Resilient Urban Futures: Support to C40

Key results:

- Implemented equitable and inclusive high-impact adaptation actions, with a focus on nature-based solutions, protecting vulnerable communities and addressing the diverse needs of all communities.
- Improved equitable and inclusive urban climate resilience (governance/ecosystems), mainstreamed climate adaptation in financial and urban planning and strengthened partnerships for climate action.
- Increased mayoral commitment to climate resilience and leadership from mayors in regional and global fora.

Justification for support:

- Addresses urgent climate risks and urban climate adaptation challenges, primarily in African cities.
- Directly aligns with Denmark's development strategy by supporting efforts towards improving climate adaptation in vulnerable countries.
- Addresses social inequities & disproportionate impacts of climate change by providing targeted support to marginalised communities, informal settlements, and low-income households.
- Focus on capacity building and local ownership ensures the sustainability of interventions beyond the duration of the contribution.

Major risks and challenges:

- Political instability or changes in government priorities; public support
- Systemic financial barriers to implementation
- Capacity constraints within local governments
- Data gaps or inaccuracies

File No.	25/15526						
Country	Africa, Southeast Asia						
Responsible Unit	KLIMA						
Sector	43032						
Partner	C40						
DKK million	2025	2026	2027	2028	2029	2030	Total
Commitment	50		50				100
Projected disbursement	30		24	26	18	2	100
Duration	November 1st 2025 – March 31st 2030						
Previous grants	2.3 million USD (2018-2020). 67 million DKK 2021-2024						
Finance Act code	06.34.01.35						
Head of unit	Mette Nørgaard Dissing-Spandet						
Desk officer	Pauline Søndergaard Kudsk						
Reviewed by CFO	Rie Høygaard Jensen						

Relevant SDGs (highlighted in grey)

No Poverty	No Hunger	Good Health, Wellbeing	Quality Education	Gender Equality	Clean Water, Sanitation
Affordable Clean Energy	Decent Jobs, Econ. Growth	Industry, Innovation, Infrastructure	Reduced Inequalities	Sustainable Cities, Communiti	Responsible Consumption & Production
Climate Action	Life below Water	Life on Land	Peace & Justice,	Partnerships for Goals	

Objectives

Enhancing climate resilience and protection of vulnerable populations through robust adaptation measures in selected cities by addressing key barriers - such as insufficient data, inadequate plans, weak partnerships, limited financial strategies and budgeting processes, lack of integration of climate resilience into land use planning as well as limited climate leadership and public support.

Environment and climate targeting - Principal objective (100%); Significant objective (50%)

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
Indicate 0, 50% or 100%	100%	0	0	0
Total green budget (DKK)	DKK 100 million	0	0	0

Justification for choice of partner:

The proposed partnership with C40 is relevant to the priorities for development cooperation. Through the continued contributions to C40, Denmark is helping to accelerate urban climate action in Africa and Southeast Asia while advancing global efforts in climate adaptation.

Summary

Resilient Urban Futures supports the implementation of C40's Business Plan 2025-2030. It focuses on urban flooding, droughts, and extreme heat while promoting nature-based solutions. It works through three workstreams: 1) building the enabling environment for robust adaptation measures; 2) supporting high-impact actions; 3) strengthening leadership, knowledge sharing, and partnerships to drive regional resilience.

Budget Total	DKK 100 million

1. INTRODUCTION 4
2. CONTEXT, STRATEGIC CONSIDERATIONS RATIONALE, AND JUSTIFICATION 5
3. PROGRAMME OBJECTIVE, GEOGRAPHIC FOCUS & THEORY OF CHANGE 16
4. PROGRAMME DELIVERY APPROACH & PLANNED DELIVERY 20
5. RESULTS FRAMEWORK 23
6. BUDGET 30
7. INSTITUTIONAL AND MANAGEMENT ARRANGEMENT 31
8. FINANCIAL MANAGEMENT, PLANNING AND REPORTING 33
9. RISK MANAGEMENT 35
10. CLOSURE 36
ANNEXES 37
Annex 1: Context Analysis 37
Annex 2: Partner Assessment 46
Annex 3: Theory of Change, Scenario and Result Framework 48
Annex 4: Risk Management 57
Annex 5.1: Budget details 62
Annex 5.2 - Budget reporting version 65
Annex 6: List of Supplementary Materials 66
Annex 7: Plan for Communication of Results 66
Annex 8: Process Action Plan for the Resilient Urban Futures Programme 69
Annex 9: Signed table of appraisal recommendations and follow-up (*Under separate cover*) 72
Annex 10: Stakeholders and Beneficiaries 73
Annex 11: Selection of Cities and Levels of Support 75
Annex 12: C40's Implementation of the MFA Mid-Term Review Recommendations 95
Annex 13: High-level Summary of the Africa and Southeast Asia Regional Business Plan 96

