ensures sustained uptake. This approach provides continuity while enhancing strategic focus, efficiency, and delivery of impact.

The Centre is targeting its analytical work towards developing countries. This is done by interconnecting analytical, technical work with capacity building to demonstrate pilot cases within specific areas, such as climate plans for sub-national governments or sector-specific approaches. The Centre bridges international knowledge work with country-based technical assistance that can provide and test best-practice cases.

Box1: Examples of UNEP-CCC results and approach

1. *Closing the Science–Policy Gap on Climate Action - Emissions Gap Report*
   The Emissions Gap Report produced by the UNEP has become a key reference in the lead-up to global climate negotiations. Widely cited in international media and used by negotiators from developing countries, the report translates complex climate science into clear, policy-relevant analysis, helping countries understand the gap between current Nationally Determined Contributions and the emission reductions required to meet the Paris Agreement.

2. *Advancing Net Zero in Gujarat and Rajkot*
   With technical support from the UNEP Copenhagen Climate Centre, the Indian state of Gujarat (with more than 60 million inhabitants) adopted one of the country's first comprehensive Net Zero Strategies, including a roadmap toward 100 GW of renewable energy by 2030 and net-zero emissions by 2070. At the city level, Rajkot finalized its first Net Zero Transport Plan, promoting low-carbon mobility and just transition principles. The modelling approach is attracting interest for replication in other cities.

3. *Integrating Loss and Damage into Climate Policy in Mauritius*
   In Mauritius - a SIDS country - UNEP-CCC supported the development of a practical framework to assess climate-related loss and damage, including economic and non-economic impacts such as health and wellbeing. The work has already influenced national policy, with loss and damage included in

Mauritius's NDC 3.0 (2025–2035) and forthcoming National Adaptation Plan. The government is also preparing a proposal to mobilize finance from the Fund for Responding to Loss and Damage.

4. *Making Nature-Based Solutions for Climate Resilience Bankable*
UNEP-CCC supported the development of three bankable nature-based solution pilots in Mauritius, from climate risk assessment to financing strategies. The projects have been prioritized for potential crowdfunding through the Air Mauritius platform to unlock domestic climate finance. Nature-based solutions are also being integrated into the country's next NDC update, strengthening institutional support for ecosystem-based climate action.

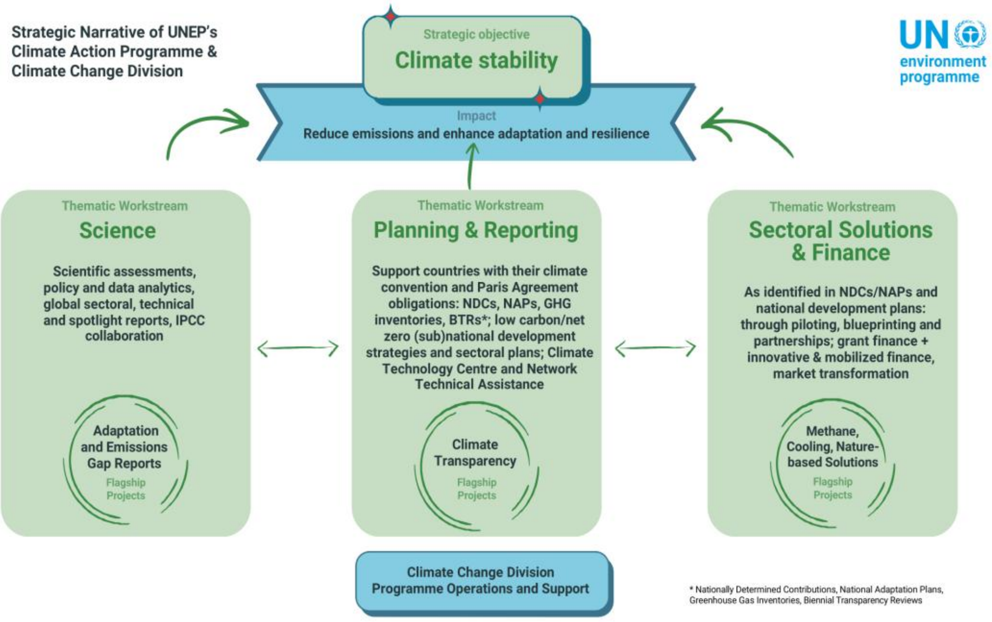
5. *Building Evidence and Capacity for Loss and Damage in Zambia*
UNEP-CCC supported Zambia in piloting a methodology that quantifies economic and non-economic loss and damage from floods in Lusaka and drought in Livingstone, replacing ad-hoc accounts with data to inform recovery costing and local management plans. The work is also building lasting national capacity, with a governance assessment paving the way for a loss and damage data registry and an e-learning course addressing capacity gaps identified by Zambian stakeholders.

A mid-term review was conducted by the MFA in late 2024 and concluded in January 2025. It demonstrated that the UNEP-CCC has a solid place in the international climate architecture and has achieved strong results as a thought leader and through its international analytical work. It also emphasised that the strategic focus of the Centre had become less clear during the transition from DTU and the full integration into UNEP. It was also underlined that country-driven work was delayed and uptake of the work would only materialise in many years ahead why it was recommended to engage deeper for several years in selected countries and develop simple theory of change processes for the supported country processes. This should also lead to better ways to demonstrate results and improve reporting for the Danish MFA. The Steering Committee has followed up on the MTR recommendations and strategic focus on the country-supported activities has been developed which is reflected in the present project document.

A clearer focus on UNEP-CCC's work has become visible in the UNEP's new Medium-Term Strategy for 2026-2029 that was approved in December 2025. The MTS sets priorities for Climate Action, supported by the UNEP Programme of Work for 2026-2027 (see Annex 6) where UNEP seeks to reduce greenhouse gas emissions and enhance resilience and adaptation to climate impacts. The major contribution to UNEP's strategic climate objective will be delivered by its Climate Change Division (CCD), in which UNEP-CCC is now fully integrated as reflected in the new organizational structure (see Annex 11).

In the new context of the CCD, it is assessed that UNEP-CCC's role and profile has been strengthened and aligned to the three inter-connected climate workstreams that bundle the core strengths of units and teams across the division: 1) enable the science and data foundation for a more impactful policy and implementation action, 2) support countries with their convention obligations to set climate targets in national, sectoral, and sub-national plans; develop climate-related plans and report on progress) and 3) implement solutions and catalyze finance for sectoral transformations in line with global climate goals (see figure 1).

Figure 1: UNEP Climate Change Division Strategy



The three outcomes proposed for the Danish support to UNEP-CCC are framed in accordance with these three thematic workstreams of the CCD. The new strategic directions of the CCD reinforce the role of UNEP-CCC in contributing strongly to the science-policy foundation and thought leadership for climate action, and for the continued delivery of analytical and technical support and guidance at the country partner level.

3. Project Objective

The objective of the Danish support to UNEP Copenhagen Climate Centre is to:

Support climate-resilient and low-carbon pathways in developing countries that contribute to country-driven socio-economic development aligned with the goals of the Paris Agreement.

To achieve this objective, the Danish support to UNEP-CCC focuses on three interlinked outcomes that target distinct components and stages necessary for accelerating climate action and implementation: (1) Strengthening the foundation for enhanced climate change ambition and accelerated action through policy-relevant and actionable science-based knowledge and data; (2) Enhancing and maturing climate policies and plans prioritized by partner countries; and, (3) Advancing climate technologies and solutions prioritized by partner countries to a stage where they are investment and implementation ready. All country activities will be implemented in ODA eligible countries. The three outcomes are summarized below. They build on UNEP-CCC's comparative advantages and experience and reflect the increased international and national focus on implementable climate actions. The Danish support will be an earmarked, strategic contribution ensuring the continued strong alignment and further strengthening the complementarity and contributions of UNEP-CCC to the strategic direction, mission, and priorities of UNEP's Medium-Term Strategy and of its CCD.

Outcome 1 strengthens the knowledge and data foundation for enhanced climate change ambition and accelerated action. This is done by informing and guiding international and national decision making and supporting developing country action through independent science-based data and analyses. It builds on and further strengthens UNEP-CCC's international and national recognition in the science-policy space, notably through the Emissions and Adaptation Gap Reports. It responds to the current geopolitical situation where independent science-based information is under increased pressure, and to the strong focus on science in UNEP's new Medium-Term Strategy as well as in the CCD. This outcome will deliver both science-based assessments, dialogues and technical guidance for concrete global technical UN processes and working groups. The supported country-driven processes at the national and sub-national levels under outcomes 2 and 3 will inform these global dialogues and guidance to demonstrate progress and challenges, for example, within Loss & Damage and Article 6.

Outcome 2 focuses on further developing and maturing climate policies and plans prioritized in NDCs and other country documents, through technical and institutional support, guidance, and capacity building**.** The focus is on supporting developing-country partners where key policies and plans are identified but remain in early phases of development. UNEP-CCC provides technical support, analysis, and capacity building to strengthen early-stage plans and policies before they move toward implementation. Activities span subnational, national, and regional levels. At the subnational level, technical support will be provided for urban decision-making and budgeting across mitigation, adaptation, and loss and damage (L&D). At the national level, the outcome strengthens maturing policies, sectoral decarbonization and resilience roadmaps, e.g., to move NDCs and NAPs toward more coherent, implementable, and scalable plans. At the regional level, the focus is on knowledge sharing to support country uptake and broader replication through platforms that multiply impact via cross-country learning. The outcome links to UNEP programmes on NDCs and NAPs as well as UNEP-CCC flagship workstreams under the Capacity Building Initiative on Transparency (CBIT) and Initiative for Climate Action Transparency (ICAT). This outcome builds on UNEP-CCC's 35-year track-record of supporting country-driven climate work in developing countries based on equal partnerships

Outcome 3 focuses on advancing climate technologies and solutions prioritized by partner countries to investment and implementation readiness, through UNEP-CCC support. It aims to bridge the gap between identified climate technologies and solutions (mitigation and adaptation) and their deployment. The work targets countries with strong climate commitments, aligning with national adaptation and mitigation priorities, especially in sectors such as energy, transport, water, and agriculture, while complementing UNEP programmes, including Technology Needs Assessments (TNA). Activities include targeted climate analyses to improve policy, market, and investment conditions; development of pre-investment frameworks and business cases; and collaboration with financial institutions, the private sector, and international agencies to expand access to grants, concessional finance, and blended finance. This outcome responds to the global call to make NDCs investment-ready and shift from planning to implementation, including the COP30 focus on scaling private-sector finance. While UNEP-CCC is not a financing institution, it brings strong technical expertise, data, and analytical capabilities, to co-create relevant investment inputs with financial partners through studies, technical inputs and pre-investment support. This can be through targeted studies, technical inputs, and pre-investment support. This will help countries translate priority climate technologies and solutions into bankable proposals, strengthen their investment pipelines, and create new avenues for scaling.

These outcomes correspond to UNEP MTS impact indicators I1 and I2, as well as outcome indicators O1, O2, O3, and O6 within the Climate Action thematic sub-programme. Additional information on the MTS outcomes, impact framework, indicators, and SDG indicators is provided in Annex 12.

4. Theory of Change and Key Assumptions

The narrative Theory of Change (ToC) can be summarized as:

If Denmark provides financial support to UNEP Copenhagen Climate Centre (UNEP-CCC).
And if UNEP-CCC continues to serve as an efficient partner fully integrated in UNEPs Climate Change Division, demonstrating complementarity and value addition to the global climate frameworks with concrete technical support.
And if UNEP-CCC engages into partnerships and collaboration in strategically chosen areas with international, national and subnational partners, who have relevant mandates, expertise and strong commitment.
And if activities in these areas are strategically designed to address the needs of developing countries, focusing on analytical and technical support, capacity building, planning, strategies, and regulatory, policy and institutional strengthening, aligned with the priorities, strategies and plans of partners.
And if UNEP-CCC continues to contribute to filling critical knowledge gaps and to improving the understanding of emerging key climate change issues and opportunities in a rapidly changing climate and geopolitical context.

And if the project adopts a multi-dimensional sustainable development approach, reinforcing human rights and gender equality principles and dimensions across all activities and collaborations.
And if the national partners sustain their commitment to effective uptake, application and use of the project outputs, providing additional knowledge and information for climate-relevant investments.
Then, science-based assessments, plans, policies, roadmaps, and investment frameworks that demonstrate the economic, social and environmental benefits of low carbon and climate resilient development aligned with the Paris Agreement, provide a foundation for informing decision-making to accelerate climate action and impact.
And then government stakeholders at national and sub-national levels can strengthen institutional capabilities, climate policies and plans that integrate mitigation and adaptation to support climate-informed planning and enabling environment for investment at national sub-national levels.
And then improved enabling environments for interconnecting climate action with socio-economic and private sector development, can enable governments and private-sector actors to accelerate the uptake of climate change solutions in targeted sectors, bridging the gap between identified climate technologies and solutions and their deployment.
And then a contribution will have been made to climate-resilient and low-carbon pathways in developing countries that contribute to country-driven socio-economic development aligned with the goals of the Paris Agreement (the objective of Denmark's support to UNEP-CCC).

The theory of change builds on several assumptions and drivers, some of which are influenced by, but go beyond UNEP-CCC's sphere of control.

Key assumptions include[5]:

- Despite the current geopolitical context and shifting priorities, support for multilateralism and the Paris Agreement continues to drive enhanced country-led mitigation and adaptation policies and plans, alongside technical and financial support for implementation in developing countries.
- High-level political commitment from partner countries and stakeholders for enhancing NDCs, NAPs, sectoral plans and investment frameworks.
- A strong, sustained demand from developing countries to enhance climate resilience and low-carbon pathways by demonstrating economic and social co-benefits of climate action.
- Regulatory frameworks and national legal systems remain stable enough to allow long-term planning and implementation of climate actions.
- Engaging government "champions" and strengthening inter-ministerial coordination (particularly with Ministries of Finance) helps overcome institutional fragmentation of climate focal points.
- International climate finance commitments (public and private) continue to rise or at least remain stable, sustaining partner countries' ability to implement NDCs, NAPs etc. and UNEP-CCC is able to effectively engage/coordinate with climate finance institutions.
- Climate-related disasters do not overwhelm national and sub-national capacities, redirecting focus from long-term planning to emergency response for prolonged periods.

Key drivers include:

- Continued high-level political commitment to climate change action in partner countries as climate change is affecting economies and low-carbon technologies are competitive.
- A structured approach to knowledge exchange at subnational, national and regional level, including triangular cooperation and sustained peer-to-peer exchanges.
- Attention to the socio-economic drivers and benefits of enhanced climate change adaptation and mitigation action.

[5] Some of these assumptions are also reflected further under risk management in Annex 4. And some risks (see Annex 4) may be seen as the factors that might have given rise to failure of assumptions – at least for the programmatic and institutional level.

- Effective communication of results and lessons targeted at decision-makers at global, regional, national, and subnational levels.
- Innovative financing models to leverage additional capital to implement and invest in actions.

5. Summary of the Results Framework

The summary results framework for the Danish support to UNEP Copenhagen Climate Centre is provided below, whereas the more detailed results framework including output level is available in Annex 3. The detailed results framework also outlines indicative activity areas at output level
under each output.

Project	**Danish support to UNEP Copenhagen Climate Centre 2026-2030**
Project Objective	**To support climate-resilient and low-carbon pathways in developing countries that contribute to country-driven socio-economic development aligned with the goals of the Paris Agreement**
Impact Indicator	Number of climate plans, policies, strategies and actions advanced by developing countries through UNEP-CCC support.
Baseline	While partner countries have submitted NDCs, the key climate plans, policies, priority technologies remain underdeveloped or not operationalized. Climate-relevant policy and regulatory frameworks are fragmented, with limited integration of socio-economic development priorities. In addition, a significant gap persists between identified climate actions and their investment readiness.

Outcome 1		**International and national climate change negotiations and decision-making are informed by independent science-based information and dialogues supported by UNEP-CCC.**	
Outcome 1 indicator		UNEP-CCC-supported science-based information, thought-leadership and dialogues have informed global and national climate agendas and actions. Means of verification: citations and references by high-level target audience and developing country use.	
Baseline	Year	Mid-2026	Uptake levels based on the 2025-editions of the Emissions and Adaptation Gap Reports
Target	Year	2030	A 30% increase in uptake levels compared with the 2025-baseline and measured across all information sources and dialogues conducted[6]

Outcome 2	**Climate policies and plans prioritized in NDCs, and other country documents are further developed and matured through the provision of technical and institutional support, guidance and capacity building to accelerate climate action.**
Outcome 2 indicator	Number of enhanced and advanced national and urban climate policies, plans and institutional capacities in partner LDCs informed by UNEP-CCC support Means of Verification: The climate policies, plans and strategies and documentation such as reports, records, or official correspondence documenting how UNEP-CCC's support has informed the work.

[6] The uptake levels of the Emissions and Adaptation Gap Reports may not increase, as these reports are already among the most referenced UNEP reports and considering the challenging geopolitical context. However, the aim is to increase uptake of UNEP-CCC-supported science-based information through the expanded and strengthened portfolio of tailored science-policy information and dialogues.

Baseline	Year	Mid-2026	Climate planning and regional knowledge sharing is fragmented, and sectoral roadmaps and urban action plans lack integrated prioritization of mitigation, adaptation, and loss and damage required for political buy-in and scale in targeted countries and sub-national levels.
Target	Year	2030	At least 4–6 endorsed national sectoral roadmaps, and 2–3 integrated urban climate action plans operationalized with support of UNEP-CCC and minimum 6 regional knowledge platform sessions organised where this knowledge is shared.
Outcome 3	**Prioritized climate technologies and climate solutions in supported developing countries are advanced toward implementation through strengthened enabling environments and improved investment readiness.**		
Outcome 3 indicator	Number of climate technologies or sectoral solutions with validated business cases that are advanced to pre-feasibility, or investment-readiness with demonstrated positive climate relevance and financial stakeholder interest. Means of Verification: Qualitative assessment of number of UNEP-CCC supported studies and technical assistances that have contributed to advancing climate technologies and solutions towards implementation.		
Baseline	Year	Mid-2026	Identified investment readiness gaps, lack of business cases, and fragmented partnerships that hinder the de-risking and scaling of climate-policy-based finance and investments in targeted countries.
Target	Year	2030	UNEP-CCC support has informed 6–8 investment planning processes or private-sector business cases for final investment decision, through partnerships, and with documented climate and socio-economic co-benefits.

6. Inputs/budget

The designated Danish contribution to UNEP-CCC will run for approximately 4.5 years from September 2026 through December 2030. This catalytic funding is intended to support key strategic priorities of the Centre, in alignment with both the UNEP Medium-Term Strategy and Danida's priorities. The grant is earmarked to advance three outcome areas outlined in the budget: Outcome 1 on science and data, Outcome 2 on policy and planning, and Outcome 3 on climate-informed actions and investment.

Denmark's contribution for the UNEP-CCC project is Danish Kroner (DKK) 90.0 million and Denmark commits DKK 30,0 million upon signature of this agreement. Further commitments of DKK 30.0 million in 2027 and 2028 are subject to Parliamentary approval of the Danish Finance Act for 2027 and 2028 annually from the Danish Finance Act (FL-konto 06.31.01.50). The annual payment schedule will follow the outline payment on the cover page of the Project Document.

Table 1: Budget for the proposed project

	Total	2026	2027	2028	2029	2030
Outcome 1	**20,225,038**	1,855,229	4,918,496	4,528,229	4,629,947	4,293,138
Outcome 2	**25,662,061**	2,869,799	5,863,026	5,836,973	5,481,259	5,611,004
Outcome 3	**28,892,256**	3,064,045	7,185,402	6,570,043	6,351,940	5,720,828
Unallocated	**8,000,000**	1,200,000	4,000,000	2,000,000	800,000	-
Mid-term review	**500,000**			500,000		
Indirect cost (Programme support Cost + Levy)	**6,720,644**	725,418	1,772,731	1,568,424	1,393,136	1,260,935
Total	**90,000,000**	**9,714,490**	**23,739,655**	**21,003,668**	**18,656,282**	**16,885,905**

The proposed budget is allocated to the three outcome areas. The budget includes a higher share of funding to Outcome 3 to drive action and implementation by focusing on supporting climate-informed investment decisions and scalable, bankable models. Remaining funds target Outcome 2 for policy maturation, prioritizing LDCs and SIDS, and Outcome 1 with its focus on science and policy advocacy. Furthermore, a sum is also reserved as unallocated which is primarily expected to be applied for emerging topics and needs identified and agreed to during implementation. Unallocated funds will be presented to the Steering Committee and formally approved by the MFA based on formal submission of proposals, according to the MFA Aid Management Guidelines. It is the expectation that the majority of the unallocated funds will be allocated or have an allocation plan developed by the Mid-Term Review. Further detailed budget has been covered in Annex 5.