Key Abbreviations and Acronyms

BP	Business Plan
C40	C40 Cities Climate Leadership Group
C40 cities	C40 member cities
CAP	Climate Action Plan
CEO	Chief Executive Officer
CFF	C40 Cities Finance Facility
CHAMP	Coalition for High Ambition Multilevel Partnerships (a commitment made by national governments to work with their subnational governments on climate action)
CIFF	Children's Investment Fund Foundation
DKK	Danish Krone
GCOM	Global Covenant of Mayors for Climate and Energy
GHG	Greenhouse gas
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit, German technical cooperation agency
ICA	Inclusive Climate Action
ICLEI	Local Governments for Sustainability network
IFI	International financial institution
IOM	International Organization for Migration
IPCC	Intergovernmental Panel on Climate Change
KPI	Key Performance Indicator
MERL	Monitoring, evaluation, reporting and learning framework
MFA	Ministry of Foreign Affairs of Denmark
MTR	the MFA Mid-Term Review of the 2021-2024 support to C40
NbS	Nature-based Solutions
NDC	Nationally Determined Contribution
OECD	Organisation for Economic Co-operation and Development.
PAP	Process Action Plan
PD	The current Programme Document (for Danish strategic support to C40)
RfP	Request for Proposal
SDGs	Sustainable Development Goals
SSC	Strategic Sector Co-operation
ToC	Theory of change
UNEP	United Nations Environment Programme
UN-Habitat	The United Nations Human Settlements Programme
USD	United States Dollar
WRI	World Resources Institute
WS	Work stream

1. INTRODUCTION

Climate change is the biggest threat to sustainable development, disproportionately affecting the poorest populations. Cities, home to over half the world's population, lead climate action but are responsible for 70% of emissions (World Bank). Cities also face severe climate impacts due to high population densities and critical infrastructure, experiencing intense heat waves, unpredictable weather, and rising sea levels, which disrupt economies and strain services. However, rapid urbanisation, especially in Sub-Saharan Africa, also offers opportunities to leapfrog climate smart development that both enhances resilience and reduces emissions.

The C40 Cities Climate Leadership Group (C40) is a network of nearly 100 mayors addressing climate challenges. This document has been prepared following the proceedings of the public consultation and the subsequent meeting of the Programme Committee on 8 October 2024, as well as external appraisal in May-July 2025. It outlines the context, objectives, and management arrangements for a DKK 100 million contribution to "Resilient Urban Futures" to support the implementation of C40's Business Plan 2025-2030 for targeted cities in Africa and to some extent in Southeast Asia over the period 1 November 2025 - 31 March 2030 as agreed between the parties: (1) The implementing partner C40 Cities Leadership Climate Group (C40) and (2) the Danish Ministry of Foreign Affairs (the MFA).

Danish support for the C40 Business Plan 2021-2024 has been instrumental in enhancing C40's impact in the Global South, by strengthening technical capacity, expanding regional presence, increasing direct support for climate adaptation and developing new delivery models. Building on this momentum, the "Resilient Urban Futures" contribution aims to further accelerate progress. With every C40 city now equipped with a science-based CAP, C40 is shifting its focus to implementation, ensuring cities can effectively deliver on their commitments to cutting emissions and enhancing resilience.

This focus is explicitly outlined in the new 2025-2030 C40 Business Plan which will be delivered through C40's three missions - 1) leverage the actions and the voices of the mayors of the world's greatest cities to help get the world off fossil fuels in order to halt climate breakdown; 2) increase resilience so cities and people are protected and 3) ensure a transition that is fair, inclusive and addresses the injustices of the climate crisis. The new C40 Business Plan builds on the 2023 C40 Co-chairs' commitment to deliver over two-thirds of our funds to the Global South, and specifically calls for C40 to continue to grow support for resilience in areas such as extreme heat, water and urban nature in the Global South.

To be successful in this, C40 mayors have expressed their commitment to advancing collective climate goals by delivering on the new C40 Leadership Standards. These standards set the requirements for all member cities, ensuring the integrity and ambition of C40 as a network of climate leaders. They also reflect the collective, influential leadership of mayors taking urgent action to address the climate crisis.

C40 delivers its Business Plan, supports mayors in achieving the Leadership Standards, and helps cities implement their CAPs through a unique delivery model that prioritises strong political commitment, peer-to-peer collaboration, and technical support, including sectoral policy delivery, equity and inclusion, climate finance, project preparation, and access to finance. Cities receive assistance through networks and forums for shared learning, accelerators to fast-track key initiatives, and governance, research, advocacy, and city engagement support — which all interconnect with dedicated programmes, which drive targeted action on key climate priorities.

This delivery model, governed by C40's Business Plan, its missions, the Leadership Standards, as well as the priority areas outlined in Regional Business plans, provide the foundation for the MFA contribution. Working alongside partners and cities, C40 will be enabled to enhance and complement broader C40 efforts by strengthening local governments' capacity to deliver the adaptation specific ambition set out in their CAPs. By providing additional resources and targeted support, this contribution will help cities prepare and implement robust adaptation measures more effectively.

"Resilient Urban Futures" focuses on urban flooding, droughts, and extreme heat while promoting nature-based solutions (NbS), targeting cities vulnerable to climate impacts, aiming to safeguard urban populations and ensure sustainable development. It achieves this through three interconnected workstreams (WS): WS 1 builds the enabling environment for robust adaptation measures, WS 2 supports high-impact actions aligned with CAPs, and WS 3 strengthens leadership, knowledge sharing, and partnerships to drive regional resilience. The contribution is coherent with the complementary support to Strategic Sector Cooperation (SSC) focused on cities in Africa, AfDB's Urban Municipal Development Fund, as well as other international organisations focused on climate and just transition.

2. CONTEXT, STRATEGIC CONSIDERATIONS, RATIONALE, AND JUSTIFICATION

2.1 Cities on the Frontline: Confronting Climate Hazards, Rapid Growth, and Resilience Barriers

Urbanisation is a key demographic trend, with more people living in cities than ever before. This shift presents numerous challenges and opportunities. Cities are crucial for economic growth and innovation, acting as engines of development and hubs of creativity. However, they also face significant issues such as infrastructure strain, inadequate housing, and increased climate impacts. C40's research shows that by 2050 over 1.6 billion people living in close to 1,000 cities will face regular, extreme heat waves. In addition, over 800 million people in 570 cities will be at risk from sea level rise and 685 million people in cities will face a decline in freshwater availability[1]. Addressing these challenges requires both a comprehensive understanding of global and regional contexts, and strategic collaboration with cities for enhancing urban resilience.

Cities under pressure with more climate hazards, rapid urbanisation, and resource strain

Alongside facing the critical challenges associated with rapidly accelerating urbanisation worldwide, most cities continue to increasingly experience extreme weather events. In Africa, widespread floods and landslides have had fatal impacts. Dar es Salaam, Tanzania is directly experiencing the impacts of El Niño. Heavy rains, flooding and landslides have destroyed critical infrastructure and homes, damaging habitats and lives, with more than 155 people reported dead.[2] In May 2024 in Nairobi, Kenya, even with mass evacuations to stop more lives from being lost, more than 200 people were reportedly killed by the flooding and over 200,000 people were displaced from their homes.[3] Recurring heat waves in South West Africa have been dangerous to health and livelihoods year after year, with temperatures in Burkina Faso reaching 45°C this year. These events don't impact everyone the same - for example the outdoor labourers and workers have been bearing the deadly brunt of this heat wave with 102 deaths recorded over a four-day period in the region[4].

As these events increase in frequency and severity, cities are likely to see increases in food insecurity, water shortages, property insurance costs and more, with knock-on impacts on health, livelihoods,

[1] https://www.c40.org/what-we-do/scaling-up-climate-action/adaptation-water/the-future-we-dont-want/

[2] https://www.bbc.co.uk/news/world-africa-68896454

[3] https://www.reuters.com/world/africa/death-toll-kenya-floods-rises-228-2024-05-05/

[4]https://www.worldweatherattribution.org/extreme-sahel-heatwave-that-hit-highly-vulnerable-population-at-the-end-of-ramadan-would-not-have-occurred-without-climate-change/

businesses, economies and more. As the urban population is expected to reach 68%[5], leading to increased pressure on housing, infrastructure, and services. This rapid growth requires significant investments in sustainable infrastructure to ensure that cities can accommodate their expanding populations without exacerbating environmental degradation. Adapting to climate related hazards delivers vastly better social and economic outcomes than solely dealing with the costs of disasters.

Urban areas consume vast amounts of natural resources including two-thirds of the world's energy, and 60% of water use, and produce 70% of global waste, creating challenges in water and energy supply, waste management, and food security. Effective resource management is crucial to sustaining urban life and minimising environmental impact. Additionally, densely populated urban areas are vulnerable to health crises, such as heat stress and vector-borne diseases, and require robust public health infrastructure to protect residents.