7. Institutional and Management Arrangement

Overall Operations and Governance for UNEP-CCC

The UNEP-CCC became a UN entity in 2022. The Centre is now fully integrated in the recently established UNEP Climate Change Division, with complete programmatic and fiduciary responsibility with UNEP and operational support provided by UNOPS. Operational and financial management of UNEP-CCC is established through an UN-to-UN Agreement between UNEP and UNOPS, signed on 11 January 2022. Through this arrangement, UNOPS provides operational support which covers HR contracts, procurement of grants and independent consultants, travel support, and workshop and event logistics support. UNOPS also manages UNEP-CCC's finance portfolio, including tracking expenditure flows, tracking payments, and providing financial reporting back to UNEP.

The UN-to-UN agreement has undergone eight amendments to date, with the latest amendment signed on 19 December 2025, adding funds and extending the agreement period. This agreement forms the overarching framework for implementation, ensuring a robust process of approval and execution, and with consideration for efficiency and streamlined processes.

Within UNEP, overall management oversight, and fiduciary responsibility for UNEP-CCC lies with the CCD, led by the CCD Director. Under this guidance, the UNEP-CCC Director manages the Centre's operations and holds primary responsibility for staff management, serving as the first reporting officer for the Heads of Sections, Operational Support, and Communications. The Director also works closely with the CCD Director, Deputy Director, and the Heads of the Mitigation and Adaptation Branches on substantive work and participates in the Division's management group.

The UNEP-CCC Director holds overall responsibility for ensuring that all Centre activities are fully aligned with UNEP's Medium-Term Strategy (MTS) and the climate change sub-programme. The role includes coordinating with other UNEP Divisions on relevant thematic areas, guiding fundraising efforts, and providing internal oversight of UNEP-CCC projects, plans, budgets, and publications before these are submitted for UNEP approval. In accordance with UNEP procedures, the Director also exercises signatory authority. The overall coordination and management authority in the UNEP structure for UNEP-CCC is illustrated in the organigram (see Annex 11).

Governance for the Danish support:

The Danish support to UNEP-CCC continues to be implemented through a Donor Agreement between the Danish MFA and UNEP. The former UNEP-CCC Steering Committee has been redefined as a Steering Committee for the Danish project support as UNEP-CCC is now fully integrated in UNEP. The Director of UNEP's CCD will continue to provide overall strategic guidance for the Centre and UNEP-CCC will continue to be responsible for organizing the biannual meetings, agendas and minutes. The committee serves as the formal platform for dialogue between UNEP and the Ministry of Foreign Affairs of Denmark regarding the Danish support to UNEP-CCC. The ToR for Steering Committee was updated as a follow-up on the MTR and is included in Annex 10.

The Steering Committee will act as a forum for discussion and advice on the strategic priorities of Danish support, ensuring alignment with UNEP's climate change strategy, as well as relevant Danish policies, including the Danish Strategy for Development Cooperation. Its mandate includes reviewing and recommending for UNEP's approval, plans, progress reports, budgets, and addressing major implementation issues related to Danish support emphasised in the Mid-term Review. Membership of the Steering Committee comprises representatives from UNEP-CCC, UNEP's CCD, the Ministry of Foreign Affairs of Denmark (Green Diplomacy and Climate Department), with UNOPS participating as observers. The Committee will be chaired alternatively by the Director of UNEP's CCD and the MFA Focal Point and will convene twice annually.

Communication of Results:

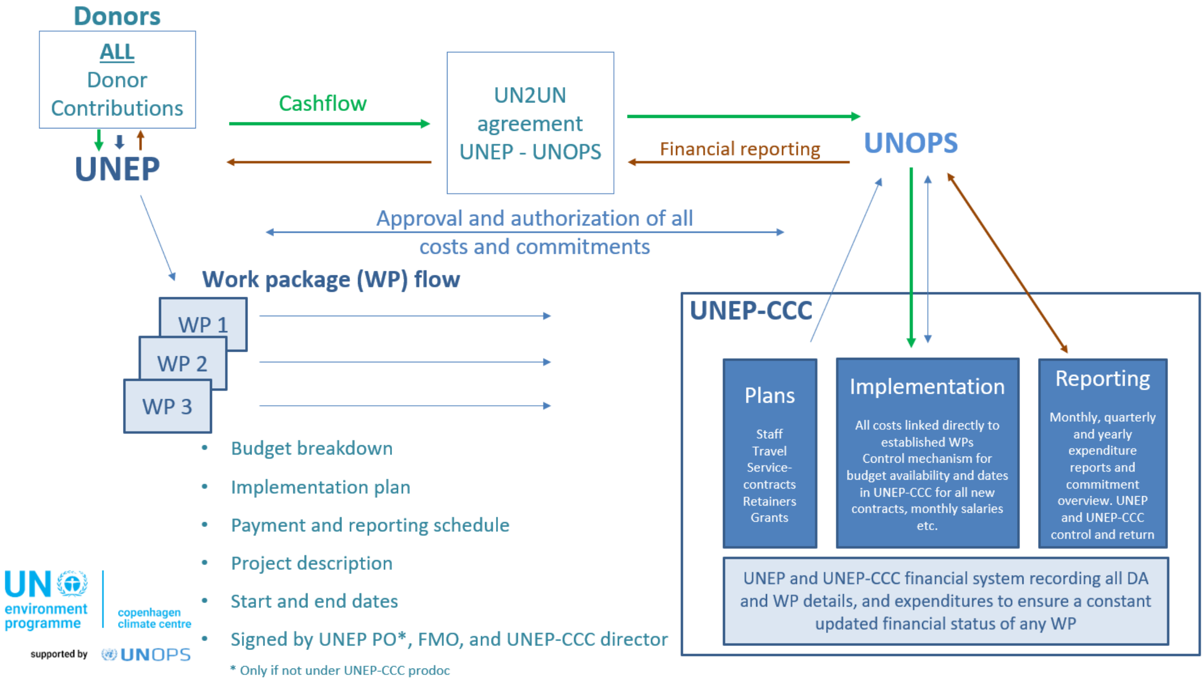
UNEP-CCC will implement a focused communications approach that translates project results into clear, targeted messages aligned. The team - led by a Chief Advisor and supported by a Communications Officer and Digital Officer - will work closely with UNEP corporate communications to facilitate knowledge through global assessments and thought leadership and streamline and amplify narratives. Outreach will reach in-country, regional, and global audiences through UNEP-CCC's website, social media, webinars, and e-learning, with active collaboration with UN partners, donors, and media outlets to amplify key messages. Digitalization and AI tools will support knowledge sharing and evidence-based storytelling. This approach will ensure that UNEP-CCC's communication activities are strategic, visible, and impactful, connecting project outcomes to broader climate narratives and leveraging multiple platforms and partnerships to reach decision-makers, practitioners, and the public. Global flagship reports like the Emission Gap Report are contributors to international media climate coverage and extensively covered by Danish media. Further details are set out in Annex 7.

8. Financial Management, Planning and Reporting

All financial activities in UNEP-CCC are carried out in accordance with the division of roles and responsibilities described in the UN-to-UN agreement, including its amendments and annexes. Each Work Package consists of a detailed budget, workplan, and reporting schedule, which together provide instructions to UNOPS on how to implement the specific project workplan and budget. Each work package is associated with a donor grant (e.g., for Danida a single work package will be set-up). Once signed by the UNEP DOA holder, the Work Package is transferred to UNOPS and established in the UNOPS systems under the UN-to-UN agreement (see an illustrative representation of this in Figure 2).

All specific activities of UNEP-CCC e.g., travel, procurement of services, hiring of consultants, etc. in accordance with the instructions set out in the Work Package, requires approval by UNEP, with a reference to the UNEP-CCC work plan and budget. Following UNEP approval, the support services by UNOPS (in line with the description above) are activated. Once work packages are transferred to UNOPS, the execution of these work packages (including any procurement and payments) is carried out by UNOPS in accordance with their regulations, rules, and procedures. All expenditures are recorded in the UNOPS system together with supporting documents. Control mechanisms are established at multiple levels. No commitments, whether for individual consultants, implementing partners or service providers are made without approval by the Head of Operations to ensure budget availability, compliance with UNEP instructions in the Work Package, etc.

Figure 2: Operational set-up of UNEP-CCC and work package flow



UNEP is responsible for complying with all reporting requirements. An annual narrative progress report will be submitted by 31 March of the following financial year. This report will include progress against outcome and output indicators, key results, lessons learned, and updates to the risk matrix, in line with Danida guidelines.

Interim financial reporting will be submitted biannually in accordance with Danida guidelines. These reports will provide information on actual expenditure at outcome and output levels. In addition, an annual UNEP Certified Financial Statement specific to the Danida project will be provided. This statement presents the financial status of the programme and is issued alongside UNEP's audited annual financial report, which is published in the following financial year. Further, an MFA-led financial review of UNEP-CCC is also planned to take place in Q1 of 2027.

Short progress updates will be shared during Steering Committee meetings using a "traffic-light" system, where:

- Green is on-track – implementation progress continues as scheduled
- Yellow is partly on-track, which may require pivoting or re-focusing and potential remedial actions to get back on-track
- Red is off-track, which requires attention by the Steering Committee and recommendations on changes or reallocation of resources.

External audit at the United Nations is a key independent oversight function and a fundamental component of the governance structure established by Member States. The UN Board of Auditors, BoA, conducts its audits in conformity with International Standards, the reports are submitted to the legislative/governing bodies of the organization. The Single Audit Principle approved by the General Assembly gives the designated

external auditor the exclusive right to act as the sole external auditor, in order to avoid the UN's operations, transactions, and books being audited more than once by more than one party. This means that contributions, such as that made by MFA, shall be subject to the UN internal and external auditing procedures provided for in UNEP's financial rules and regulations, and audit reports are publicly available at:
https://www.un.org/en/auditors/board/auditors-reports.shtml. This report will also be shared with the Danish MFA.

Within four months after the date of completion or termination of the Agreement, a final financial and narrative report summarizing activities and impact of activities as well as financial data will be delivered. Upon completion of the grant any unspent funds must be returned to MFA. Interest accrued on the Danish grant will not be calculated separately and thus not returned to the MFA. Upon completion of the Project and expiry of this Agreement, the United Nations shall refund any unspent and uncommitted balance and interest accrued to the Ministry only after the submission of the final certified financial statement. The responsible MFA unit reserves the right to carry out any technical or financial missions that are considered necessary to monitor the implementation of the programme. After termination of the programme support, the Green Diplomacy and Climate Department/the Ministry of Foreign Affairs of Denmark reserves the right to carry out evaluation in accordance with this article.

9. Risk Management

A summary of the main contextual, programmatic, and institutional risks is provided here. Annex 4 provides a detailed risk management analysis and matrix.

Contextual Risks: Geopolitical tensions and weakened global climate leadership - reflected in shifting climate positions among major economies, UN80 reform processes and reduced ODA - may prompt partner countries to adjust their climate commitments. Ongoing conflicts, energy-security pressures and diverging government priorities further complicate cooperation. Mitigating measures: Focusing on countries aligned with the Paris Agreement and demonstrating clear domestic demand reduces the residual risk. Regular Steering Committee stocktaking helps anticipate political shifts, though fluctuations in ODA and broader geopolitical pressures remain external constraints. Residual risk: Generally minor (although major for the risk related to reduces ODA flows), provided that mitigating measures are effective and monitored by the Steering Committee.

Programmatic Risk: Limited commitment, capacity and staffing within some countries and national institutions may impede the translation of technical assistance into policy outcomes. These constraints are compounded by competing priorities, fiscal pressures, uneven regional capacities - particularly in LDCs and SIDS - and occasional misalignment between national and sub-national regulations. There could also be risks of the new generation of NDCs and NAPs not being implemented as foreseen. Mitigating measures: Prioritize partners demonstrating strong commitment, undertake targeted capacity building and a whole-of-government approach that embeds climate priorities in national planning. Concurrent engagement at national and sub-national levels helps resolve regulatory inconsistencies. Emphasize the socio-economic benefits of climate action and leveraging UNEP's convening role, although external staffing limitations remain beyond the Centre's control. Residual risk: Generally minor, provided that mitigating measures are effective and monitored by the Steering Committee.

Institutional Risk: The Centre's financial sustainability is influenced by shifting donor priorities and changes in the ODA and climate-finance landscape. Although the likelihood of significant funding shortfalls is low, the potential impact remains major, given global geopolitical trends and reduced environment-related budgets. Mitigating measures: Proactive fundraising, streamlined funding channels and close coordination with the UNEP CCD. Continued support from GEF initiatives (e.g., TNA, CBIT), multi-trust-fund programmes (e.g., ICAT) and Danish funding provide medium-term stability. Strong fundraising outcomes will mitigate the risk. Regular Steering Committee oversight supports accountability and helps manage remaining residual risk. Residual risk: Generally minor, provided that mitigating measures are effective and monitored by the Steering Committee.

The Centre's risk management follows the Enterprise Risk Management framework of UNEP.

10. Sustainability and Exit

Development cooperation is by nature temporary – and therefore exit strategies should, in principle, be developed alongside entry strategies. Though there is no specific consideration of phasing out Danish support to UNEP-CCC, it is always timely to consider the sustainability of the Danish support. In this regard, reference is made to the Danish Organisation Strategy for UNEP.

UNEP-CCC started out as a nearly fully financed Danish Centre located at Risø (DTU). Today, the Centre has enhanced its size, international recognition and financial donor base consisting of GEF, IKI, EU, multi-donor trust funds, bilateral funds from countries and philanthropic funds. Denmark contributes only to 20% of the total operating costs of the Centre today due to high focus on reducing dependency on Danish funding over the years. Considering the current reduction in global ODA levels, it is likely that the Centre will maintain a similar dependency on the Danish funding and not further reduce it. However, increased focus on fundraising and expansion towards new forms of partnerships could also open new possibilities for co-financing activities. If financial fundraising becomes even more challenging than foreseen currently, the Centre is like to reduce its scope of activities. This development will be monitored by the Steering Committee and a stocktaking being integrated in the ToR for the mandatory Mid-term Review.

The sustainability of the Centre has also been strengthened in the past years through full integration into the UNEPs CCD. Through this, the technical work of UNEP-CCC contributes to implement the UNEP Mid-term Strategy. Furthermore, the strategic position related to UNFCCC is also key for securing sustainability and relevance of the technical work. Finally, technical work at national and sub-national levels will be carefully selected to ensure sustainability of the work by assessing the commitment to climate action, relevance for sector-specific priorities and identifying opportunities for complementary financing to ensure the uptake of the technical support.

Annexes:

Annex 1: Context Analysis

Annex 2: Partner Assessment

Annex 3: Full Results Framework and Outcome Descriptions

Annex 4: Risk Management

Annex 5: Budget Details and Overall UNEP-CCC Funding Overview

Annex 6: List of Supplementary Materials

Annex 7: Plan for Communication of Results

Annex 8: Process Action Plan

Annex 9: Signed table of appraisal recommendations and follow-up actions taken.

Annex 10: ToR – Steering Committee for the Danish Support to UNEP-CCC

Annex 11: Organigram - UNEP CCD and UNEP-CCC

Annex 12: Excerpts from UNEP's MTS 2026-2029

Annex 13: Country Selection Criteria

Annex 1: Context Analysis

Summary context analysis[7]

Climate change is one of the greatest threats to global development and stability in our time, with potentially dire impacts on food systems, livelihoods, and human safety. Climate change has the potential to trigger political instability, further entrench inequalities, and drive back decades of sustainable development achievements. The World Bank estimates that climate impacts could push up to 130 million people back into extreme poverty by 2030.

The global context is increasingly defined by the reality that the world is approaching - and may temporarily overshoot - the 1.5°C threshold. This trajectory intensifies extreme heat, floods, and droughts, which act as threat multipliers for vulnerable populations. At the same time, a significant ambition–implementation gap persists. The Emissions Gap Report notes that global emissions must peak before 2025 to keep the 1.5°C goal within reach, yet current trajectories are not aligned with this timeline. The Adaptation Gap Report highlights that while 73% of Parties have included adaptation components in their NDCs, financing and implementation remain far below estimated needs.

Developing countries face a squeeze of climate impacts, tighter fiscal constraints, and high debt levels. The interest cost on external borrowing for developing nations is, on average, three times higher than for developed countries, making the high upfront investment required for green technologies particularly difficult to secure. Approximately 1.1 billion people live in acute multidimensional poverty, with five out of six residing in Sub-Saharan Africa and South Asia. Both climate change and rapid technological shifts and financial flows threaten to further impact inequality; currently, it is estimated to take nearly 100 years to reach global gender equality. Addressing climate change presents a unique opportunity to improve health, reduce inequalities, create green jobs, green industrial development and value chains and an overall socio-economic development in alignment with the SDGs to leverage co-benefits.

Many necessary technologies already exist; the challenge is to coordinate the delivery of tools, skills, and financing to scale them where they are needed most. Many financing instruments and mechanisms also exist. The challenge is to help prioritize them for maximizing mitigation and adaptation gains, but also in helping to scale and replicate solutions to accelerate climate action and to leapfrog based on proven approaches and models. Incorporating gender and multi-generational considerations - moving beyond seeing women and youth as "vulnerable" to seeing them as active agents of change - results in more sustainable outcomes.

The programme supports developing countries in accelerating climate action through stronger climate planning, policy tools and science-based evidence along with a push for technology uptake through improved investment ecosystems and robust investment frameworks, with the aim of achieving socio-economic development. By building institutional capacity to identify priority actions across mitigation, adaptation, and loss and damage, and by furthering technology uptake and strengthening enabling environments, the programme facilitates a just transition to low-carbon, climate-resilient societies that leave no one behind.

1. Poverty and Inequality analysis

Status regarding multidimensional poverty:

The global landscape of multidimensional poverty is characterized by a significant concentration of deprivation in specific demographic groups and regions, despite notable progress in several countries. According to the Multidimensional Poverty Index (MPI), approximately 1.1 billion people live in acute multidimensional poverty, with five out of every six poor people residing in Sub-Saharan Africa and South

[7] Note: This annex generally follows the Danida standard format for context analysis used in early 2026. However, as a greed between UNEP-CCC and MFA(KLIMA), three sub-sections in the Danida guidelines template for this annex are not included, as the relevant information is generally found elsewhere in the Project Document: 5. Migration; 7. Capacity of public sector, public financial management, and corruption; 8. Matching with Danish strengths and interests, engaging Danish actors and seeking synergies. As regards, Danish interests, refence is also made to the Danish Organisation Strategy for UNEP.

Asia. Vulnerability is heavily skewed toward the younger generation, as children under 18 account for over half of the global poor. At the half-way point toward 2030, the Sustainable Development Goals (SDGs) are far off track, with only 2 out of 36 targets reviewed in the Global Sustainable Development Report 2023 on track to be achieved, with the progress of SDG1 being bleak. While 25 countries, including large nations like India and Morocco, successfully halved their MPI values within 15 years, poverty remains heavily concentrated geographically and demographically. Five out of six poor people reside in Sub-Saharan Africa and South Asia, and children under the age of 18 account for more than half of all MPI-poor individuals (approximately 566 million).

The World Bank emphasizes that climate change is a primary "threat multiplier" for these populations, with projections indicating that up to 130 million people could be pushed back into extreme poverty by 2030 due to climate impacts. Climate hazards interact with pre-existing deprivations, such as lack of clean water or stable housing, to amplify shocks to income and human capital. Losses fall disproportionately on households without insurance or savings and on workers in informal labour markets. This creates a scarring effect where the loss of assets during a single storm or drought can prevent a family from recovering for generations, making adaptive safety nets and shock-responsive financing critical components of development design.

UNEP-CCC is supporting countries in Sub-Saharan Africa with a focus on climate action for mitigation, adaptation, and managing loss and damage, while also ensuring co-benefits of other SDGs. The Centre will continue to utilise the established framework of the Sustainable Development Goals and the Paris Agreement to assist developing countries in meeting their climate change commitments.