Extreme climate risks and infrastructure gaps for fast-growing cities

Across Africa, rapid urban growth, with 65 million new urban dwellers (CSIS) annually, strains already limited infrastructure and services. Issues like inadequate housing and energy access, informal settlements, and high levels of poverty are prevalent. Climate change exacerbates these challenges, with increased risks of droughts, floods, and heatwaves. Coastal cities are particularly vulnerable to sea-level rise and extreme weather events, posing risks to infrastructure and livelihoods. These environmental stresses compound existing social and economic vulnerabilities, particularly for the poorest residents, making it even more difficult for cities to provide adequate services and infrastructure.

Although African cities face distinct challenges due to rapid urbanisation and their specific regional contexts, climate vulnerability is not limited to one region — 84 of the world's 100 fastest-growing cities are classified as at 'extreme' risk from climate change, with the majority located in Africa. The next highest priority region is Southeast Asia, where cities face strikingly similar climate risks and infrastructure gaps.

Economic development often prioritises immediate growth over environmental sustainability, resulting in degraded ecosystems, which in turn increases the regions' vulnerability to climate impacts. Without integrating sustainable practices, the rapid urbanisation and industrial activities contribute to the deterioration of natural resources, making communities more susceptible to the adverse effects of climate change. Addressing these issues requires innovative approaches that balance economic growth with environmental protection and social equity. It is particularly crucial to integrate climate adaptation into master plans and land use policies to regulate the urban growth of cities (both expansion and regeneration).

Cities face barriers to implement resilient

The cities prioritised for support under "Resilient Urban Futures" face numerous barriers to implementing resilience actions, including inherent vulnerability due to increasing risks, poor adaptation and land-use planning and policies, inadequate infrastructure, and limited capacity and resources. These cities also lack detailed and reliable information and data to inform planning and decision-making. Despite efforts to improve the climate risk evidence base, inadequate data collection and analysis limit the ability to implement effective adaptation actions benefiting the most vulnerable. Weak institutional structures and limited technical expertise further hinder improved climate governance, making it challenging to execute inclusive and effective adaptation strategies.

[5] UN-Habitat (2022). World Cities Report 2022, Envisaging the Future of Cities

These challenges are exacerbated by the rapid pace of urbanisation, which often outstrips the ability of city governments to plan and build resilient infrastructure. Moreover, it is politically challenging to prioritise and allocate resources to implement adaptation measures, especially preventative and protective ones, due to the mismatch between short-term budgetary cycles and the long-term benefits of adaptation action. Financial constraints and competing priorities pose significant challenges to mainstreaming climate adaptation into budgeting processes, as cities often lack dedicated funding and financial mechanisms for resilience initiatives. Similarly, integrating climate adaptation into land use planning is obstructed by outdated policies and limited enforcement capacity. While cities *aim* to implement robust adaptation measures, insufficient access to funding, technical expertise, and community engagement mechanisms prevents equitable and inclusive implementation. Scaling climate resilience efforts is further constrained by inadequate collaboration and knowledge-sharing, preventing cities from leveraging best practices across regions. Additionally, financial constraints and a lack of technical expertise and effective partnerships with businesses hinder cities' abilities to develop and execute comprehensive resilience strategies. Despite the efforts of Global South Mayors and youth in advocating for climate action, political instability, limited international support, and competing economic priorities continue to slow down the global, regional, and local impact of collective climate resilience efforts.

Cities can champion climate-resilient futures

Despite the challenges, cities offer numerous opportunities for impactful climate action. Cities can act quickly to implement innovative solutions for climate resilience and sustainability. Urban areas are hubs of technological advancement and policy experimentation, where new ideas can be tested and scaled. Cities provide a platform for engaging directly with local communities, fostering participation and ownership of climate initiatives to ensure inclusion and equity. This grassroot engagement is crucial for ensuring that climate actions are responsive to the needs and priorities of urban residents.

Successful city-level interventions can serve as models for regional and national policies, driving broader climate action. By demonstrating the effectiveness of sustainable practices and resilience strategies, cities can influence higher levels of government and inspire action beyond their boundaries. Moreover, cities have the potential to leverage their economic power and networks to mobilise resources and drive innovation in climate resilience.

2.2 C40: Mission, Strategies, and Organisational Capacity

In 2005, then Mayor of London, Ken Livingstone, brought together leaders from 18 megacities to collaborate on reducing climate pollution. By 2006, the group expanded to 40 cities, with a focus on including cities from the Global South, giving rise to the name C40. Today, C40 is a global network of nearly 100 mayors of the world's leading cities with 1.5 ℃ aligned climate action plans that are united in action to confront the climate crisis. Few national governments have the similar ambition and at least 82% of C40 cities are decreasing their per capita emissions faster than their respective national governments.

C40 is a demand driven and evidence-based city-led organisation that responds flexibly to evolving city priorities. It represents 1/4 of the global economy and at least 700 million people, and operates on performance-based requirements. Instead of a membership fee, cities earn their membership by meeting the minimum Leadership Standards established for C40 cities. These set the benchmarks for city performance and commitment within the network, ensuring consistent progress and accountability across member cities (see 2025-2030 new Leadership Standards in Figure 1 below).

Committed to promoting a just transition and inclusive climate action, C40 efforts are aligned with the Paris Agreement and the SDGs, engaging with stakeholders - including vulnerable communities and

business - in an empowering and inclusive way both locally and globally. C40's multi-pronged approach brings together the targeted assistance given to mayors to deliver and build public support for policies locally with the support to organise and enhance their collective voice nationally, regionally and globally to influence other cities and stakeholders. C40 provides policy support and builds capacity in cities to deliver climate action in the highest impact areas.

Initially focused on helping cities develop climate action plans, C40's role has expanded to include the implementation of these plans, with a growing emphasis on adaptation. Consequently, C40 has increasingly dedicated resources to supporting and accelerating the implementation of inclusive climate actions at the city level, working closely with technical level city staff and partner organisations.

Box 1 - Snapshot of city-level achievements in Africa during the previous Business Plan (2021-2024)

C40 worked with African cities to develop and launch CAPs, and drive transformative climate action and resilience:

- Supported Lagos, Freetown, and Dakar through the Inclusive Water Resilience Fund and advanced resilience in Tshwane, Johannesburg, and Nairobi.
- Cities like Cape Town and eThekwini committed to net-zero building policies; Dakar enhanced neighbourhoods through its 'ecoquartier' programme; and Accra developed a coastal land-use plan.
- Clean transport boost - Secured funding for e-buses in eThekwini and Tshwane, alongside Accra's Inclusive Transport Roadmap.
- Air quality improvements - Cities tackled air pollution, led by initiatives in Addis Ababa, Lagos, and Johannesburg, leading to 5% reduction of PM2.5 across Africa.
- Climate leadership - mayors united at COP28 and the Nairobi Climate Summit to champion climate resilience and green jobs.
- Inclusive waste management in Accra -C40 facilitated close engagement with informal waste collection workers, helping them form formal associations to collaborate with the city government on labor standards, recycling processes, and funding.
- Advancing a just transition in South Africa - C40 worked with the South African national government and five cities—Cape Town, Durban, Ekurhuleni, Johannesburg, and Tshwane—to support a more effective and inclusive Green New Deal. This led to a dedicated chapter on cities in the National Just Transition Policy and the creation of a funding window for municipalities through the National Just Transition Energy Partnership.

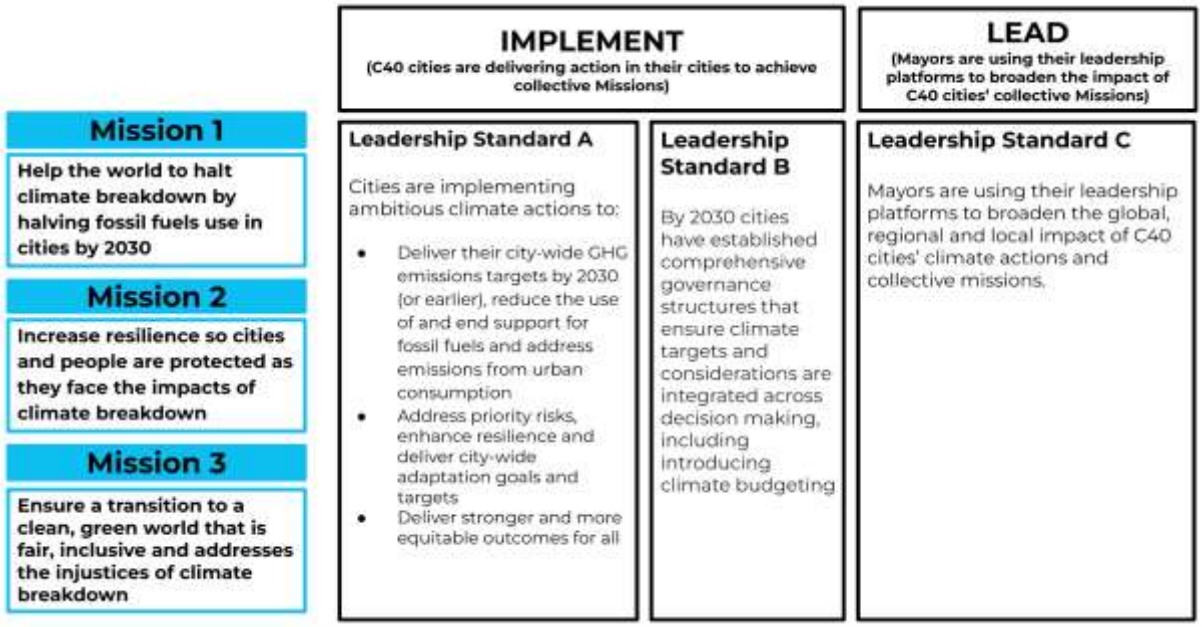
C40's combined support to improving resilience have benefitted an estimated number of 26.4 million people (6.5% of C40 cities' residents) across C40 cities. Almost 80% of beneficiaries of adaptation programmes were in Global South regions, particularly in Africa and Latin America.