Status and progress in relation to SDG 7, SDG 10, and SDG 13:

SDG 7 Status: There is significant global momentum toward the energy transition, with renewable energy technologies (solar and wind) now being the most cost-effective options for new power generation in most of the world. In the latest Nationally Determined Contributions (NDCs), 28% of Parties are explicitly committed to tripling global renewable energy capacity by 2030. However, despite these technological gains, energy access remains a critical challenge in fragile regions. In parts of Africa, setbacks in energy infrastructure caused by extreme weather illustrate how quickly development gains can reverse when energy systems are not built to be resilient. The transition is not merely about shifting fuels but about ensuring energy security and clean air, which are now viewed as core national interests. Energy efficiency is a low hanging-fruit in most developing countries, which is the fastest and cheapest enable yet is often overlooked by policy makers and falling behind as described in the SDG Progress Report. Lack of access to electricity is increasingly becoming an isolated challenge for Sub-Saharan Africa but new off-grid energy solutions and business models demonstrate possible gateways to accelerate progress towards SDG7. Sustainable financing remains a challenge for remote and poor communities.

SDG 10 Status: Inequality remains a central challenge, with recent data showing that 20% of development progress has been lost in recent years due to unequal distribution in education, health, and living standards. The UNDP 2023 Human Development Report stresses that both climate change and rapid technological shifts will further impact inequality in the near future. While the incomes of the bottom 40% grew faster than national averages in many countries before the pandemic, uneven recoveries now threaten to reverse this trend.

Structural barriers continue to hinder progress, particularly regarding gender; the World Economic Forum calculates that at current rates, it will take almost 100 years to reach global gender equality. In the context of climate action, 72% of Parties still frame women primarily as "vulnerable" rather than as active agents of change. Additionally, human mobility has reached record levels, with one in 251 people worldwide documented as a refugee by mid-2022. Addressing SDG 10 requires addressing root causes of wage disparities and ensuring that transition benefits are fairly distributed across all segments of society, particularly for women, youth, and persons with disabilities.

SDG13 remains a challenge. Climate change is already felt by many developing countries. Impact will quickly increase and integrating climate adaptation into the broader country-driven planning and investments will enhance resilience and lower the cost of adaptation. However, national and sub-national capabilities to build resilience and adaptation measures are still limited. The cost and knowledge of climate adaptation need to be integrated in fiscal planning, private investment and sector-wide approaches. However, the climate change approach is still dominated by being fragmented and siloed in few ministries whereby mutual benefits and win-win approaches are not unlocked. New policies and private sector investment should explore the co-benefits of integrating climate change in long-term planning.

2. Political Economy and Stakeholder Analysis

Political Economy:
The global climate and development context is defined by accelerating climate impacts, tighter fiscal and geopolitical constraints, and rapidly expanding opportunities for green, inclusive growth. A mix of challenges and opportunities. As the world approaches—and temporarily overshoots—1.5°C, extreme heat, floods, droughts and storms are intensifying. These hazards interact with pre-existing inequities to erode assets and human capital, deepen poverty and inequality, and contribute to climate-related displacement. Food, water and energy insecurity are rising, particularly in settings with limited adaptive capacity and high informality. Fiscal space is constrained in many developing countries, complicating both adaptation and mitigation at the pace and scale required.

In general, governments, especially in developing countries, are trying to balance today's pressing needs with long term planning and risks. Particular developing countries is increasingly facing challenges with rising interest rates and depreciating exchange rates which are increasingly closing doors to credit for developing countries. It forces developing countries to borrow at higher interest rates, further exacerbating the ballooning level of global debt. The interest cost on external borrowing is on average three times more for developing countries than for developed countries, according to Brookings. Developing countries in particular saw external debt levels grow by 15% last year compared to pre-pandemic levels, according to the United Nations. This particular a challenge for investing in green technologies and solutions which often impose higher upfront investment in infrastructure compared traditional fossil-fuel technologies. High inflation, unsustainable levels of debt and currency depreciation are other economic challenges making climate technology transfer to LDC's and fragile countries particular difficult. This unfavourable situation is further exacerbated by higher raw material prices to build sustainable infrastructure and renewable energy. Despite climate finance almost doubling in the last decade, developing countries lack access to financing to adapt to climate change. Climate funds and new guarantee scheme can mitigate some of challenges and barriers for accelerate investment in much need climate-relevant mitigation and adaptation solutions in tandem with transparent national policies and regulations. While the financing gap remains a challenge, tackling the climate and sustainable development crises together could unlock efficiencies at scale and reduce government spending needed to address these crises by nearly 40 per cent. Spearheading innovative financing and adaptation measures will be important. Policy discussion remains fragmented and climate actions is often perceived as only a cost in isolation whereby the possibilities of more integrated approaches is overlooked and how they can deliver multiple cross-sector benefits.

At the same time, geopolitical tensions and weakening multilateral consensus hinder the coherence and predictability needed to translate pledges into implementation, while declines in official development assistance increase pressure on public budgets and private finance. Post-COP30 processes have clarified parts of the global architecture—on transparency, adaptation metrics and loss-and-damage modalities—yet financing for adaptation and for addressing losses remains far below estimated needs while efforts to phase out fossil fuel use have been weakened. Capacity constraints continue to limit the integration of climate objectives into national development plans and budgets, and to slow delivery across sectors and levels of government.

Sustainable development: At the same time, 2020 ushers in the ten-year countdown to deliver on the Sustainable Development Goals (SDGs) and is a crucial year for ensuring that policies, financing, and ambition align to reach the Goals by 2030. To be sure, the world has made substantial strides: The extreme poverty rate has fallen below 8%, the lowest recorded level in human history. For the first time since the start of the

SDGs, the number of people in extreme poverty in Africa is decreasing. India, once a global hot spot for poverty, is now on track to end extreme poverty. Children around the world are living longer and healthier lives. The mortality rate in children under five has nearly halved over the last twenty years and more children than ever are receiving an education, getting necessary vaccinations, and drinking clean water. More people have access to electricity and nearly three-quarters of the world has essential health services. Despite these achievements, there are several important challenges ahead.
However, climate change is considered the defining crisis of our time and is happening even more quickly than anticipated. Rising temperatures are fuelling environmental degradation, natural disasters, weather extremes, food and water insecurity, economic disruption, and conflict. In addition, a growing global movement of young people impatient for change is pushing climate protection to the forefront global awareness. The 2015 Paris Agreement on climate change calls for holding warming well below two degrees Celsius, and for efforts to limit the increase even further, to 1.5 degrees. But if global emissions are not drastically diminished, temperatures could rise to above three degrees Celsius by 2100, causing further irreversible damage to global ecosystems.

Inequality: Inequality is at the heart of many of the gravest issues facing the world, including development, climate, and peace. It affects people and structures across societies and borders and threatens to thwart hard-fought development gains. A recent United Nations report shows that 20% of development progress was lost in recent years due to the unequal distribution of education, health, and living standards. Likewise, the World Economic Forum has calculated that it will still take women almost 100 years to reach gender equality. Exclusionary practices in security, justice, and politics are at the heart of many violent conflicts today. Indeed, it is seen as a key factor in the rise of current protests around the globe. The 2019 Human Development Report stresses that inequality will be impacted by both climate change and technology in the near future and therefore approaches to these issues must take into consideration issues of equality. Inequality is exacerbating the inequality to the impacts of climate change. The poorest and most marginalised populations often live in the most climate vulnerable regions, including drought prone regions and in regions with high risk of flooding (e.g. urban dwellers). Furthermore, these populations also have least ability to afford relevant technologies to adapt such as irrigation, weather insurance, energy or a saving account.

Stakeholder analysis:
The global, national and sub-national climate agenda is influenced by many different stakeholders and with multiple and often conflicting interests. Some private sector stakeholders and public institutions can hold vested interest in the fossil fuel industry or specific interests in short-term exploitation of natural capital (forests, mining, etc) which can lead to increased emissions or vulnerability to climate change. However, the private sector also holds the key to new green technologies and investment that can enhance capabilities to adapt to climate change and transition towards new green technologies.
Interests of civil society stakeholders can also be dual and can both push for climate action and prevent progress if short-term needs or adverse impacts threatens their livelihoods. Workers employed in the coal industry or illegal urban settlers can protest against climate actions. On the other, hand civil society also push governments to take climate action more seriously as impact are being felt. In this context, it will be important to enable people access to informed decisions based on transparent science-based data. Furthermore, it will be important to interconnect short-term development needs with long-term climate actions in win-win solutions while also minimize the trade-offs. By this, the conflicting interests between stakeholders can be minimised and demonstrate the co-benefits.

With over 30 years of experience, UNEP-CCC is well positioned as an institution within the UNFCCC and sustainable development space to translate climate commitments into concrete action. The Centre's operational model is built on three strategic pillars: Policy, Transparency, and Implementation. UNEP-CCC supports countries to translate NDCs into sector strategies and investment plans, leads global initiatives to help countries track the technology and finance flows across mitigation and adaptation, and finally serves as

a “bridge” in translating commitments and plans into action through supporting market development for climate technologies and solutions, through developing business models to de-risk green investment across key impact sectors including energy and transport. Such support and success of climate and development programs highly depend on the context in which the Centre operates, where climate approaches can also induce an improved change in the livelihoods and not further entrench inequalities.
The following groups represent the primary stakeholders whose interests align with or are impacted by the program’s climate and development objectives:
Key stakeholders:

- Developing country constituencies who could be potential direct beneficiaries of the programme (academic, civil society, private sector, research, and public sector entities who may request assistance)
- National Government Authorities: Ministry of Environment, relevant sectoral ministries as well as Ministry of Finance
- Local and Municipal Authorities: Responsible for urban decarbonization and resilience
- Women, men, and youth engaged in climate change work
- Multilateral and international organizations: UNEP, UNFCCC Secretariat, UNDP, FAO, and development partners providing global standards and technical oversight
- The private sector as key stakeholder to develop and deploy new technologies relevant for climate mitigation and adaptation measures.
- The public at large in developing countries who stand to be impacted by the programme
- Other donors (incl. GEF, GCF, IKI, the EU Commission, NDC Partnership etc.)

The key stakeholders include:

Stakeholder	Interest	Capacity	Contribution
National Government Authorities (Ministries of Environment, Energy, Development Planning, Finance)	To translate NDCs and NAPs into sectoral plans and investment strategies.	Varies from country to country	Lead the development of national climate policy priorities and serve as partners for NDC work.
Developing country constituencies engaged on climate change: academic, civil society, private sector, research, and public sector	To bridge the knowledge gap and build local expertise in climate transparency, data modelling, and sustainable policy frameworks.	Varies; some are highly engaged but lack financial and technical resources	Act as data providers and local implementing partners; ensure that climate actions are grounded in local socio-economic realities and SDGs.
Technology, Policy and Capacity Building Expert Providers (including think-tanks, consultants etc.)	To provide specialized technical guidance, capacity building support, and liaison support and maintain local relationships to ensure continued buy-in	Possess technical / subject-matter, capacity building and/or policy and regulatory guidance expertise	Deliver technical assistance; develop methodologies and tools; share global best practices, and enable peer-exchange
UN Framework Convention on Climate Change (UNFCCC) Conference of Parties (COP)	To ensure countries have capacity to deliver under Paris Agreement across the various Articles and implement NDCs effectively.	The COP is the supreme decision-making body of the Convention. All States that are Parties to the Convention are represented at the COP, where they review the	Provides the global mandate and reporting standards that UNEP-CCC helps countries operationalize

		implementation of the Convention bodies and take decisions necessary to promote the effective implementation of the Convention.	
Gender & youth constituencies	To ensure that NDCs, climate mitigation and adaptation efforts are gender-responsive and promote intergenerational equity.	Strong advocates with specialized knowledge on the differentiated impacts of climate change on marginalized groups.	Provide guidance on inclusive policy making; ensure "Leave No One Behind" (LNOB) principles are integrated into data collection and project design.
Private sector, Financial Institutions, blended finance facilities	To identify market opportunities in the green transition and access de-risked investment pathways in developing markets for both adaptation and renewable energy.	Possess the capital, innovative technology, the coalitions and networks required for accelerating climate actions and crowding in new forms of capital and investments.	Provides important knowledge and views on providing financing support for climate mitigation and adaptation projects and help reduce the risk perception and the cost of capital.
Bilateral donors & UNFCCC financial institutions (GCF, GEF, etc)	To ensure sustainability of UNEP-CCC services in support of achieving Nationally Determined Contributions and development goals.	Strong financial capacity and strategic interest in climate stability and the fulfilment of the Paris Agreement.	Provide the core and project-based funding.

List the key documentation and sources used for the analysis:

- OPHI/UNDP (2023). Global Multidimensional Poverty Index.
- Global Sustainable Development Report 2023: Global Sustainable Development Report (GSDR) 2023 | Department of Economic and Social Affairs (un.org)
- SDG progress report SDG Progress Report Special Edition.pdf (un.org)
- UNDP (2023). Human Development Report.
- World Economic Forum (2023). Global Gender Gap Report.
- UN (2023). Progress towards the Sustainable Development Goals: Towards a Rescue Plan for People and Planet.
- UNDESA/UNFCCC (2023). Synergy Solutions for a Better World.
- UNFCCC (2025). NDC Synthesis Report.
- UNEP (2025). Emissions Gap Report.
- UNEP (2025). Adaptation Gap Report.

UNEP-CCC operates across the continuum from science, policy and planning to investment readiness and transparency, with coordination taking place through both global platforms and country-level engagement. The table below provides an overview of the key partners the Centre engages with, along with the modalities of collaboration. In parallel, the Centre is also expanding its partnership base to include philanthropic foundations (e.g., Ikea Foundation, Novo Nordisk Foundation, Danfoss Foundation), and strategic donor collaborations focused on specific thematic areas, such as its work with Norway on Article 6 carbon markets and the development of mitigation activity pipelines.

Partner category	Examples	Partner strength	UNEP-CCC role	Modality
UN agencies	UNFCCC, UNDP, UNIDO, etc.	Norm-setting (UNFCCC), in-country implementation and governance (UNDP), and green industrial expertise (UNIDO)	Technical analysis, methodologies, sharing of knowledge and insights. Examples include Through TNA project, collaborating closely with UNFCCC feeding insights into TEC process. Collaborating with UNDP on transparency and co-organizing global events. CCC is the Sustainability Chair for a Working group to support a GEF Green Hydrogen program implemented by UNIDO.	Technical inputs to UN processes, joint events and knowledge sharing, and supporting in advisory capacity; and/or translating global frameworks into actionable national approaches or tools.
Donors, funders, MDBs	GEF, GCF, World Bank, AIIB, regional MDBs (AfDB)	Financing, investment pipelines, large-scale programme delivery	Upstream technical support, readiness, pipeline development, MRV and transparency systems	Technical assistance linked to funded projects, readiness support, advisory roles
Global initiatives and platforms	NDC Partnership, Mission Innovation, Climate Promise, 2050 Pathways	Coordination, country demand articulation, political convening	Technical delivery partner on revision of NDCs, stock take, LT-LEDS, sectoral pathways, investment plans and implementation frameworks, climate finance snapshot, support to Central Banks on green finance taxonomy etc.	Embedded technical support, joint delivery at country level
Private sector and finance actors	Industry platforms, financial institutions, coalitions (e.g. GFANZ-related actors where relevant)	Investment, innovation, market deployment	De-risking through technical analysis, policy frameworks, and pipeline development	Public-private dialogue, pilot initiatives, investment facilitation
Knowledge and research institutions	Universities, think tanks, technical networks (e.g., Ahmedabad University, KNUST, IDDRI, University of Cape Town)	Research, data sourcing, contextual experience and insights, stakeholder coordination	Applied knowledge, translation into policy and implementation tools	Joint studies, tools, and methodologies

Ministries, government agencies, regional bodies	National and sub-national and city authorities, and regional climate centres	Policy ownership, liaison role, implementation authority	Capacity building, institutional strengthening, system development	Long-term engagement, embedded advisory, South–South exchange

4. Human rights, Gender, Youth and applying a Human Rights Based Approach

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

Climate change and efforts to address it have the potential to affect women, men, and youth in different ways. For example, entrenched and systemic discrimination can make some women and girls more vulnerable to climate change with respect to health, food security, livelihoods and human mobility, while excluding women and youth from climate action makes it less effective and can further exacerbate climate harms. Women also tend to less targeted by technology transfer and other public-private investments. Technical assistance to national and sub-national authorities should reflect the different needs and impacts, and learnings of best practices and trade-offs shared at the international level.

The programme must adhere to the human rights principles of Participation, Accountability, Non-discrimination, and Transparency (PANT). By supporting the meaningful participation of women and youth, the programme ensures more inclusive, effective, and impactful outcomes. The transition to a low-carbon economy must be a "just transition" that actively removes barriers to technology and finance for marginalized groups.

Human Right Standards (international, regional, and national legislation)

The Paris Agreement serves as the primary global framework for these obligations and represents the first international environmental agreement to explicitly refer to human rights norms. While not a human rights treaty in the traditional sense, it mainstreamed the necessity of considering rights-based obligations in the implementation of global climate actions. Climate change remains one of the greatest threats to fundamental rights—specifically the rights to life, health, food, water, and an adequate standard of living. Consequently, the programme prioritizes a balanced approach between mitigation outcomes to limit future threats and adaptation outcomes to stabilize societies currently facing these risks along with supporting countries to manage losses and damages.

Identify key rights holders in the programme

Developing country citizens and the civil society organizations that represent them are the key rights holders. The UNEP-CCC programme will be demand-driven and stakeholder engagement consultations where relevant will involve the stakeholders including NGO representatives, civil society groups, vulnerable groups, urban and/or rural representation etc.

Human Rights Principles (PANT)

Participation

Women, youth and indigenous peoples are among groups that often face difficulties of being included in consultation processes. Support elements to promote inclusion include prioritizing technical assistance requests that demonstrate gender considerations and ensuring that learning materials are available online, at no cost, and in multiple languages. Developing country governments are also encouraged to facilitate public consultations as part of the regulatory and policy development process.

Accountability

Accountability is managed through both horizontal and vertical mechanisms to ensure the programme meets its mandates. Horizontally, the programme is accountable to UNEP. Vertically, it is accountable to the member states. Accountability is further reinforced through regular surveys of national partners. Surveys of national focal points and implementers are conducted, and their information disseminated. Capacity building is also regularly provided to national focal points, and guidance tools are provided to implementers.

Non-discrimination

Technical assistance and capacity building services will be available to all institutions representing rights-holders, including academic centres, civil society, municipal governments, as well as private and public sectors. In addition, knowledge sharing services will be available to all interested individuals. Additionally, the programme will engage directly with representing groups at risk of marginalisation, including gender, indigenous populations, and youth constituencies. The monitoring and evaluation system will also include gender-differentiated indicators, where possible. The programme is guided by the provision on human rights laid out in the Paris Agreement, the programme's institutional human rights infrastructure, and a gender policy and action plan following UNEP guidelines. The programme will include gender-disaggregated data, where relevant and where such data can be made available given the conditions and constraints across different national and sub-national contexts.

Transparency

The proposed programme will disseminate findings from the climate change work through the website, news pieces, annual results report and learning opportunities via our communications online platform including in the form of e-learning modules, webinars, podcasts – potentially also made available in the UN languages, where possible. National focal points will convey information to their country's stakeholders in their national languages.

Gender

Challenges: The degree to which people are affected by climate change impacts is largely a function of their social status, gender, poverty, power, and access to and control over resources. Despite the international community's increasing acknowledgement of the varied experiences and skills women and men bring to development and environmental sustainability efforts, women still tend to have less economic, political and legal power and are hence less able to cope with—and are more exposed to—the adverse effects of the changing climate. Only 33% of all submitted Nationally Determined Contributions explicitly integrate a gender dimension. Other national technology planning documents have also traditionally failed to acknowledge gender. Women have less access to climate technologies due to patriarchal rules, societal limitations or limited financial resources. Women are also underrepresented in environment, energy, planning and science ministries where men account for 97% and women only 3%.

Women commonly face higher risks and greater burdens from the impacts of climate change inequality. For example, women and children are 14 times more likely to die than men from natural disasters. Unequal access to information or mobility results in much higher death rates for women.

Opportunities: The growing recognition of the disproportionate impact of climate change on women and girls has been matched in recent years by the rising awareness of their roles as change agents and the tremendous value of gender equality and women's empowerment for producing social, economic, and climate resilience benefits.