Delivery of the 2025-2030 Business Plan

The new Business Plan 2025-2030 sets out how C40 staff and resources will support its member cities in achieving the updated Leadership Standards, and in turn, enable C40 to play its role in pushing delivery of the global missions. They were approved by C40's Steering Committee in November 2024. The C40 Leadership Standards A, B & C articulate what C40 mayors commit to deliver between 2025 and 2030, and form the foundation of how C40 will measure its own success (Figure 1).

An important change from the previous business plan 2020-2024, is the addition of the mission to increase resilience, which was previously included with the mission to address the injustice of climate breakdown. This focuses on strengthening cities' abilities to withstand and recover from climate impacts through strategies addressing immediate and long-term challenges. The priority is on integrating resilience into urban planning, enhancing city governments' capacities to manage climate risks, and promoting NbS. This shift reflects the growing demand for resilience support from cities in the Global South, which are disproportionately affected by the impacts of climate change. It also aligns with the focus of Mission 3 to support a just transition that addresses these inequities (Figure 1).

Figure 1 - C40 Missions and Leadership Standards (C40 Business Plan 2025-2030)



Alongside the global Business Plan, C40 also defines specific business plans for each of our seven regions. The 2025-2030 C40 Regional Business Plans provide guidance on how the global business plan can best be delivered in each region; help focus and prioritise the C40 activities in each region to meet the regional priorities; identify the areas where regional leadership of the C40 Co-Chairs and Vice-Chairs might be most effective; and support fundraising and new partnerships for a regional delivery of the overall business plan (see Annex 13).

Box 2. Priorities of C40's Regional Business Plans 2025-2030 for Africa & Southeast Asia

Priorities of C40's Africa Regional Business Plan 2025-2030	Priorities of C40's Southeast Asia Regional Business Plan 2025-2030
• Implementation of resilience and adaptation actions: Create a transformative impact by enhancing climate resilience, prioritising vulnerable populations and building city leadership and capacity for climate action. (Leadership Standard A) • Addressing informality and inequality: Improved urban planning and infrastructure to reduce levels of informality in key economic sectors while ensuring urban resilience and protection from the impacts of climate breakdown. (Leadership Standard A) • Closing capacity and financing gap: Building local institutional capacity, leveraging innovative financing mechanisms, and promoting sustainable development through strategic partnerships. (Leadership Standard B) • African voices and solutions: Increased leadership, visibility, and influence of C40 cities and Mayors in pushing an evidence-based agenda on inclusive, ambitious, and innovative climate solutions.	• Delivery & Implementation of Inclusive Climate Mitigation and Adaptation Actions: Southeast Asia Mayors and Cities have expressed the importance of prioritising implementation of their climate action plans, and will require support from C40 to ensure successful implementation planning, pilots as well as scaling of their transformative, high-impact actions in an inclusive manner. (Leadership A) • Equitable, Localised Evidence-backed Data to Drive Advocacy & Action: Southeast Asia Mayors and Cities will require nuanced, locally relevant evidence to strengthen their calls for, and gain buy-in from, their stakeholders and the communities they serve, as they advocate for climate-friendly behaviour change and deliver climate action. (Leadership A) • Mayors as Catalysts & Changemakers: Southeast Asia Mayors act as agents of change, as well as the catalysts to initiate and influence urgent climate leadership across their national, regional and even international stage. (Leadership C) • Facilitation in the Unlocking of Climate Finance: Southeast Asia cities will require C40's active support and convening power to ensure that access to funds as well as equitable financing is unlocked to propel

(Leadership Standard C)	climate action implementation beyond advocacy. (Leadership B)

How C40 Supports Cities to Deliver Climate Action

C40 drives climate action by breaking down barriers to implementing CAPs and supporting cities to achieve impactful change via five key mechanisms of delivery: accelerators set ambitious targets and frameworks; networks & forums foster peer-to-peer learning, enabling cities to share best practices and implement solutions effectively; dedicated regional and cross-regional sectoral support provide financial and technical support to scale up CAP initiatives and prepare projects; knowledge and research offer data-driven insights and tools for informed decision-making; and advocacy & engagement amplifies city voices, builds public support and leadership, and influences national and global climate policies.

C40's comprehensive approach includes facilitating technical assistance, policy development, partnerships, and coalition-building across seven regions, enabling cities to collaborate and share lessons learned. C40 helps cities unlock investment, navigate implementation challenges, and advocate for climate action at international forums. This support extends to non-member cities through collaborations with the Global Covenant of Mayors (GCoM), ICLEI, UN-Habitat, and others.

These modes of support are most effective through co-delivery, driven by political leadership, partners, and other levels of government. As described in section 4, the Danish contribution will enable C40's strengthening these approaches to supporting action implementation, helping cities achieve on-the-ground results and effectively implement their CAPs.

C40 Organisational Capacity

C40 is a global network with a diverse team of 400+ staff with registered offices in London, New York, Johannesburg, Singapore, Delhi, Rio de Janeiro, Copenhagen, Beijing, and Paris, alongside staff in 25+ additional locations. Led by the Executive Director, a regionally diverse management team oversees day-to-day operations. C40 works with city governments to implement its missions, supported by strong governance and monitoring systems, ensuring effective management of complex, multi-donor programmes and translating ambitious plans into measurable climate outcomes.

Cross-regional teams support all seven C40 regions by setting ambition, sharing global knowledge, and providing expertise. They facilitate network-building and offer direct support through cross-regional programs in key policy areas, including water, heat, energy, buildings, transport, urban planning, waste, food, and air quality. These teams also address challenges related to city finance, business engagement, and inclusive climate action. Regional teams manage political engagement, monitor leadership standards, assess the implementation of CAPs, and assess ongoing city needs. Operations, communications, and governance teams offer overall strategic guidance. A unique aspect of C40 is its engagement with cities on both political and technical levels.

C40 Financial Management and Budgeting

The 2025-2030 Business Plan sets ambitious goals to expand support for C40 cities. While the current annual core funding from Bloomberg Philanthropies, Children Investment Fund Foundation and Realdania stands at just over US $15 million, it is anticipated this needs to grow as they evaluate the resources required to deliver the plan. Total annual expenditure grew from US $33.6 million in 2021, to US $60.3 million in 2023, demonstrating their ability to scale. To meet the 2030 objectives, C40 aims to

secure increased funding from both existing and new partners and expand their regranting model, which has grown from US $270,000 in 2021 to an estimated US $10 million in 2024.

The modality of the support will be an earmarked contribution to C40 to deliver its Business Plan, specifically targeting cities in Africa and Southeast Asia, with support to achieve C40 leadership standards related to resilience. The major focus of the contribution is African cities, while approximately 10% of the total budget is allocated to supporting cities in Southeast Asia. As an earmarked contribution, and to align with C40's financial and reporting structures, the contribution will be managed similar to a restricted programme.

The contribution and overall budget will be managed by the central Climate Action Implementation team, overseeing all cross-regional government contributions. The Africa and Southeast Asia regional teams, together with cross-regional expert teams (resilience, urban planning, city finance, inclusive climate action, as well as communications and campaigns), will be responsible for delivering the outputs.

2.3. Danish support - Key Results and Lessons Learned

C40 has partnered with the MFA since 2017, receiving 2.3 million USD (2018-2020) to assist cities in the planning phase, and subsequently a 67 million DKK (10 million USD) grant to support the 2021-2024 Business Plan (extended to 2025). This support has been instrumental to shift the focus to accelerating climate action implementation in the Global South. The current period has primarily enabled C40 to strengthen staff capacity in regional and resilience teams, in order to increase support to Global South cities in raising ambition and implementing adaptation actions outlined in their CAPs. Additionally, the Danish contribution has been key in mobilising additional funders and partners, as well as increasing global attention on resilience challenges and solutions in Global South cities (see box 3).