There is an opportunity to ensure that both climate change mitigation and adaptation interventions achieve greater and more sustainable impact by involving a more diverse group of stakeholders in decision making and implementation stages. By incorporating gender mainstreaming in climate change programme implementation and finance, women can also gain greater opportunities for education, entrepreneurship, and economic empowerment. This represents a tremendous opportunity to leverage development co-benefits between gender equality and climate action.

In addition to providing guidelines and recommendations, the programme can conduct gender gap analysis during scoping assessments, support gender considerations during stakeholder consultations and workshops, and include gender-disaggregated analysis at sectoral level, and for monitoring and evaluation activities.

Youth

Challenges: The world's population is young: 42 percent of people are under the age of 25. In South Asia and Sub-Saharan Africa, the number of people aged 12-24 has steadily risen to 525 million in 2015 – almost half the global youth population. At the same time, young people represent almost 40 percent of the unemployed people in the world.

Young people are also the cohort which will be most affected by climate change in the future, but they often feel left out of climate change decision making in their countries and feel uncertain about how to best play a positive role in climate change action. According to a World Economic Forum survey with more than 30,000 respondents under age 30 from 186 countries, 84% of youth claim they lack access to information to prevent climate change.

Opportunities: Young people care about climate change – Young people represent a huge resource as agents of change in the climate change effort, as advocates, entrepreneurs, and active citizens. Youth are demonstrating an increasingly strong social and environmental awareness, which has the power to shift our societies toward a low-carbon and climate resilient future. There is a growing awareness of the global trend of youth's climate change concerns and their potential capacity to affect positive change, and this is being reflected in international agreements and programme planning. For example, the Paris Agreement acknowledges the need to "respect, promote and consider respective obligations on human rights, the right to health, the rights of indigenous peoples, local communities, migrants, children, persons with disabilities and people in vulnerable situations and the right to development, as well as gender equality, empowerment of women and intergenerational equity, […]". Young people now have a recognized constituency within the climate negotiations and are engaging at the national level as well to demand progress on climate change efforts.

Constraints: Many youths are still being denied an ability to gain "a seat at the table" in national and local discussions on climate change priorities, planning, and implementation. Likewise, young people face difficulties in accessing relevant learning opportunities and information on climate change methods, tools, technologies, and financing which can support youth entrepreneurs, innovators, advocates, and others willing to support and lead climate action.

The programme will ensure that youth groups are involved in the stakeholder consultations and trainings where relevant, and the capacity building aspects could include targeted skill development, support to TVETs, job fairs, curriculum development which will primarily target youth and focus also on potential career opportunities and bring nuance to the understanding of climate change. Where relevant, by involving youth-led groups and collaborating with youth constituencies, the programme can harness the environmental awareness of younger generations to drive a low-carbon and resilient future and also speak to the intergenerational equity aspects.

List the key documentation and sources used for the analysis:

- Climate Change and Human Rights, UNEP https://wedocs.unep.org/bitstream/handle/20.500.11822/9530/-Climate_Change_and_Human_Rightshuman-rights-climate-change.pdf.pdf?sequence=2&amp%3BisAllowed=
- World Economic Forum https://www.weforum.org/agenda/2017/08/global-shapers-survey-2017-5-things-we-learned/
- The Paris Agreement as a Human Rights Treaty **https://papers.ssrn.com/sol3/papers.cfm?abstract_id=3192106**
- International and regional human rights and HRBA principles and HRBA Guidance Note of 2013
- Danish Institute of Human Rights (DIHR) Guide to understand the interlinkages between human rights and the SDGs (http://sdg.humanrights.dk)

6. **Inclusive sustainable growth, climate change and environment**

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

The interlinkages between climate change and sustainable development are strong. The programme's aim is to support developing countries to implement their Nationally Determined Contributions and other key climate change planning documents in order to meet global goals for low-carbon, climate resilient economies and sustainable development.

- **Assess the overall risks and challenges to inclusive sustainable growth and development from the impact of climate change and environmental degradation**

The global community is currently facing an intensifying "ambition–implementation gap" as observed climate impacts outpace planning cycles in several regions. At the half-way point toward 2030, only 2 out of 36 reviewed SDG targets are on track, with regression noted in climate action and biodiversity loss. Climate change acts as a primary threat multiplier that could push 130 million people back into extreme poverty by 2030, as heatwaves, floods, and storms disproportionately affect households without insurance and workers in informal markets. These environmental risks are compounded by a cost-of-living and debt crisis, constrained fiscal space, and elevated capital costs in developing nations, which complicate the transition to low-carbon economies. Furthermore, limits to adaptation are becoming visible in several contexts, where the loss of assets and human capital slows progress on poverty reduction and threatens the central commitment of "Leaving No One Behind." The fragmented approach between climate, environment and social development continues to be a challenge and prevents identifying cost-efficient co-benefits between climate actions and sustainable development.

- **Assess the status of policies and strategies in the country / thematic area / organisation to ensure that development is inclusive and sustainable, avoid harmful environmental and social impacts and respond to climate change**

Most countries have advanced their strategic frameworks through National Adaptation Plans (NAPs), sector strategies, and updated Nationally Determined Contributions (NDCs), with 89% of Parties now communicating economy-wide mitigation targets. Post-COP30, the global stocktake has underscored the necessity for a step-change in delivery to ensure global emissions peak before 2025. However, the translation of these high-level plans into implementation remains uneven. While 73% of Parties include a distinct adaptation component, integration into national budget processes is often weak. There is an increasing focus on the Enhanced Transparency Framework (ETF) to ensure credibility, alongside efforts to operationalize modalities for addressing loss and damage. While renewable energy now outcompetes fossil alternatives in many markets—creating pathways for green jobs—national strategies must still modernize distribution networks and incorporate performance-based efficiency standards to realize their full potential.

- **Assess the political will and the institutional and human capacity to implement these policies and strategies**

In December 2015, the Conference of the Parties adopted the Paris Agreement, a universal agreement which aims to keep a global temperature rise for this century well below 2 degrees Celsius, with the goal of driving efforts to limit the temperature rise to 1.5 degrees Celsius above pre-industrial levels. This is complemented by the 2030 Agenda for Sustainable Development, which conveys the commitment of countries to protect the planet from degradation and take urgent action on climate change. Both frameworks outline the need for integration of climate change measure into national policies, the improvement of education, and institutional capacity development on climate change mitigation and adaptation.

The institutional landscape is characterized by a significant capacity bottleneck despite a general increase in political pledges. NDC revisions are frequently led by environment ministries with limited input from finance and planning authorities, leading to a lack of integration into core national development strategies. Furthermore, while 84% of Parties reference capacity-building in their NDCs, transparency-capacity gaps and implementation gaps continue to constrain data-driven decision-making. Institutional and human capacity is particularly strained in conflict-affected and fragile settings. Operational success is currently hindered by weakening multilateralism and declining ODA, necessitating a shift toward risk-informed public investment management and stronger inter-ministerial coordination to shift from pledge to implementation.

- **Identify opportunities for mainstreaming support to inclusive green growth and transformation to a low-carbon and climate resilient economies in the programme thematic areas**

Operational success depends on improving the coherence between climate objectives and socio-economic outcomes. Substantial opportunities exist to move beyond siloed policies by anchoring planning in national development strategies and budgets. Closing the "ambition–implementation gap" requires an economy-wide push that aligns policy with market-strengthening mechanisms. In the mitigation sector (renewable energy, energy efficiency, and transport), the falling costs of technology present an opportunity to expand clean power and green jobs.

On the adaptation front, there is a significant opportunity to move from high-level National Adaptation Plans (NAPs) to nature-based investment models. To sustain these results at scale, the programme should support the development of sustainable financing models that treat nature as critical infrastructure. This includes integrating NbS into city-level and sub-national sectoral plans, ensuring that local government capabilities are strengthened for long-term operations and maintenance. Shifting from pledge to implementation requires a "whole-of-government" approach that engages finance and planning ministries directly.

Substantial opportunities exist to mainstream green growth by aligning policy, regulation, and data systems to deliver rapid emissions reductions while safeguarding energy affordability. Priority should be given to de-risking instruments and concessional finance that allow developing countries to adopt clean technology without increasing debt burdens. Mainstreaming climate risk into sector plans and scaling nature-based solutions can deliver simultaneous benefits for biodiversity, heat mitigation, and flood control.

Support for and cooperation on climate action are central to achieving mitigation and adaptation objectives and increasing ambition as countries face more and more political, technical, socioeconomic and other barriers. Integrity in market mechanisms (including Article 6) and robust monitoring under the Enhanced Transparency Framework remain vital for credibility, while industrial policies should avoid lock-in and support domestic manufacturing and services across clean technology value chains.

The programme's aim is to support science-policy evidence base and to support developing countries to ensure that countries and sub-national agencies have the technical capacities to implement their NDCs, NAPs and other key climate change planning documents, sectoral strategies and investment frameworks in order to meet global goals for low-carbon, climate resilient economies and sustainable development.

List the key documentation and sources used for the analysis:

- UNEP (2025). Emissions Gap Report.
- UNEP (2025). Adaptation Gap Report: Running on Empty.
- UNDESA/UNFCCC (2023). Synergy Solutions for a Better World.
- UN High-level Political Forum on Sustainable Development 2019
- UNFCCC (2025). NDC Synthesis Report.
- UNEP MTS 2026-2029

Annex 2: Partner Assessment

Brief presentation of the partner: UNEP-CCC

UNEP Copenhagen Climate Centre was founded in 1990 as the UNEP Risø Centre by UNEP, the Danish Ministry of Foreign Affairs, and the Risø National Energy Laboratory. From 2014 to February 2022 the centre was called UNEP DTU Partnership and was hosted by the Danish Technical University, until it became the UNEP Copenhagen Climate Centre.

In the 1990s, the Centre was at the forefront of developing the methodology for assessing the economic costs and benefits of climate change mitigation and adaptation, working closely with other organisations on country studies and capacity building in developing countries. At the same time the Centre built up a network of collaborating partner centres, particularly in the Global South. Over two decades, UNEP-CCC has developed and hosted relevant data sets and pipelines for climate policies and actions including the CDM and NAMAs and continues to develop datasets for Nationally Determined Contributions (NDCs) and Cooperative Mechanisms (such as Article 6 of the Paris Agreement).

Being the custodian of these datasets has allowed the Centre to develop internationally recognised analytical materials, embodying mitigation analysis, modelling and methodologies for impact assessment and carbon footprint assessments. UNEP-CCC is also a key player in the efforts to build national Monitoring, Reporting and Verification and M&E systems, and transparency frameworks to track and report on climate actions and their impacts in more than 40 countries through two international transparency initiatives: the Initiative for Climate Action Transparency (ICAT) and the Capacity-building Initiative for Transparency (CBIT). The Global Environment Facility has been a key donor of several of these activities.

All in all, decades of technical engagement in the international climate architecture have provided UNEP-CCC with a unique network, knowledge and technical competencies. However, the recent geopolitical pressure on the UN climate architecture and move from "ambition to implementation" also calls for UNEP-CCC to broaden its engagement to new arenas and with new stakeholders.

The UNEP-CCC has since the transition in 2022 focused on full integration in the UNEP structure. The new Climate Division has enabled new possibilities for the Centre and opened opportunities for its strategic position within UNEP. The financial management is operating more efficiently now with support from UNOPS, but the administration is assessed as less flexible and agile as before when the Centre was hosted by DTU. However, the financial management appears to more transparent to Denmark as a donor which is perceived as a very positive development.

The centre employs 54 experts of 26 different nationalities working around the world from offices in UN City, Copenhagen. The Danish strategic earmarked contribution is only contributing to approximately 20% of the Centre's revenues. By this, the Centre has demonstrated a lower dependency on Danish funding over the years.

Selected partner strengths, thematic areas and areas of improvements:

- The Emissions Gap Reports (EGR) and Adaptation Gap Reports (AGR) are annual UNEP flagship publications that inform the parties to the UNFCCC and the broader UNFCCC constituency of the status and trends with regard to global action on emissions reductions and adaptation action in the context of globally agreed goals from the Paris Agreement. The reports have been produced since 2010 (EGR) and 2014 (AGR), led by UNEP-CCC. The quality and use of the reports are closely monitored and reported on.
- UNEP-CCC is playing a central role in contributing to the back-end international climate discussions and negotiations such as for the Article 6 on carbon markets, loss and damage, NDC 3.0 and Technical Needs Assessments. UNEP-CCC provides technical inputs but also enables experiences to apply and development international guidelines and tools between local, national and internal levels.
- UNEP-CCC has extensive experience in supporting countries with technical assistance in relation to climate policies, feasibility studies and capacity building. Strong skills in supporting countries to present

documentation and inputs in the UNFCCC context such delivering the next generation of NDC's (3.0) or supporting urban climate action plans.

- The recent Mid-term review demonstrated, however, some challenges in showing concrete use and up-take of the country-support work. Furthermore, strategic use of Danish funding to bridge or enable further work from more earmarked fundings could be considered to deliver concrete follow-up work with already established partnerships with national authorities (e.g. specific areas related to a supported NDC). These observations have been addressed by UNEP-CCC and in the project document and will be monitored by the Steering Committee and in annual progress reports.

The relevance of the Centre

UNEP-CCC is very well-placed to continue providing important inputs to various Climate Convention processes, and to support country-level efforts in defining and delivering on NDC ambitions and Long-term Strategies under the Paris Agreement. In addition, UNEP-CCC offers technical assistance in the drafting and delivery of climate change projects for multilateral-funding entities, where UNEP is the chosen vehicle for funds provided through the Global Environment Facility or Green Climate Fund (GCF). Furthermore, UNEP-CCC is well suited to lead on new and up-coming topics such as "loss and damage", Article 6, urban nature-based solutions, and long-term net-zero strategies, many of which are of particular importance to developing countries.

The Centre is closely embedded in the broader UNFCCC constituency and participates in many working groups and committees such as the UNFCCC Technology Executive Committee (TEC). This ensures visibility and up-take of UNEP-CCC's work. UNEP should continue to seek alliance with existing partner such as Clean Technology network and Centre, UNFCCC, GEF, NDC Partnership, etc. This work and platforms will continue to be important but new alliance with other types of partners should also be explored to mobilise funding and broader engagement than within the UN System. Examples could be collaboration with CONCITO and the Danish Energy Agency but philanthropies, international financing institutions and the private sector could be others.

<u>Summary of partner capacity assessment</u>

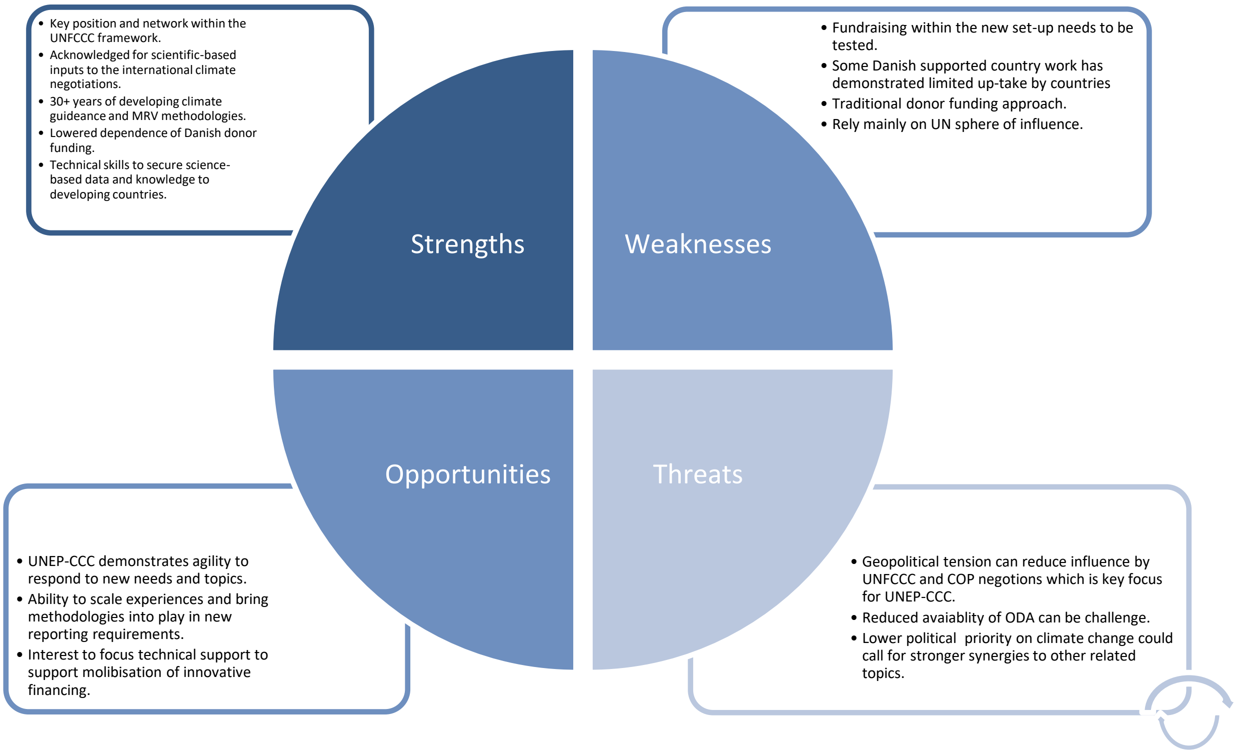
The partner is considered as strong and reliable long-term partner which has played a key role in the international climate landscape for 35 years and supporting developing countries enhancing knowledge and climate resilience. It has demonstrated close alignment with Danish climate diplomacy.

The Centre has undergone an organizational transition with some political turmoil and uncertainty in the period of 2020-2023 but has reestablished itself again with solid management. Reporting has been improved and several good results found during the MTR but demonstrating concrete results and outcome should be further improved.

The Centre is well positioned in the UNFCCC constituency and traditional UN constellations but also needs to identify new arenas of influence and work to complement this current position. Financial management is considered solid and with low risks due to the high degree of direct implementation by the Centre, and financial management set-up with both UNOPS, UNEP-CCC and UNEP (see organigram in Annex 11). A financial review is foreseen in either 2026 or 2027.

The Centre has strong inhouse capacity which in many ways is a strength as noted above. In this respect, it is similar to organizations like the International Energy Agency and the Danish Energy Agency. However, it also distinguishes the Centre from other multilateral technical cooperation initiatives such as UNEP-DHI or ESMAP that rely more heavily on external consultancy services. The pros and cons have been reviewed, and it is assessed that current staffing (also based on consultancy contracts) allows more long-term partnerships and sustained networking.

Summary of key partner features – SWOT Analysis



Annex 3: Full Results Framework and Outcome Descriptions

Project	**Danish support to UNEP Copenhagen Climate Centre 2026-2030**
Project Objective	**To support climate-resilient and low-carbon pathways in developing countries that contribute to country-driven socio-economic development aligned with the goals of the Paris Agreement**
Impact Indicator	Number of climate plans, policies, strategies and actions advanced[8] by developing countries through UNEP-CCC support
Baseline	Partner countries have submitted NDCs and identified national priorities but have limited capacity to further develop climate plans, policies and technologies. Policy and regulatory frameworks are fragmented, there is limited attention to development priorities and drivers for climate action, and a gap between prioritized climate actions and their investment-readiness persists.

Outcome 1	**International and national climate change negotiations and decision-making are informed by independent science-based information and dialogues supported by UNEP-CCC**
Indicator 1	UNEP-CCC-supported science-based information, thought leadership and dialogues, have informed global and national climate agendas. Means of verification: citations and references by high-level target audience and developing country use.
Baseline mid-2026	Uptake levels based on the 2025-editions of the Emissions and Adaptation Gap Reports
Milestone mid-2028	Maintain 2025 levels on the gap reports, at least 3 dialogues and knowledge products
Target end-2030	A 30% increase in uptake levels compared with the 2025 baseline and measured across all information sources and dialogues conducted[9]
Output 1.1	**Independent science-based policy-relevant climate assessments and tracking produced, published and disseminated providing relevant data and knowledge for developing countries.**
Indicator 1.1	Report findings reflected in International Climate Change Discussions and Negotiations, and key documents MoV: Download statistics, media coverage
Indicative activities	Emissions gap report Adaptation gap report Article 6 assessment and tracking Climate Technology Progress Report
Baseline mid-2026	2025-levels based on the emission gaps, adaptation gap and climate technology progress reports
Milestone mid-2028	Maintain 2025-levels
Target 2030	A 25% increase in uptake levels, compared with the baseline, and measured as a total across all assessments and tracking products[10]
Output 1.2	**High-level climate dialogues facilitated, and technical support and knowledge products provided to develop emerging areas and processes strengthening national and global climate action.**

[8] "Advanced" is an umbrella term for: drafted or revised with UNEP-CCC support, validated by government, formally adopted, included in a national process, translated into an implementation plan, supported by financing, technical assistance, or MRV arrangements.

[9] The uptake levels of the Emissions and Adaptation Gap Reports may not increase, as these reports are already among the most referenced UNEP reports and considering the challenging geopolitical context. However, the aim is to increase uptake through the expanded and strengthened portfolio of tailored science-policy information and dialogues.

[10] Gap reports may maintain the current levels of uptake but the additional is also an input from other knowledge products

Indicator 1.2	Number of UNEP-CCC contributions to UNEP, UN SGs Climate Action Team, new international partners and UNFCCC global or regional dialogues
Indicative activity	-Develop Loss & Damage Knowledge Products -Produce thought-pieces, briefs and position papers with new international partner institutions -Facilitate dialogues on key emerging climate science-policy issues, bringing together diverse -stakeholders -Support strategic national processes from developing countries supported by UNEP-CCC broad to global dialogues as lessons learned -Providing technical inputs to international working groups.
Baseline mid-2026	Current levels (provide evidence from the track-record of how many dialogues have been held in the past 3-4 years).
Milestone mid-2028	At least 3 dialogues and 3 knowledge products
Target 2030	At least 6 dialogues and 6 thought pieces and/or knowledge products

Outcome 2	**Climate policies and plans prioritized in NDCs and other country documents are further developed and matured through the provision of technical and institutional support, guidance and capacity building to accelerate climate action.**
Indicator 2	Number of enhanced and advanced national or urban climate policies, plans and strategies – in partner LDCs informed by UNEP-CCC support Means of Verification: The climate policies, plans and strategies and documentation such as reports, records, or official correspondence documenting how UNEP-CCC's support has informed the work.
Baseline mid-2026	Climate planning is fragmented and siloed, regional knowledge sharing is inconsistent, sectoral roadmaps and urban action plans lack integrated prioritization of mitigation, adaptation, and loss and damage required for political buy-in and scale.
Milestone mid-2028	At least 2 regional knowledge-sharing workshops and 2–3 sectoral roadmaps with documented sub-national engagement
Target end-2030	At least 6 regional knowledge platforms where knowledge is shared, 4–6 endorsed national sectoral roadmaps, and 2–3 integrated urban climate action plans operationalized in vulnerable LDCs.
Output 2.1	**Urban-level mitigation and adaptation plans and actions are advanced and informed by provision of technical assistance, prioritizing LDCs with high vulnerability and low readiness across Sub-Saharan Africa**
Indicator 2.3	Number of urban climate and development action plans that identify specific priority interventions and actionable roadmaps within targeted sectors. MoV: Drafts or final versions of urban climate action plans containing prioritized interventions and roadmaps, supported by documentation of uptake from relevant authorities.
Indicative activity	Integrated city-level climate and socio-economic assessments to create a data-driven foundation for urban decision-making across mitigation, adaptation, and L&D, including: -Identify short and mid-term pathways for decarbonization and adaptation in energy, transport, buildings, and climate-resilient infrastructure (incl. NbS). -Replicate vulnerability and risk methodologies to quantify potential loss and damage to urban infrastructure and feed results into global workstreams. -Assess climate transition effects on local economies, jobs, and social equity to ensure a "just transition" and maximize development co-benefits. -Develop and strengthen practical tools for scenario comparison to help resource-constrained LDCs weigh costs and benefits of climate interventions.
Baseline mid-2026	Urban engagements are siloed with limited political buy-in and weak links between climate action and development co-benefits. A lack of integrated prioritization across mitigation, adaptation, and loss and damage obscures socio-economic value. Baseline will be developed for each prioritized intervention.
Milestone mid-2028	Urban climate action plans developed for at least 1 city with endorsement

Target 2.3	By 2030, develop integrated urban climate action plans for 2-3 pilot cities; secure local government endorsement and/or and commitment to utilize or operationalize these action plans in at least 2 cities; and demonstrate replication potential in 3+ additional cities.
Output 2.2	Plans, strategies, and roadmaps supported to strengthen climate policies and planning at national and sub-national levels in target countries have been informed by UNEP-CCC technical assistance
Indicator 2.2	Number of plans, strategies and roadmap that have been co-developed and informed by UNEP-CCC support and endorsed by relevant government authorities MoV: Draft or final versions of plans, strategies, and roadmaps containing acknowledged UNEP-CCC technical inputs.
Indicative activity	This activity will focus on the national level, however, will draw and integrate a two-way feedback loop linking the sub-national work with national policy, and will include: -Develop 2035 sectoral decarbonization and resilience pathways to anchor city-level assessments in national frameworks for the 2030 NDC cycle. -Advance mitigation and adaptation (incl. NbS and L&D) in energy, buildings, and transport and other key sectors, by replicating proven tools and methodologies. -Develop targeted modules building on CBIT and ICAT to measure and track progress and support learning at both national and city levels. -Strengthen inter-agency working groups to institutionalize learning and streamline coordination across ministries (e.g., environment, finance, planning).
Baseline mid-2026	Sub-national partners note a lack of integrated prioritization across sectors to demonstrate socio-economic value. Baseline will be developed for each prioritized intervention.
Milestone mid-2028	At least 2-3 sectoral roadmaps with action plans delivered with evidence of sub-national stakeholder engagement
Target 2.2	By 2030, deliver 4-6 sectoral roadmaps with action plans; achieve government endorsement of national mitigation and adaptation frameworks and sub-national strategies and roadmaps in target countries bridging adaptation, mitigation, and loss & damage
Output 2.3	**Regional south-south knowledge sharing has informed and enhanced technical capabilities of targeted national and sub-national institutions and authorities**
Indicator 2.3	Number of national institutions document use of new technical capabilities linked to UNEP-CCC supported areas. MoV: Pre/post-workshop capacity assessments, participant logs and/or quotes documenting knowledge improvements
Indicative activity	The objective is to elevate the knowledge, lessons and best practices at a regional level drawing on UNEP-CCC's existing work and under the new Danida phase, and the aim is to build on existing structures and platforms (e.g., regional climate weeks, events hosted by regional centres) to facilitate knowledge-sharing, policy alignment etc. -Workshops and training combining mitigation, adaptation, and loss and damage planning into a singular urban strategy and ensuring exchanges of best practices among cities and regional counterparts -Structured dialogues at national and regional level to secure political commitment and facilitate the replication and scaling of successful models, tools, and approaches to further sub-national and national contexts.
Baseline mid-2026	Government partners report a lack of structured mechanisms to aggregate and scale lessons across regional institutions. Baseline will be developed for each prioritized intervention.
Milestone mid-2028	At least 2-3 sessions or workshops are held across regional platforms where UNEP-CCC partners have presented or disseminated findings
Target 2.3	By 2030, 6+ regional knowledge sharing workshops delivered; 300+ key stakeholders demonstrate an improvement in capacity assessments;

Outcome 3	**Prioritized climate technologies and climate solutions in supported developing countries are enabled to move toward implementation through strengthened enabling environments and improved investment readiness**

Indicator 3	Number of climate technologies or sectoral solutions with validated business cases that are advanced to pre-feasibility, or investment-readiness with demonstrated financial stakeholder interest. Means of Verification: Qualitative assessment of number of UNEP-CCC support studies and technical assistance that have contributed to advancing climate technologies and solutions towards implementation.
Baseline mid-2026	Investment readiness gaps, a lack of business cases, and fragmented partnerships that hinder the de-risking and scaling of climate-policy-based finance and investments.
Milestone mid-2028	2 assessments, 2 validated business models, and 1–2 strategic joint workstreams.
Target end-2030	UNEP-CCC support has informed 6–8 investment planning processes or private-sector business cases for final investment decision, through partnerships, and with documented climate and socio-economic co-benefits.
Output 3.1	**Technical assistance and assessment have contributed to enhanced conducive enabling environments for public and private sector climate-relevant investments**
Indicator 3.1	Number of enabling environment assessments (policy, regulatory, market, institutional) completed that have contributed to advance public and/or private sector stakeholders investment planning MoV: Draft or final versions of reports or knowledge produced that is acknowledged as a delivery for improved enabling environment for climate relevant investments.
Indicative activity	Prepare the ground for climate-informed investment environments by creating a conducive ecosystem for finance and technology deployment, including: -Support market, institutional, and regulatory stability and the reduction of barriers to accelerate deployment of climate technologies and solutions -Work with Central Banks and National Development Banks on Paris alignment, climate risk assessments, and sustainable finance strategies (e.g., building mandates for climate policy-based financing) -Workshops and training on market linkages, instruments or mechanisms, regulatory options (e.g., building codes), climate finance and carbon finance options, and building the skills ecosystem – to build technical and operational capacities for facilitating implementation
Baseline mid-2026	Targeted sector/country lack of regulations, knowledge and/or studies to demonstrate co-benefits and cost-benefits between targeted investments and climate action.
Milestone mid-2028	At least 2 assessments have been completed and endorsed by relevant government agencies or financial institutions as key inputs to advance climate-relevant investments.
Target 3.1	By 2030, at least 5 assessments have been completed, directly linked to targeted climate-relevant investment contributing to deployment of climate-resilient technologies and solutions.
Output 3.2	Country-driven business models and investment frameworks are supported to integrate and target climate adaptation and low-carbon development frameworks
Indicator 3.2	Number of sector-specific business models or investment frameworks supported with climate-analysis and socio-economic benefits, co-developed and validated by national partners MoV: Finalized investment concepts, plans, and associated socio-economic informed by UNEP-CCC and acknowledged by collaborative partners
Indicative activity	Prioritize strategic opportunities for business cases and investment frameworks based on existing portfolios (e.g., TNA, NDC-P) and UNEP-CCC sectoral expertise, including: • Identify and prioritize the investment needs aligned with NDCs and socio-economic priorities in coordination with Ministries of Finance, relevant sectoral ministries, and financial institutions. • Translate financing concepts into investable programs or support through viability assessments, business models, funding proposals, identifying financing instruments and incentives • Replicate or scale proven models (e.g., de-risking facilities, blended finance) in newer contexts and to newer technologies or markets

	• Connect private sector, value chain actors, and tech suppliers with financial actors to scale mitigation and adaptation solutions, including innovative service models. • Capacity building on bringing the development finance, climate finance and carbon finance concepts and communities closer.
Baseline mid-2026	Government and private sector partners have identified critical information and capacity gaps that hinder the de-risking and scaling of climate-informed investment decisions. Baseline will be developed for each prioritized intervention.
Milestone mid-2028	At least 2 analyses and business models are completed, including preliminary de-risking or blended finance mechanism, and evidence of consultation with local financial institutions.
Target 3.2	By 2030, the target is to design pre-investment analyses, de-risking strategies and business cases (4-5) validated by financing partners and private sector.
Output 3.3	Strategic partnerships and private-sector collaboration are established to provide relevant technical support to showcase scaling, and financing of priority climate technologies and solutions.
Indicator 3.3	Number of partnerships established in cooperation with private-sector actors, financial institutions, or development partners where UNEP-CCC knowledge can provide complementary knowledge for mobilizing climate finance. MoV: Joint action plans, portfolio assessments, or investment roadmaps or letters of intent outlining specific commitments to co-develop de-risking mechanisms and joint proposals for private sector engagement.
Indicative activity	Establishing and expanding partnerships with financial institutions, private sector actors, and international agencies or other partnerships to accelerate investment preparation and mobilization. Working with international organizations, finance teams, and private investors, as well as leveraging UNEP-led initiatives, the activity fosters collaboration around the development of business cases and co-financed investment opportunities. Through structured investor dialogues, roundtables, and targeted engagement, this work strengthens the pipeline of finance-ready climate technology/solutions and creates new avenues for co-financing and/or scaling investment.
Baseline mid-2026	Identified gap of partnerships and fragmented interventions to address/scale climate-relevant investment. Baseline will be developed for each prioritized intervention.
Milestone mid-2028	At least 1-2 partnerships have been formed and joint workstreams initiated
Target 3.3	By 2030, establish 3–4 strategic partnerships – viable beyond the project period – that enable co-development of business cases, catalyze investment preparation, and create pathways for scaling and replication of priority technologies/solutions.

Narrative Description for Outcome 1

UNEP-CCC is internationally recognized for UNEPs flagship reports: the emissions and adaptation gap reports, shaping international discussions and supporting especially developing countries in climate change negotiations. During the project implementation period, UNEP-CCC will strengthen its profile on the science-policy interface even further to support the provision of independent science-based and policy targeted information in a context where such information is increasingly under threat. The aim is to provide critical insights to international and national decision-making processes, thereby supporting countries as well as key global processes and initiatives, including the annual Conference of the Parties (COP) meetings, the second Global Stocktake process and the Declaration on Information Integrity on Climate Change adopted at COP30, which recognizes that "the increasing threats to information integrity represents one of the defining challenges of our time, weakening the foundations of public debate and public trust and undermining societies' capacity to build collective solutions". At the same time, the outcome is at the core of the new strategy of UNEP's Climate Change Division and its Medium-Term Strategy.

Two mutually supportive outputs form the basis for this outcome. First, under output 1.1 the support from Denmark will continue to provide critical co-finance to the production of key assessment reports and tracking of progress, including the Emissions and Adaptation Gap Reports and support to tracking and assessment of Article 6. Key results and analyses conducted as part of outcomes 2 and 3 will feed into this output.

Second, realizing that reports alone are often insufficient to shape international debates and move the needle on action, output 1.2 will complement the assessment reports, data and tracking through facilitation of high-level climate dialogues in key emerging areas of science and policy specifically timely and relevant in given years. Furthermore, thought pieces and other pertinent technical support and knowledge products will be produced to support strengthened national and global climate action. Over the past three years, such additional activities have been undertaken to support and inform national and international dialogues and cross-UN understanding of the ambition needed in the new Nationally Determined Contributions to align with the Paris Agreement goals and the feasibility of limiting global warming to 1.5 degrees Celsius and related issues of temporary exceedance of this target.

Narrative Description for Outcome 2

Many developing countries have set ambitious climate targets (NDCs, NAPs, Net Zero, LT-LEDS), but the specific decarbonization and resilience plans – especially in LDCs and LMICs – often remain in the early stages or underdeveloped. Without clear strategies, these high-level commitments remain 'wish lists' lacking the technical detail needed for implementation.

UNEP-CCC provides the technical and institutional assistance and knowledge to transform these early-stage policies into actionable roadmaps. By providing technical data and analysis, specialized tools and institutional capacity building, the Centre ensures that a country's climate goals are supported by robust, measurable plans. UNEP-CCC integrates strategies across mitigation, adaptation, and loss and damage, positioning resilience as a core element of sustainable development and aligning short-term actions with mid-and-long-term development goals for a harmonized approach.

Output 2.1: Urban-level mitigation and adaptation plans and actions are advanced and informed

The focus here is on the city level, prioritizing LDCs with high vulnerability and low readiness. The objective is to move from assessments to actionable data-driven decisions.

- **Integrated Assessments:** UNEP-CCC conducts deep-dive sectoral analyses across energy, transport, buildings, and urban infrastructure. Unlike traditional assessments, these assess mitigation potential and resilience priorities, climate risk, nature-based solutions and loss & damage.
- **Socioeconomic Indicators:** To ensure a 'just transition', assessments prioritize development indicators, gender responsive planning, and evaluate socio-economic impacts to focus on co-benefits and ensure public and political buy-in.
- **Practical Tools:** UNEP-CCC develops standardized tools to embed climate action and resilience in urban planning and budgeting, tailored to the resource constraints of LDC municipalities.

Output 2.2: Plans, strategies and roadmaps anchoring sub-national measures within national frameworks

UNEP-CCC connects insights from sub-national levels to strengthen national climate frameworks, creating a feedback loop that enhances both.

- **Sectoral Roadmaps:** UNEP-CCC develops pathways for decarbonization and climate-resilient development (targeting 2035 and 2050) providing clear policy and investment signals.
- **Inter-ministerial Coordination:** The Centre reduces misalignments along with coordination and capacity gaps between different government ministries to ensure unified direction.
- **Accountability & Transparency:** Using its expertise in climate MRV and MEL, the Centre develops modules to track progress, making actions measurable.

Output 2.3: Regional south-south knowledge sharing for dissemination and replication

To ensure long-term sustainability and replication, the program elevates local and national capacity building to a regional level.

- **Institutional Strengthening:** UNEP-CCC moves from one-off training to institutionalizing knowledge with hands-on technical training for officials on GHG modelling, sectoral strategies, and climate risk assessments.
- **Regional Knowledge Exchange and Replication:** By leveraging existing regional platforms and South-South knowledge sharing forums, the Centre showcases successful mitigation and resilience approaches from one country to inspire replication in others.

Narrative Description for Outcome 3

This outcome aims to bridge national climate targets and actual implementation by facilitating a structured transition from policy planning to climate-data-informed investment plans and frameworks. It builds on the proven approach and national priorities resulting from the Technology Needs Assessments and Action Plans and focuses on strengthening the enabling environment around critical sectors, technologies and solutions to address and reduce policy, regulatory, market, and financing bottlenecks. This is particularly crucial in LDCs and LMICs, where domestic capital markets are exposed to various risks, compounded by existing debt, liquidity constraints, and high capital costs. The outcome prioritizes both mitigation and adaptation initiatives that deliver significant development co-benefits in developing countries.

Output 3.1: Enhanced enabling environments for public and private sector climate-relevant investments

This focuses on creating a stable and conducive investment environment while aligning financial stakeholders and systems with climate goals, particularly in fragile investment ecosystems.

- **Reducing barriers:** Conduct assessments, including regulatory inputs, market analyses, and investment-readiness to prioritize actions that align with national development plans.
- **Systemic Support:** Develop sustainable finance roadmaps and strengthen institutional capacities to align with Paris Agreement commitments and climate finance taxonomies.
- **Capacity Building:** Deliver workshops on market linkages and value chains, while fostering local skills development to ensure climate actions generate employment and broader socio-economic opportunities.

Output 3.2: Country-tailored business models and investment frameworks for climate adaptation and mitigation

This focuses on translating country priorities (derived from TNAs, NDCs, NAPs) into bankable opportunities that emphasize sustainable development and climate resilience.

- **Investment Plans:** Co-develop and pilot sector-specific business models, investment plans, measures and strategies that deliver clear sustainable development benefits.
- **De-risking & Analysis:** Prepare pre-feasibility analyses, design de-risking strategies, and create investment toolkits to enhance financial viability and sustainability.
- **Replication:** Leverage lessons learned from past successful interventions (such as guarantee facilities, blended finance, Article 6) to scale proven models that drive co-benefits.

Output 3.3: Establish Strategic partnerships and private-sector collaboration

This connects validated investment frameworks with the capital required for deployment, ensuring that investments support sustainable development objectives in the long-term.

- **Partnerships:** Establish and expand alliances with financial institutions, private sector actors, and international agencies.

- **Mobilization:** Organize investor roundtables and structured dialogues to bridge gaps between project developers, value chain actors, and funding agencies.
- **Financial Integration:** Bridge the gap between climate finance, development finance, and carbon finance communities to unlock co-financing and scaling initiatives that reduce emissions and build resilience.

***Illustrative Example Supporting Outcome 3* – Designing a €15.6 Million Energy Efficiency Financing Model in Mauritius**

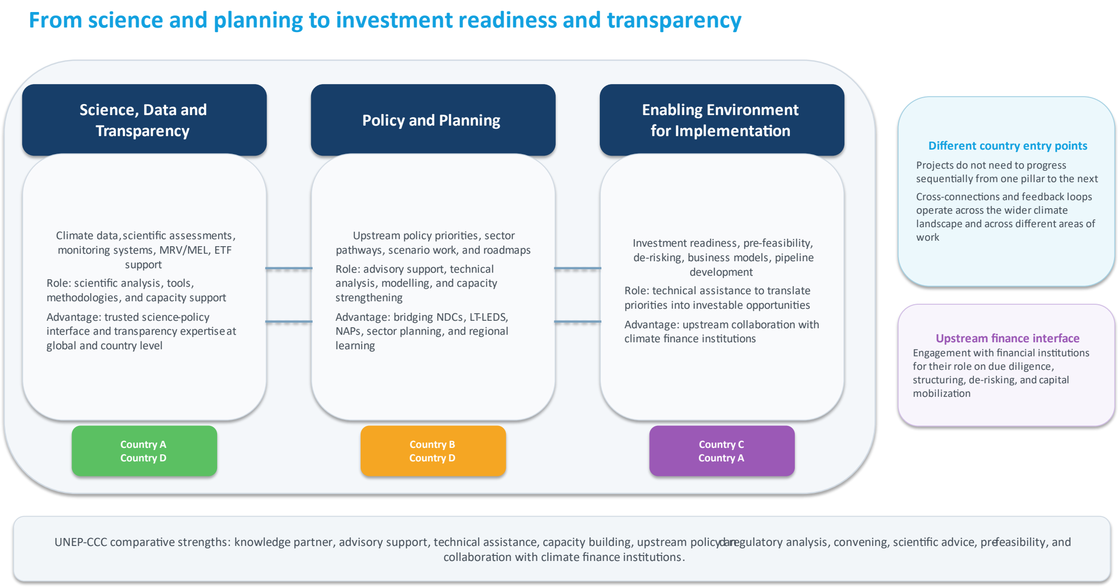
UNEP Copenhagen Climate Centre has moved Mauritius decisively from energy efficiency planning to implementation, designing a €15.6 million revolving guarantee fund that removes the financial risk long preventing commercial banks from lending to the sector.

As technical lead for the Detailed Preparation Phase, UNEP-CCC worked with the Ministry of Energy and Public Utilities and the Energy Efficiency Management Office to structure a facility that absorbs "first loss," unlocking private capital for energy service companies (ESCOs) and businesses. At the same time, the Centre supported updates to procurement rules and energy legislation, enabling performance-based energy contracts across public and private sectors.

Recognizing that finance alone is not sufficient, UNEP-CCC strengthened the enabling environment by training local banks to assess energy efficiency loans, building ESCO capacity to deliver technically robust projects, and co-organizing a national energy efficiency job fair with the Ministry and the University of Mauritius to help develop a skilled workforce pipeline.

Drawing on UNEP-CCC's long-standing experience in energy efficiency regulation, feasibility assessments, ESCO market development and skills training, the facility is now ready to become operational. Over the next five years, it is expected to deliver nearly 90% of Mauritius' national energy efficiency target — reducing electricity consumption by 800 GWh and cutting 2 million tonnes of CO_2 emissions — demonstrating how targeted technical assistance can unlock systemic market transformation.

Schematic Illustration of UNEP-CCC's work and strengths across the continuum from science and transparency to policy and to creating the enabling conditions for implementation.



Annex 4: Risk Management

Contextual Risks

Risk Factor	Likelihood [11]	Impact[12]	Risk response	Residual risk[13] category	Residual risk narrative	Background to assessment
Geopolitical conflicts, U.S. withdrawal from the Paris Agreement, IPCC reduces leadership, finance signals, and coordination – may shift partner countries' climate commitments and priorities.	Almost certain	Major	Focus on consensus-building political dialogues, Anchor delivery on country-led plans, engage sub-national actors. Focus on countries with strong Paris Agreement alignment and favourable domestic climate regulations.	Minor	UNEP-CCC will carefully monitor this and select targeted countries and sub-national partners with strong buy-in to the climate agenda.	In general, UNEP-CCC has many years of engaging with countries and the diverging priorities of governments. Recent global conflicts and energy security concerns have both accelerated and complicated climate transitions in different regions.
Fragmented multilateralism slows consensus and coordinated action.	Likely	Major	Build multi-stakeholder dialogues, enhance science-policy focus, regional compacts and platforms, and focus on implementation and higher inter-UN coordination for efficiency.	Minor	Risk is reduced through a greater focus on consensus building, science-policy, political dialogues, and strengthened coordination at the regional, national, and sub-national levels; however, funding erosion may hamper commitments.	Experience and evidence from the UN reforms in 2025, COP30 advances on adaptation, finance, and just transition, but no fossil fuel phase-out consensus.
AI and emerging technologies creating rapid shifts in energy demand and climate solution approaches.	Likely	Major	UNEP-CCC will integrate emerging technology considerations into analytical work and capacity building. Partnerships will be leveraged for a more effective outcome.	Minor	Limited risk as UNEP-CCC can adapt methodologies. May create new opportunities for innovation in MRV systems, data collection and for effective management of data centres	Data centre energy demand and AI applications in climate solutions are rapidly evolving areas. UNEP-CCC monitoring of these developments will inform adaptive responses.

11 Danida classification categories: very unlikely, unlikely, likely, almost certain
12 Danida classification categories: insignificant, minor, major, significant
13 Danida classification categories: insignificant, minor, major, significant

					through renewable energy and energy efficiency uptake.	
UN80 reform and reduced ODA-levels could present challenges to contribute to outcomes.	Almost certain	Major	Activities in the next phase have been designed to contribute to a new donor landscape. Moreover, activities can be further adapted to changes.	Major	Less donor financing could reduce both country and UNEP abilities to respond to technical assessments and policy support. Steering Committee meetings will take stock of this challenge and monitor it closely the Centre will explore alternative fundings flows.	Historic decline in ODA could impact overall climate financing, and dedicated funding for UNEP-CCC's planned activities. OECD DAC estimates a global fall in ODA by 25% in 2027. This is affecting many UN agencies and may influence the UN80 reform.
Climate-related disasters and extreme weather events disrupting country visits, training workshops, and internal communication in partner countries.	Likely	Minor	Positive experiences and knowledge in using online and digital media in training and consultation. Flexible scheduling around climate events.	Minor	Limited in most cases due to widespread online facilities and connectivity, though infrastructure vulnerabilities persist in some regions.	Based on experience during Covid-19 and recent climate events, most project activities can proceed using digital media. However, increased frequency of extreme weather events requires adaptive planning and may hamper physical meetings in vulnerable regions.

Programmatic Risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk category	Residual risk narrative	Background to assessment
Geopolitical tensions and questioning of climate change could lead to complex multilateral environment and also causing misinformation and inaccurate data.	Almost certain	Major	Careful selection of political messages supported by strong science-based evidence. Strong engagement of project partners, and high-level contacts. Risk mitigation will focus on building relevant cooperation with likeminded stakeholders.	Minor	Risk is significantly reduced by prior consultation and engagement with actors, building on UNEP-CCC experience and contacts.	Assessment of country support and other stakeholders have been considered and consulted.

Limited capacity of partners and ability to turn technical assistance into policy changes and investments, compounded by competing priorities and resource constraints.	Likely	Major	Selection of partners through strong commitment and demonstrated ability to turn TA into outcomes. Resources dedicated to complement other work by UNEP and building on existing partnerships -.	Minor	UNEP has limited ability to influence institutional staffing. However, assessment of institutional capabilities and predefined objectives for the uptake of the technical support will be made.	Based on experience, involvement of local partners in projects includes assessment of resources for building capacity in the partner organizations and commitments expressed in public documents, e.g. NDCs. Countries and stakeholders carefully reviewed to ensure willingness to adopt technical advisory into action and planning.
Weak governance, weak inter-ministerial coordination, and institutional fragmentation can affect adoption of supported processes and data collection.	Likely	Major	A key objective of UNEP-CCC's work is to integrate climate plans, strategies and NDCs in national planning and policies. COPs and NDC 3.0 have demonstrated higher priority of climate-related topics and need for whole-of-government approaches.	Minor	Risk is reduced by using UNEP and other international stakeholders' ability to engage key ministries and stakeholders in the processes. Focus on champions within government structures. Increased focus on sectors and country objectives with socio-economic co-benefits aligned with climate actions.	Several years of experience demonstrated that, in particular, the climate-change (UNFCCC) focal point is usually hosted in a low-ranking ministry (environment or natural resources). This can be a challenge. NDCs, BTRs, and ETF under Paris Agreement creates new imperatives for improved coordination.
Contradictions between national and sub-national regulatory frameworks.	Likely	Minor	UNEP-CCC will work across programme activities, which allows working at both national and sub-national levels.	Insignificant	Risk is reduced by early-stage assessment and analytical work. UNEP-CCC recommendations can also support changing current barriers.	This risk has been identified working with sub-national stakeholders, esp. with sub-national agencies lacking the authority and mandate to act.
Unequal distribution of capacity and opportunities regionally, particularly in LDCs and SIDS countries,	Likely	Major	Analysis and capacity building will highlight projects and actions from LDCs and SIDS countries, in terms of national rules and institutional readiness for	Minor	Targeted support and emphasis on equitable access will promote more balanced project distribution regionally and in LDCs and SIDS countries.	LDCs and SIDS countries face capacity and resource constraints in climate actions, compounded by vulnerability to climate impacts. This has caused

and risk of just transition concerns being inadequately addressed.			Article 6, Loss and Damage, NbS, and NDC implementation. Integration of just transition principles in all programming.		Ongoing attention to social dimensions required. Synergies to global knowledge products and best practice sharing of cases.	attention in international negotiations and among donors and development agencies. Loss and damage finance mechanisms create new context.
Risk that the new generation of NDCs and NAPs would not be operationalised as envisaged.	Likely	Major	UNEP-CCC has extensive experience with supporting the development of NDCs and NAPs and is well aware of challenges and opportunities related to the new generation underway.	Minor	UNEP-CCC is building on its long experience with NDCs and NAPs and is mitigating this risk by selecting national and sub-national partners with strong buy-in to the climate agenda and expanding focus towards more implementation-near planning and investments	The challenging context for climate action and the increasing emphasis on implementation and concrete results on the ground could challenge operationalisation of the new generation of NDCs and NAPs.
Implemented projects could duplicate, overlap with, or fail to build synergies with other initiatives in the same policy space.	Likely	Major	UNEP-CCC will map existing initiatives, stakeholders, ensure regular coordination with UNEP, UN and other climate and development partners, and coordinate with donor working groups to avoid duplication and identify collaboration opportunities.	Minor	Risk is reduced through upfront mapping of existing initiatives and coordination to ensure that there are no overlaps, and where relevant identifying ways to synergise and leverage opportunities.	Given the complex and dynamic environment, especially where multiple actors are working on similar climate-policy, capacity-building, or technical-assistance needs.

Institutional Risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk category	Residual risk narrative	Background to assessment
Administrative and operational challenges.	Unlikely	Major	The operational challenges have reduced over time. Both UNOPS and UNEP have found shared working arrangements; additional administrative and operations support staff	Minor	Successive improvements of the operational set-up have been made, thus reducing impact, but procedures for UNEP and UNOPS, including procurement, travel, etc. will continuously be monitored and adjusted for effectiveness and efficiency.	Evidence from similar situations where organizational changes take place and where multiple rules are in effect. The governance structure and operational procedures remain high priority.

			have been hired by UNOPS for the Centre.		Continuous staff training and re-training has been conducted.	
Financial sustainability of the Centre amid evolving donor priorities and a changing ODA funding landscape.	Likely	Major	Fundraising and streamlining funding have been a high priority. Reduced ODA could also influence the Centre. Preparations for further fundraising and alternative sources are explored. Danish funded activities can be adapted and Centre structure flexible. The new phase of Danish support will also focus more on innovative ways of mobilising funding.	Minor	Proactive fundraising efforts, donor diversification and close coordination with CCD reduces the likelihood and impact of funding shortfalls. The continuity of GEF projects like CBIT, TNA, along with the Danish funding, helps with stability. Both TNA and ICAT projects have received further funding for new countries starting 2025 and 2026 respectively. However, the funding cuts also mean important to prioritise core areas of work (technology, transparency, Article 6 etc.). MFA financial review in 2027.	Changing geopolitics and the reduction in climate and environment funding. Evolving climate finance architecture (including loss and damage fund, Article 6 mechanisms) creates new opportunities and requires adaptive positioning. It is still early days, and ongoing monitoring will be important.
UNEP-CCC spreading its engagement across too many thematic areas or failing to adapt to rapidly evolving climate policy landscape.	Unlikely	Major	UNEP-CCC will together with UNEP and the Steering Committee analyse on an ongoing basis if some thematic areas should be removed, others prioritized, or new areas added. Strategic focus on areas of comparative advantage.	Minor	The results framework for the next phase has been simplified and made more strategic, aligning to UNEP MTS and UNEP CCD strategy. Annual results monitoring, availability of funding, and strategic reviews will be key instruments to make decisions for how many thematic areas the Centre can manage and where to focus resources. Leveraging the Centre’s support to prepare for relevant climate investment is also a priority aligned to a new geopolitical context.	Reviews have emphasized risk of spreading resources thinly. Rapid evolution of climate policy and emergence of new priorities (nature-based solutions, adaptation, loss and damage) require strategic positioning and potentially selective engagement. Need to apply Danish funding strategically has been reflected in the results framework and focus on investable climate actions.

Annex 5: Budget Details and Overall UNEP-CCC Funding Overview

	2026	2027	2028	2029	2030	Total
UNEP-CCC Personnel	6,092,046	13,931,845	13,298,603	12,936,738	13,090,924	**59,350,155**
Travel	375,671	806,016	913,901	875,599	694,901	**3,666,088**
Contracts (IP, Consultants, Service providers)	1,321,355	3,229,063	2,722,741	2,650,809	1,839,146	**11,763,113**
Total Outcome Budget	**7,789,072**	**17,966,924**	**16,935,244**	**16,463,146**	**15,624,970**	**74,779,356**

Unalocated funds	1,200,000	4,000,000	2,000,000	800,000	-	***8,000,000***
Midterm evaluation	-	-	500,000	-	-	***500,000***
Programme Support Cost (PSC)	629,235	1,537,685	1,360,467	1,208,420	1,093,748	***5,829,555***
Levy	96,183	235,046	207,957	184,716	167,187	***891,089***
Total grant	**9,714,490**	**23,739,655**	**21,003,668**	**18,656,282**	**16,885,905**	**90,000,000**

Budget Notes:

- The proposed budget is allocated to the three outcome areas. The budget includes a higher share of funding to Outcome 3 to drive action and implementation by focusing on climate-informed investment decisions and scalable, bankable models. Remaining funds target Outcome 2 for policy maturation, prioritizing LDCs and SIDS, and Outcome 1 with its focus on science and policy advocacy.
- A large portion of the Danida core funding is allocated to personnel (roughly 79%) to ensure the technical expertise required to sustain these initiatives. Output specific budget allocation for UNEP-CCC personnel is based on the initial assessment of technical input needed to produce the outputs. This is in terms number of technical personnel needed, their seniority, average monthly salary and percentage of time allocated to this project.
- Substantial funding is also allocated to contracts, in particular local partners, under Outcomes 2 and 3. This supports contextual expertise, stakeholder engagement, and political buy-in, while ensuring the uptake of the results through workshops and forums at sub-national, national and regional levels.
- A relatively smaller proportion is allocated to travel to support initiatives and maintain government relationships, balanced against the emissions footprint of the work.
- Furthermore, a sum is also reserved as unallocated which is primarily expected to be applied for emerging topics and needs to during implementation. Unallocated funds will be presented to the Steering Committee and formally approved by the MFA based on formal submission of proposals. It is the expectation that the majority of the unallocated funds will be allocated or a plan for allocation developed by the Mid-Term Review.

Outcome 1 - International and national climate change negotiations and decision-making are informed by independent science-based information and dialogues supported by UNEP-CCC

	2026	2027	2028	2029	2030	Total
UNEP-CCC Personnel	1,855,229	4,499,165	4,177,639	4,214,854	3,944,870	**18,691,757**
Travel	-	166,401	165,372	164,720	164,277	**660,770**
Contracts (IP, Consultants, Service providers)	-	252,930	185,217	250,374	183,991	**872,511**
Total Outcome 1	**1,855,229**	**4,918,496**	**4,528,229**	**4,629,947**	**4,293,138**	**20,225,038**

Output 1.1 - Independent science-based climate assessments produced, published and disseminated providing relevant data and knowledge for developing countries.

	2026	2027	2028	2029	2030	Total
UNEP-CCC Personnel	1,732,774	3,565,798	3,421,417	3,340,468	3,230,783	**15,291,240**
Travel	-	66,560	66,149	65,888	65,711	**264,308**
Contracts (IP, Consultants, Service providers)	-	153,089	119,068	151,542	118,280	**541,979**
Total Output 1.2	**1,732,774**	**3,785,447**	**3,606,634**	**3,557,898**	**3,414,774**	**16,097,527**

Output 1.2 - High-level climate dialogues facilitated and technical support provided to develop emerging areas and processes strengthening national and global climate action.

	2026	2027	2028	2029	2030	Total
UNEP-CCC Personnel	122,455	933,367	756,222	874,386	714,087	**3,400,517**
Travel	-	99,841	99,223	98,832	98,566	**396,462**
Contracts (IP, Consultants, Service providers)	-	99,841	66,149	98,832	65,711	**330,532**
Total Output 1.2	**122,455**	**1,133,049**	**921,594**	**1,072,049**	**878,364**	**4,127,512**

Outcome 2 - Climate policies and plans prioritized in NDCs and other country documents are further developed and matured through the provision of technical and institutional support, guidance and capacity building

	2026	2027	2028	2029	2030	Total
UNEP-CCC Personnel	2,100,374	4,317,849	4,022,146	3,743,120	4,496,106	**18,679,595**
Travel	128,749	258,556	303,677	290,845	185,641	**1,167,468**
Contracts (IP, Consultants, Service providers)	640,676	1,286,621	1,511,150	1,447,294	929,257	**5,814,998**
Total Outcome 2	**2,869,799**	**5,863,026**	**5,836,973**	**5,481,259**	**5,611,004**	**25,662,061**

Output 2.1 - Urban-level mitigation and adaptation plans and actions are advanced and informed by provision of technical assistance, prioritizing LDCs with high vulnerability and low readiness across Sub-Saharan Africa

	2026	2027	2028	2029	2030	Total
UNEP-CCC Personnel	1,012,707	2,081,875	2,011,116	1,874,883	2,032,193	**9,012,774**
Travel	52,670	105,773	124,232	118,982	75,944	**477,601**
Contracts (IP, Consultants, Service providers)	359,769	722,498	848,582	812,724	524,223	**3,267,795**
Total Output 2.3	**1,425,146**	**2,910,146**	**2,983,929**	**2,806,588**	**2,632,360**	**12,758,170**

Output 2.2 - Plans, strategies, and roadmaps supported to strengthen climate policies and planning at national and sub-national levels in target countries

	2026	2027	2028	2029	2030	Total
UNEP-CCC Personnel	712,070	1,463,839	1,310,285	1,216,950	1,624,942	**6,328,086**
Travel	40,965	82,268	96,625	92,542	59,068	**371,467**
Contracts (IP, Consultants, Service providers)	245,793	493,608	579,747	555,249	354,405	**2,228,802**
Total Output 2.2	**998,828**	**2,039,715**	**1,986,656**	**1,864,741**	**2,038,415**	**8,928,356**

Output 2.3 - Technical assistance and regional knowledge sharing have informed and enhanced technical capabilities of targeted national and sub-national institutions and authorities

	2026	2027	2028	2029	2030	Total
UNEP-CCC Personnel	375,597	772,135	700,745	651,287	838,971	**3,338,735**
Travel	35,113	70,515	82,821	79,321	50,629	**318,400**
Contracts (IP, Consultants, Service providers)	35,113	70,515	82,821	79,321	50,629	**318,400**
Total Output 2.1	**445,824**	**913,166**	**866,387**	**809,929**	**940,229**	**3,975,536**

Outcome 3 - Prioritized climate technologies and solutions in supported developing countries are enabled to move toward implementation through strengthened enabling environments and improved investment readiness.

	2026	2027	2028	2029	2030	Total
UNEP-CCC Personnel	2,136,443	5,114,831	5,098,817	4,978,764	4,649,948	**21,978,803**
Travel	246,922	381,059	444,851	420,035	344,982	**1,837,850**
Contracts (IP, Consultants, Service providers)	680,680	1,689,512	1,026,374	953,141	725,898	**5,075,604**
Total Outcome 3	**3,064,045**	**7,185,402**	**6,570,043**	**6,351,940**	**5,720,828**	**28,892,256**

Output 3.1 - Technical assistance and assessment have contributed to enhanced conducive enabling environments for public and private sector climate-relevant investments

	2026	2027	2028	2029	2030	Total
UNEP-CCC Personnel	751,773	2,067,926	1,952,803	1,923,835	1,860,416	**8,556,753**
Travel	81,203	81,537	81,032	140,012	65,711	**449,494**
Contracts (IP, Consultants, Service providers)	345,926	960,675	397,959	462,276	334,918	**2,501,754**
Total Output 3.1	**1,178,902**	**3,110,138**	**2,431,795**	**2,526,123**	**2,261,044**	**11,508,001**

Output 3.2 - Country-driven business models and investment frameworks are supported to integrate and target climate adaptation and low-carbon development frameworks

	2026	2027	2028	2029	2030	Total
UNEP-CCC Personnel	852,872	1,999,213	1,918,264	1,860,077	1,799,001	**8,429,426**
Travel	165,720	232,962	231,521	214,135	213,561	**1,057,898**
Contracts (IP, Consultants, Service providers)	334,754	728,837	628,415	194,369	95,281	**1,981,655**
Total Output 3.2	**1,353,345**	**2,961,011**	**2,778,200**	**2,268,581**	**2,107,842**	**11,468,979**

Output 3.3 - Strategic partnerships and private-sector collaboration are established to support the replication, scaling, and financing of priority climate technologies and solutions.

	2026	2027	2028	2029	2030	Total
UNEP-CCC Personnel	531,798	1,047,692	1,227,750	1,194,853	990,531	**4,992,625**
Travel	-	66,560	132,298	65,888	65,711	**330,457**
Contracts (IP, Consultants, Service providers)	-	-	-	296,495	295,699	**592,194**
Total Output 3.3	**531,798**	**1,114,253**	**1,360,048**	**1,557,236**	**1,351,942**	**5,915,276**

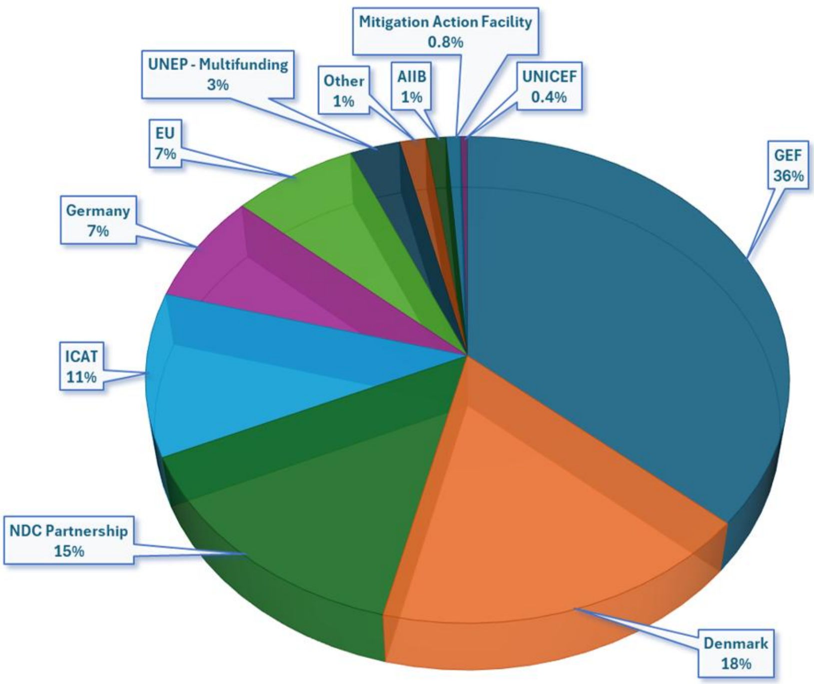
Budget and funding overview 2026

	2026 budget 1,000 USD
Cost categories	
UNEP-CCC Personnel cost	6,350
Project direct operational cost	7,537
Total UNEP-CCC Direct cost	**13,887**
UNOPS Support cost	783
Total	**15,505**
Funding	
Secured funding*	13,372
Anticipated funding**	5,424
Pipeline funding***	1,645
Total funding	**20,441**
Secured funding breakdown	
GEF	36%
Denmark	18%
NDC Partnership	15%
ICAT	11%
Germany	7%
EU	7%
UNEP - Multifunding	3%
Other	1%
AIIB	1%
Mitigation Action Facility	0.8%
UNICEF	0.4%

* Secured funding refers to established Donor Agreements and ongoing Work packages

** Anticipated funding refers to all donor contributions already secured and/or proposals won, but without a signed work package

*** Pipeline funding refers to funding from ongoing proposals or funding being discussed with the donor



Annex 6: List of Supplementary Materials

#	Document / Material	Source
1	UNEP Emission Gap Report 2025	https://www.unep.org/resources/emissions-gap-report-2025
2	UNEP Adaptation Gap report 2025	https://www.unep.org/resources/adaptation-gap-report-2025
3	MFA Mid-term Review Report	MFA 2025
4	UNEP Mid-term Strategy 2026-2029	https://docs.un.org/en/UNEP/EA.7/3
5	UNEP Programme of Work 2026-2029	https://docs.un.org/en/UNEP/EA.7/4
6	Information about UNEP-CCC	https://unepccc.org/
7	Information about UNEP Climate Action Sub-Programme	https://www.unep.org/topics/climate-action

Annex 7: Plan for Communications of Results

Over the past four years, UNEPCCC has significantly expanded and professionalized its communication efforts, laying the foundation for a more strategic, outcome-driven approach that supports the three programme outcomes.

Website engagement has grown substantially, with page views increasing by 140%, reflecting greater visibility and uptake of UNEPCCC knowledge products. Downloads of publications and participation in webinars have risen by 244%, and 248% the growing demand for evidence-based climate information and accessible learning formats. Enhanced alignment with UNEP and expanded cobranding opportunities have further amplified outreach. Social media engagement has also surged, with a 162% increase and a LinkedIn community now exceeding 42,500 followers. Media mentions have grown by 135%, not including the extensive coverage generated around global assessment reports released ahead of the Climate COP. C' These gains now enable UNEP-CCC to transition toward more targeted communication that demonstrates how scientific analysis, policy support, and enabling-environment work directly benefit developing countries and accelerate implementation.

Throughout the previous project cycle, UNEP-CCC strengthened partnerships with UNEP Communications, UN agencies, regional actors, and country stakeholders, improving coordinated outreach.

During 2026–2030, communication will more explicitly support the programme's three outcomes by focusing on evidence uptake, policy influence, and country-level application of tools, frameworks, and assessments.

A key priority going forward is to clearly communicate how UNEP-CCC's independent science—through the Emissions Gap Report, Adaptation Gap Report, Climate Technology Progress Report, Article 6 tracking, and Loss & Damage analytics—supports global decision-making while providing developing countries with policy-relevant insights. Communication products will highlight how this evidence informs negotiations, counters misinformation, and strengthens information integrity in line with the COP30 Declaration. Short explainers, regional briefings, and media engagement will help connect complex scientific findings with concrete implications for developing countries.

To support Outcome 2, communication will continue disseminating analytical work show how analytical frameworks, national planning support, city-level assessments, and integrated mitigation-adaptation-L&D approaches are co-developed with governments and increasingly used in national plans, NDC updates, and city-level strategies. This includes demonstrating real country stories—such as Rajkot's Net-Zero Transport Plan or Mauritius' Loss & Damage framework—where UNEP-CCC support has shaped planning processes, strengthened institutional capacities, and informed policy decisions.

For Outcome 3, communication will also focus on the enabling environment and early implementation pathways, making it clearer how policy diagnostics, business models, and investment-readiness work support governments in identifying and preparing viable mitigation and adaptation solutions. Examples will highlight how regulatory reforms, improved data systems, and pre-feasibility analyses help countries create conditions that can attract public and private climate finance.

This narrative shift - from general visibility to showing concrete steps toward implementation - responds to the programme's strategic emphasis on bridging the ambition-implementation gap.

Communication efforts will be fully aligned with UNEP's corporate guidance and timed with key policy moments such as NDC revision cycles, national planning milestones, regional dialogues, and COP processes. Digital tools, including interactive dashboards, short videos, explainers, and AI-supported dissemination, will enhance accessibility and reach. Capacity-building for journalists and media outlets will strengthen information integrity and improve accurate reporting of climate issues.

Internally, UNEP-CCC will expand and digitalise its internal knowledge repository to improve staff access to tools, templates, lessons, and data. This will support coherent messaging, efficient content production, and stronger cross-team learning. Danish support will be acknowledged consistently and appropriately across communication products in line with UNEP branding rules.

Overall, the communication strategy will focus on strengthening the science-policy interface, increasing visibility and uptake of national and subnational planning support, and illustrating how improved enabling environments accelerate the implementation of climate solutions. In doing so, UNEP-CCC will ensure that communication not only informs but actively supports policy influence, partner engagement, and climate action in developing countries.

What?	When?	How?	Audience(s)	Responsible
What is/are the key messages that we would like to communicate?	When do we want to communicate these messages?	How will we make sure that the key messages are clearly communicated and understood as we want them to be understood?	Who is the primary (and secondary) audience targeted by through these communication activities?	Who will be responsible for making sure that identified activities are carried out?
UNEP-CCC provides evidence-based climate knowledge that strengthens national and global climate action.	Throughout project cycle; timed with key policy moments (e.g., COP, UNFCCC events)	UNEP-CCC website, knowledge repository, newsletters, social media.	Policymakers (national and subnational), UN agencies, national governments, private sector, media, technical experts.	Chief Advisor (direction), Communications Specialist (production), Digital Officer (distribution & analytics)
Targeted knowledge products to support the Climate Plan campaign and UNDP's Climate Promise	After project milestones and completion	Publications, Policy briefs, infographics, short videos, webinars, social media posts	National and regional governments, UN partners, project stakeholders	Communications Specialist, Project Managers
UNEP-CCC strengthens science-policy dialogue and democratizes climate knowledge through digital tools, e-learning, and applied AI.	Linked to policy cycles, national planning periods, regional and global climate events	Reports, case studies, e-learning modules, webinars, digital tools	Policymakers, civil society, media, general public.	Chief Advisor (direction), Communications Specialist (production), Digital Officer (distribution & analytics
Strong partnerships with UN agencies, donors, and knowledge partners amplify climate action.	As opportunities arise	Co-branded outreach, social media campaigns, website features, newsletters.	Donors, private sector, UN partners, NGOs	Chief Advisor, Management
UNEP-CCC contributes to countering climate misinformation and strengthening information integrity.	Continuous; especially around major outputs or global climate events.	Media engagement, briefings, webinars, targeted communication packages.	Media, policymakers, civil society	Communications Specialist & Media Focal Point.

Internal knowledge sharing is strengthened through digitalization of the internal repository.	Internal knowledge sharing and learning from projects	Internal digital repository, AI-driven analytics, internal webinars	UNEP-CCC staff, UNEP & relevant project teams	Chief Advisor Knowledge Management focal point and Administration

Annex 8: Process Action Plan

Action/product	Deadlines	Responsible/involved Person and unit	Comment/status
First discussion of the formulation at the Steering Committee	3 April 2025	UNEP-CCC/MFA	
Follow-up on MTR and Strategic planning	April - June	UNEP-CCC	New UNEP Climate Division established and draft of UNEP mid-term review
Draft Danish Finance Bill 2026 – official proposal of funding	End of August	MFA	Danish Government present the draft Finance Bill for 2026. No programming until then.
UNEP-CCC internal consultation and interlink with UNEP Climate Division	August - September	UNEP-CCC	Identify the strategic priorities of the Centre, aligned to UNEP's climate change division.
Early draft of UNEP-CCC strategic priorities	7 October – 10 November	MFA/UNEP-CCC	First presented at Steering Committee and follow-up dialogue with KLIMA to prepare two-pager.
Kick-off meeting – internal MFA consultation	26 November	MFA	
Formulation of draft project document	December 2025 – March 2026	MFA	Ongoing work on annexes.
Full programme documented submitted for appraisal and external panel	19 March	MFA/UNEP-CCC	Planned submission for Appraisal – mid March. PD could not be submitted to appraisal due to elections and formation of government.
Planned UNEP-CCC and DK MFA Steering Committee (cancelled upon request from the MFA)	9 April	MFA/UNEP-CCC	Cancelled as DK had no government in place. Presentation of programme to head of KLIMA department at UN City.
Final appraisal recommendations received	18 June	External consultant - PEM	Draft appraisal report received on 8 June.
Integration of appraisal recommendations completed	10-23 June	MFA/UNEP-CCC	
Draft for management review completed	25 June	MFA/UNEP-CCC	
Submission for the "bevillingssekretariatet" and approval by the MFA Under-Secretary for Development Policy	26 June	MFA	
Approval by the Minister of Foreign Affairs	5 July	MFA	
Signing of Contract/Donor Agreement and first transfer of funds	17 August2026	MFA/UNEP-CCC	
Project implementation	1 September 2026 - 31 December 2030	UNEP-CCC	
Steering Committee in H2,2026 then biannually during implementation	October 2026	MFA/UNEP-CCC	Biannual Steering Committee meetings
Financial reporting in accordance with Danida guidelines	Biannually	UNEP	

Narrative progress reports including progress against outcome and output indicators, key results, lessons learned, and updates to the risk matrix	Annually, by 31 March of the following financial year	UNEP	
UNEP Certified Financial Statement specific to the Danida project	Annually	UNEP	
MFA Mid-term Review	Q3 2028	MFA	
Final financial and narrative report summarizing activities and impact of activities as well as financial data.	Q2 2031	UNEP	

Annex 10: ToR – Steering Committee for the Danish Support to UNEP-CCC

Background

The Steering Committee for the Danish support is the formal mechanism for dialogue concerning UNEP-CCC between UNEP and the Ministry of Foreign Affairs of Denmark. The Steering Committee shall function as the dialogue forum between UNEP and the Danish Ministry of Foreign Affairs concerning Danish support to the Centre. A bilateral Steering Committee is justified as Denmark providing a strategic support to UNEP-CCC's work whereas most other funding managed by the Centre is earmarked to specific activities. Denmark continues to be open for broader donor coordination if it becomes relevant but at this stage bilateral biannual meetings are considered most appropriate to follow and discuss the strategic implementation of the Danish support.

Mandate and scope

The Steering Committee shall discuss and advise on the overall priorities of the Danish support to UNEP-CCC in alignment with UNEP's strategy and work programme on climate change and relevant Danish strategies such as the Danish Strategy for Development Cooperation. The mandate of the Steering Committee includes discussing and recommending for approval by UNEP high-level planning documents, progress reports, work plans, budgets, and recommendations about major implementation issues related to the Danish support.

Within its general responsibilities, the Steering Committee shall exercise the following specific functions:

a) Provide strategic advice on the direction of future Centre activities. The advice should reflect existing and emerging global and regional priorities in climate change, energy, and environment with due consideration to the general mandate of the Centre and with particular focus on developing countries.
b) Guide UNEP-CCC to maintain a strong action-oriented position in the global landscape as a technical and science-based knowledge centre in the area of climate change and sustainable development, renewable energy, and energy efficiency.
c) Ensure congruence between climate change and development priorities of UNEP, the Danish Ministry of Foreign Affairs, and other supporters of the Centre.
d) Annually approve work plans, progress and substantive reports, and financial reports of the Danish support to the Centre.
e) Annually review results and performance of the Danish contribution to the Centre, including issues related to opportunities, challenges, and risk factors and including discussions of outcomes and follow-up of any external reviews/evaluations of the Centre's activities as they relate to the Danish support.
f) Suggest new areas of activity, programmes, projects, sources of funding, partners, etc.

The Steering Committee meeting minutes shall specify decisions and action points, which 2 members will review and approve within two weeks of receiving them.

Composition

Members of the Steering Committee are:

- Representatives of the Danish Ministry of Foreign Affairs
- Representatives of UNEP
- Representatives of UNEP-CCC
- Representatives of UNOPS as observers

When relevant, resource people may be asked to participate in Steering Committee meetings (for example, from partner institutions, universities, civil society, etc.).

Working procedures

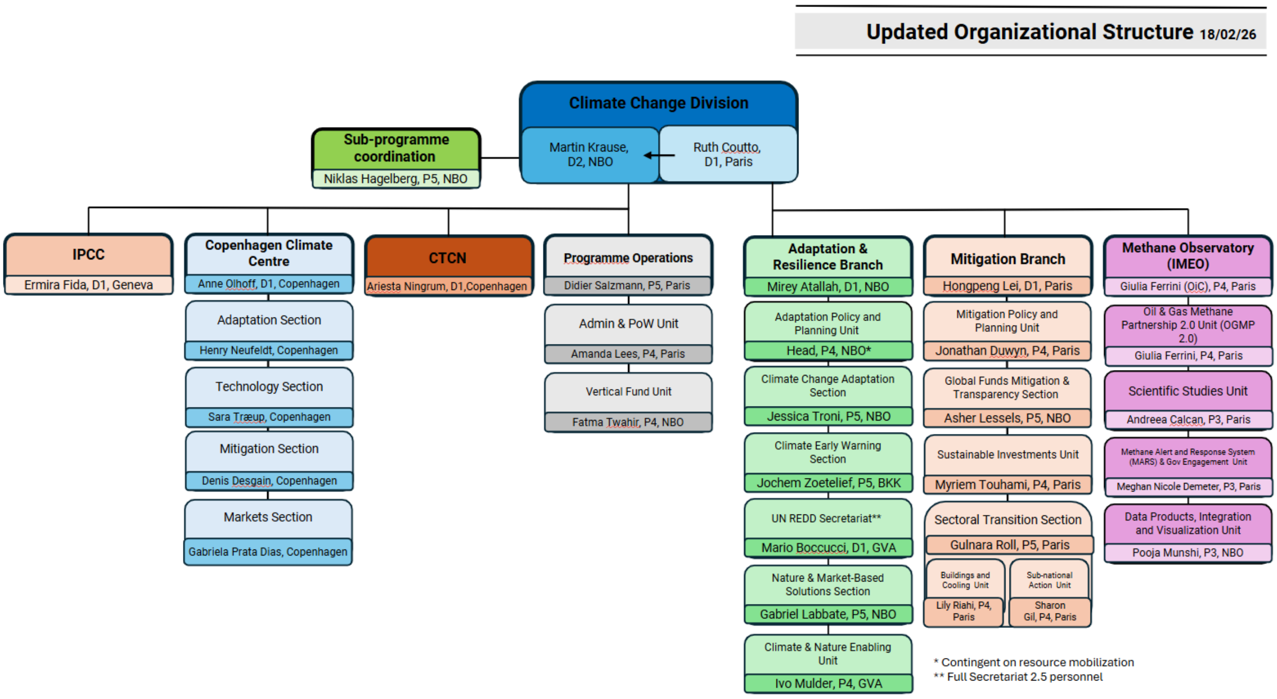
The Steering Committee meeting will be chaired by the Director of UNEP’s Climate Change Division. The Committee will convene twice annually. Any Steering Committee member may request an unscheduled meeting be convened.

Working procedures are as follows:

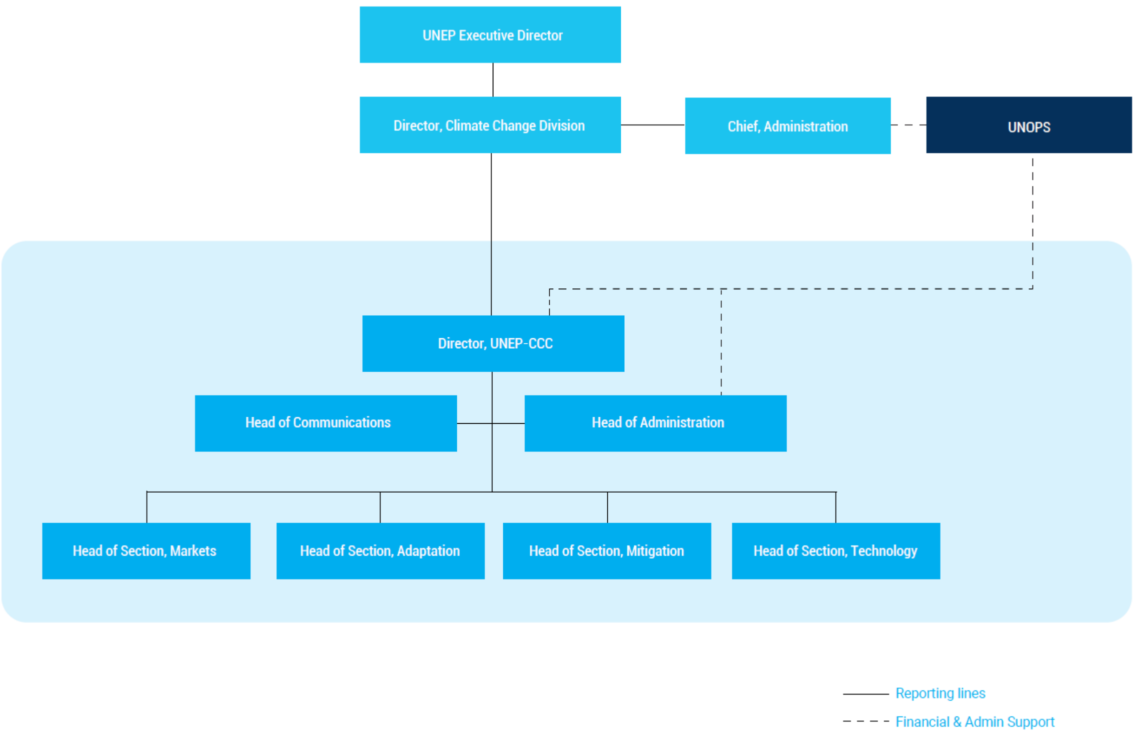
- UNEP-CCC Management will act as the secretariat for the Steering Committee.
- A proposed agenda shall be distributed two weeks in advance of meetings, and all documentation for the meetings (plan/budget, reports, proposals for adjustments, etc.) shall be distributed to members at least one week in advance along with an updated draft agenda.
- UNEP-CCC management shall draft minutes of the meetings and distribute these to all participants within one week after the meeting. The Committee shall approve the minutes by written procedure on a no-objection basis.
- The Steering Committee decides by consensus.

Annex 11: Organigram - UNEP CC Division and UNEP-CCC

The new UNEP Climate Change Division organizational structure is depicted below:

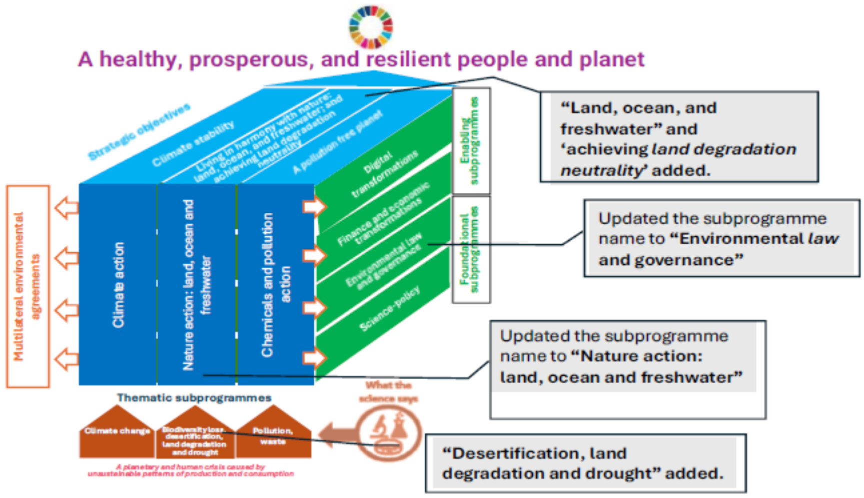


The UNEP-CCC Organigram is depicted below:

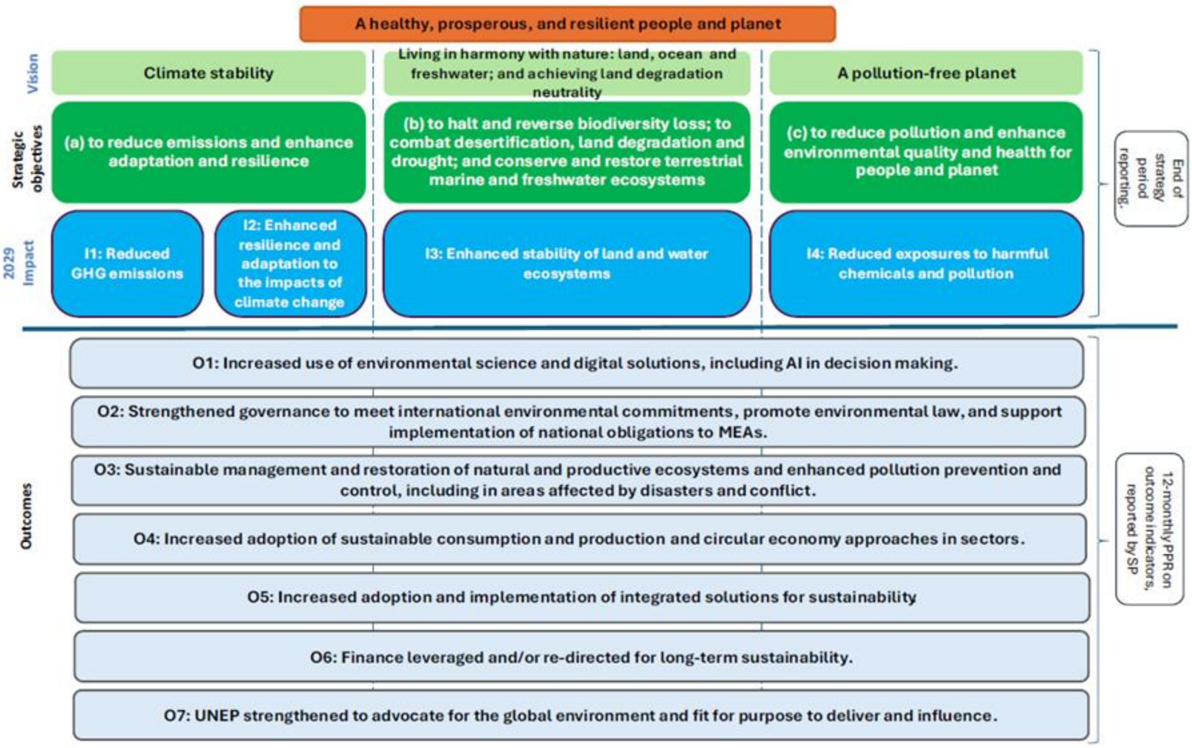


Annex 12: Excerpts from UNEP's MTS 2026-2029

United Nations Environment Programme medium-term strategy for the period 2026–2029



United Nations Environment Programme impact framework for the period 2026–2029



Strategic objective 1: Climate stability

28. **An accelerated global response for climate stability aligned with the United Nations Framework Convention on Climate Change and the Paris Agreement and the recommendations contained in the Global Stocktake49 and other relevant decisions can prompt resilience and sustainable development opportunities for all**. Paying particular attention to high-emission sectors,

developing countries, countries affected by disasters and conflicts, the least developed countries, landlocked developing countries and small island developing States will be key.

29. **Under this strategic objective, UNEP seeks to: (a) reduce greenhouse gas emissions; and (b) enhance resilience and adaptation to climate impacts.** This will be achieved through partnerships and integrated approaches on science, governance, finance and sectoral solutions that close the mitigation and adaptation gaps. Implementation also calls for strengthening collaboration, while minimizing redundancies, with entities such as the Global Environment Facility, the Green Climate Fund, the UNEP-hosted Climate Technology Centre and Network, multilateral environmental agreement secretariats and United Nations country teams, linking climate action to development. Upon request, UNEP will support countries in implementing policies and measures aligned with their nationally determined contributions, including capacity-building for transparency under the Paris Agreement.

Thematic subprogramme: Climate action

36. **Low-emission and resource-efficient activities for emissions reduction.** UNEP will support countries in taking advantage of opportunities in low-emission, resource-efficient economic activities. UNEP will focus on high-impact sectors, identified by the latest science, and promote solutions ranging from technologies to ecosystem-based adaptation to reducing material use. Emphasis will be placed on supporting countries in integrating proven and innovative technologies into sectoral, national and subnational policies and decisions. In addition, UNEP will support countries in addressing growing cooling needs and reducing short-lived climate pollutants, such as methane and other non-CO2 emissions. This includes the phasedown of hydrofluorocarbons through the Kigali Amendment to the Montreal Protocol, coupled with the promotion of energy efficiency and passive cooling solutions in buildings. Furthermore, UNEP will advise countries, upon request, on scalable solutions for meeting their nationally determined contributions and other commitments under the United Nations Framework Convention on Climate Change and the Paris Agreement, fostering synergies with action on the Kunming-Montreal Global Biodiversity Framework. UNEP will create a conducive environment for these transitions by raising awareness and fostering societal uptake and behaviour change for low-emission solutions across sectors and different levels of governance, including the local level, which can generate new business opportunities, skills and jobs.

37. **Access to technology and financial resources for improved mitigation and adaptation.** UNEP will support countries’ access to technology and support the leveraging of finance, including through vertical funds. Upon request, UNEP will also support countries in their endeavour to phase out and reform incentives, including subsidies, informed by decisions of the twenty-sixth, twenty-seventh and twenty-eighth Conferences of the Parties to the United Nations Framework Convention on Climate Change, thus ensuring targeted support for people in vulnerable situations in just transitions. UNEP will also assist in the adoption of technologies and business models that support mitigation and adaptation in public and private investments and long-term planning across sectors. Leveraging the organization’s diverse partnerships and multi-stakeholder platforms, UNEP will, upon request, accelerate its advisory efforts on public policies, fiscal incentives and consumer and product information tools that underpin the macroeconomic case for climate action.

38. **Ecosystem-based adaptation and other innovative technologies to promote resilience.** With climate impacts intensifying, UNEP work on adaptation and resilience will be aimed at: (a) future proofing development choices and investments, in particular in urban settings and for critically vulnerable socioeconomic sectors and countries; (b) upscaling the deployment of

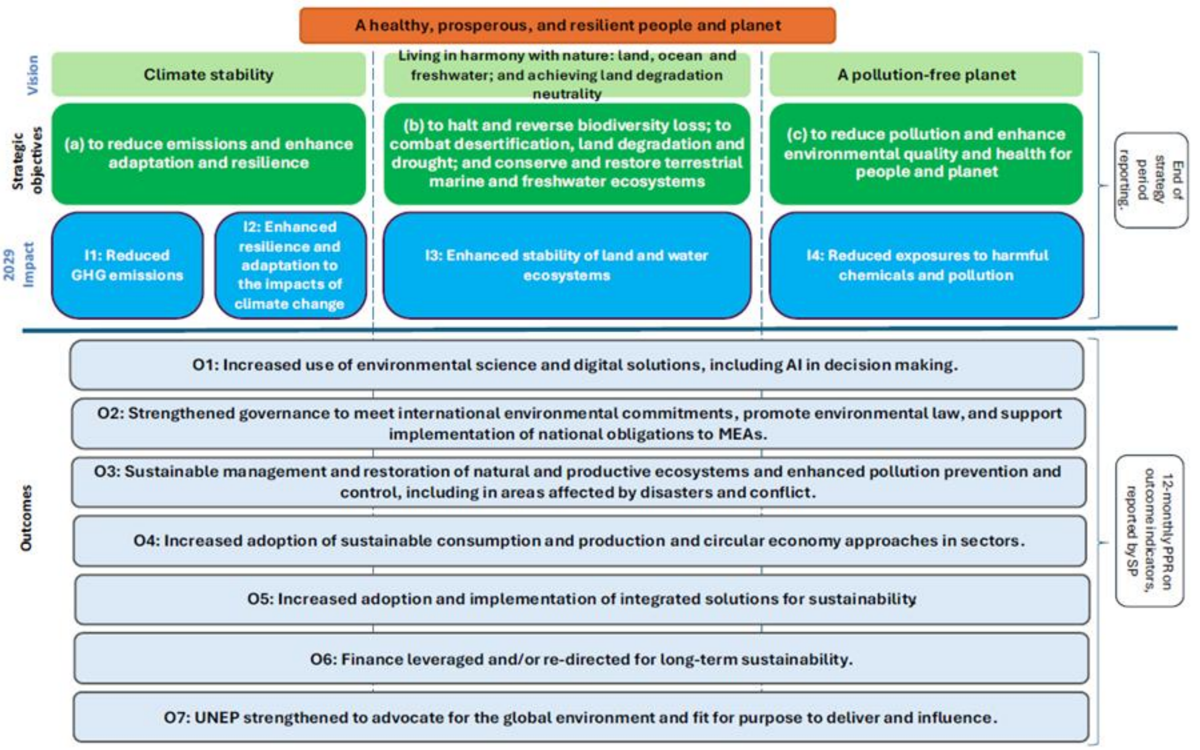
ecosystem-based adaptation in a way that is financially viable; and (c) enabling access to finance, supporting the deployment of financial instruments and mechanisms and engaging with financial institutions to safeguard socioeconomic fabrics and ecosystem functions in the long run. Adaptation solutions to extreme heat, sea-level rise, glacier melt, floods, and droughts will be tested, deployed and scaled up.

39. **A range of instruments will be deployed to enable decisions and policies that entail trade-offs and win-win solutions.** Initiatives that combine knowledge and scientific products and advisory and policy expertise for joint mitigation, adaptation, nature, and pollution outcomes will be taken forward. Key areas of focus will include sustainable cooling, improved waste management and ecosystem restoration. Local, regional, transboundary, and multi-country initiatives will join with the private sector to safeguard the supply chains of climate vulnerable commodities. Partnerships, multilevel governance, multi-stakeholder platforms, and financial instruments will be deployed upon request to address the multifaceted challenges and sectors required for meaningful adaptation outcomes and capacities.

40. **Supporting measuring progress towards mitigation and adaptation and strengthening climate transparency.** Supported by the Science-policy, Environmental law and governance and Digital transformations subprogrammes, UNEP will provide science and policy practices to guide countries and non-governmental actors in assessing progress and evaluating the need for enhanced financial, technical and capacity-building support. Providing reliable, accessible, state-of-the-art information that reduces uncertainty and risk in decision-making will remain the UNEP core offer. Through the Intergovernmental Panel on Climate Change, the International Resource Panel, UNEP flagship reports (such as the *Emissions and Adaptation Gap Report*) and the portfolios on transparency and early warning, UNEP will deploy the latest climate change metrics and sectoral knowledge. Remote sensing and artificial intelligence will increasingly provide data insight into better decision-making. UNEP will also continue to support countries in their work to enhance transparency capacity in the implementation of the Paris Agreement. Synergies will be pursued with global and regional multilateral environmental agreements to facilitate digitalization, coordination and complementarity across transparency and reporting obligations.

Excerpts from UNEP's POW, 2026-2027

United Nations Environment Programme impact framework for the period 2026–2029



United Nations Environment Programme results framework for 2026–2027: impact and outcomes as a result of UNEP support[a]

2029 impact	*Indicator(s)*	*Baseline and target*	*Unit of measure*	*Data source*	*Sustainable Development Goal indicator*
I1: Reduced greenhouse gas emissions	I1.1 Projected greenhouse gas emission reductions in supported countries.	I1.2 December 2025 baseline: 0 Progress by December 2029: 3.5 $MtCO_2eq$	I1.2 Metric tons of CO_2 equivalent ($MtCO_2e$)	Global funds' monitoring systems and reports UNEP project reports using conversion methods	13.2.2
I2: Enhanced resilience and adaptation to the impacts of climate change	I2.1 Number of direct beneficiaries of UNEP adaptation and resilience initiatives.	I2.2 December 2025 baseline: 480,682 Progress by December	I2.2 Number of people	UNEP-verified monitoring records on ability to recover, rebuild and respond surveys	13.1.1, 13.1.2, 13.1.3, 13.2.1 13.b.1

		2029: +1,000,000			
	I2.2 Increase in number of countries that have multi-hazard monitoring, forecasting and early warning systems.	I2.2.1 December 2023 baseline: 101 Progress by December 2029: +12	I2.2.1 Number of countries	Global funds' monitoring systems and reports UNEP-verified monitoring records and measurable, reportable and verifiable systems	13.1.1, 13.1.2, 13.1.3, 13.2.1 13.b.1
I3: Enhanced stability of land and water ecosystems	I3.1 Increase in the extent of land- and seascapes under improved ecosystem management.	I3.2 December 2025 baseline: 11,205,281 ha Progress by December 2029: +8,531,000 ha	I3.2 Hectares of terrestrial and marine (including freshwater) area	National reporting systems UNEP-verified monitoring records UNEP project websites and databases UNEP partner sources	6.3.2, 6.5.1, 6.6.1, 14.1. a 14.2.1, 14.5.1 15.11, 15.3.1, 15.4.2
I4: Reduced exposures to harmful chemicals and pollution	I4.1 Releases of pollutants and waste to the environment avoided.	I4.2 December 2025 baseline: 3,298 metric tons Progress by December 2029: reduced by 4,000 metric tons	I4.2 Metric tons of pollutants and waste	Global funds' monitoring systems and reports UNEP partner sources	3.9.1, 3.9.2, 3.9.3, 6.3.2, 12.4.2, 14.1.1

[a] Measurements of all relevant indicators allow for disaggregation across the international, national, subnational and private-sector levels. All indicators are measured for UNEP supported actions/or interventions only

Indicator(s)	*Primary outcome (s)*	*Baselines and targets*	*Unit of measure*	*Data source*	*Relevant Sustainable Development Goal indicator*
SP1: Climate action thematic subprogramme					
1.1 Number of actor reports towards the enhanced transparency arrangements of the Paris Agreement	O1, O2	**1.1.1** December 2025 baseline: 156 Progress by December 2026: +20 Progress by December 2027: +20	**1.1.1** Number of reports produced for the United Nations Framework Convention on Climate Change	National reporting systems UNEP partner sources	13.2.2
1.2 Number of climate change mitigation, adaptation and disaster risk reduction strategies/policies/ legal frameworks adopted	O3	**1.2.1** December 2025 baseline: 2025 Progress by December 2026: +25 Progress by December 2027: +30	**1.2.1** Number of policies, strategies, legal frameworks adopted at the national or subnational level or by the private sector		
1.3 Amount of public and/or private finance mobilized for climate action (in United States dollars)	O6	a.1.2 December 2025 baseline $938 million Progress by December: 2026: $80,000,000 2027: $120,000,000 a.2.2 December 2025 baseline $672 billion Progress by December: 2026: +$75 billion 2027: +$125 billion	a.1.2 United States dollars per year invested by countries or institutions for climate action a.2.2 United States dollars of decarbonized assets	UNEP project websites and databases UNEP-verified databases Global funds' monitoring systems and reports UNEP-verified monitoring records	13.a.1

Annex 13: Country Selection Criteria

The following Country Selection Criteria have been developed to identify countries that align with the project's objectives and demonstrate strong potential to deliver mitigation, adaptation, and wider co-benefits during implementation. These criteria are applied in addition to the requirement that at least 50% of the focus is on Sub-Saharan Africa, as outlined in Section 2.2.

Criteria elements	Description
1. Political commitment, leadership and ownership	• Strong commitment to climate planning and action through ambitious climate mitigation and adaptation initiatives aligned with UNFCCC processes. • Active engagement and leadership in regional or international climate initiatives • Clear country demand, including willingness to co-lead, provide access to data, and engage relevant institutions.
2. Climate impact potential and co-benefits	• Significant potential for emissions reduction and/or adaptation impact in key sectors (e.g., energy, transport, agriculture, land-use, water) • Potential for co-benefits such as air quality, energy security, employment, socioeconomic development, and nature protection. • Countries prioritizing integrated solutions that simultaneously advance mitigation, adaptation, and nature-positive outcomes.
3. Alignment of national policies and priorities with climate ambitions and enabling environment	• Alignment of national policies with climate ambitions in near-term and long-term, including NDCs, NAPs, LTS, and net-zero strategies. • Commitment to integrated, whole-of government approaches and policy, fiscal and regulatory coherence • Alignment with relevant UNSDCF[14] outcomes and indicators • Countries with a conducive political, institutional and socio-economic conditions for implementation.
4. Alignment with UNEP expertise and comparative advantage	• Strong fit with UNEP and UNEP-CCC mandates, expertise, and technical strengths. • Existing UNEP presence, partnerships, or programmes that support continuity and scaling.
5. Institutional Capacity and readiness and geographic focus	• Existing institutional frameworks or mechanisms in place to implement climate policies, or willingness to strengthen them. • Capacity for coordination, data sharing, and implementation across sectors. • Priority to low- and middle-income countries, particularly in Sub-Saharan Africa and SIDS, with clear capacity-building and support needs.
6. Investability potential	• Countries open to innovative technologies, policies, business models, or financing mechanisms. • Existing or emerging pipelines that can be strengthened through technical support to improve financial capacities. • Countries with functioning market conditions and active private-sector actors are willing to engage in climate action. • Countries that are members of the Coalition of Finance Ministers for Climate Action, and/or have established Climate Finance Units.

[14] United Nations Sustainable Development Cooperation Framework