Danish support to C40 has brought notable benefits to cities, but has also highlighted gaps that need to be addressed to accelerate adaptation, particularly in light of growing urban climate risks. It is increasingly urgent to fast-track high-impact actions, especially to protect vulnerable communities in the Global South from climate-induced hazards. This view is shared by C40's Steering Committee members, including Mayor Yvonne Aki-Sawyer of Freetown and Mayor Sadiq Khan of London, and Governor Sakaja Arthur Johnson of Nairobi. Building on the knowledge gained through previous work—such as the development of CAPs, city engagement, participation in C40 networks, and the launch of new Accelerators—the delivery of the new business plan will involve more direct assistance to cities in Africa and Southeast Asia in implementing high-impact actions and achieving Accelerator targets.

Box 3 - Select Results from Previous Support

Danish funding has been instrumental in driving C40's adaptation agenda, enabling both cross-regional and regional teams to support ambitious climate action in cities across the Global South. Since receiving Danish support, C40 has built a dedicated Resilience team, and enhanced regional expertise, particularly in Africa, but also Latin America, South West Asia, and Southeast Asia. This has allowed delivering of more tailored adaptation support to cities to help them adopt adaptation actions, strengthen commitments to water security and urban nature, and collaborate on solutions to build climate resilience:

- **All MFA focus cities in Africa and Southeast Asia now have approved CAPs with risk assessments and priority adaptation actions.** These form the basis of climate action implementation and will be updated in the new programme period.
- C40 has established a **closer relationship to UMDF** and helped cities submit project applications to UMDF to mobilise and access finance through its Fund. Eight adaptation projects were submitted for support in 2024, and two were selected.

- **C40 cities have successfully implemented numerous High-Impact Actions, advancing climate resilience efforts.** In the grant period the MFA focus cities implemented 15 new resilience high-impact actions.
- **Cities have made stronger commitments to water security and urban nature through C40 Accelerators and forums.** The Water Safe Cities Accelerator (WSCA) and Urban Nature Accelerator (UNA) highlight cities' commitment to climate action, with 17 and 41 signatories respectively, nearly half from the Global South. For example, The Water Safe Cities Forum in April 2024, hosted in partnership with Tshwane, exemplified collaborative efforts to address water security, facilitating knowledge exchange and identifying opportunities for tailored support and city-to-city collaboration.
- **Danish support has progressed regional climate actions, with notable progress in Africa, Southeast Asia, and Latin America.** For example, the C40 Inclusive Water Resilience Accelerator Fund, launched in August 2024 supports African cities in addressing climate-induced water stress and is a model that will be continued in this new programme.
- **C40's political advocacy and partnerships have been enhanced, with Global South mayors engaging at global forums to inspire action and influence policies, e.g. at COP.** MFA support has also strengthened C40's regional partnership strategies and capacity, leading to significant progress in aligning local strategies with sustainable development goals.
- **Synergies across funders and regions have enhanced C40's impact.** Through Danish support, synergies with funders like Grundfos Foundation have been fostered, allowing us to combine and leverage resources, and align efforts across regional and sectoral priorities, such as water resilience.

Climate adaptation has become a core focus for C40's leadership and strategic direction. The growth in the adaptation capacity has allowed C40 to integrate adaptation and resilience expertise into their leadership and strategic direction, ensuring it remains a core focus across the organization. The 2025-2030 C40 Business Plan has one of its main missions focused on increasing cities' resilience so that cities - lives and livelihoods - are protected as they face the climate breakdown.

Lessons from Denmark's previous support to C40 have helped shape the design and priorities of the proposed new contribution 2025-2030. It highlights insights gained through C40's programmatic experiences, evaluations, and stakeholder feedback, including key documents such as the 2021 Inception Review, 2023 Mid-Term Review (MTR) of Denmark's Strategic Support to C40 (2020–2024), and various reports and interviews.

In particular, the MTR (see Annex 12 for updated responses) emphasised the need for a stronger focus on Africa and for direct support to cities, including concrete activities for African cities. This is central to the new Danish contribution to the C40 Business Plan, which also includes support to a select number of Southeast Asian cities to maximise reach and impact. Moreover, the MTR called for enhanced institutional capacity and skill-building among the executive directors in city administrations, which C40 has already advanced through initiatives like the C40 CFO Network for African Cities, mayoral level masterclasses and academies. Lastly, the MTR recommended a clearer connection between budget and achievements, which have been sought through a clearer theory of change and indicator framework, with a much closer alignment with the C40 organisational M&E framework. As well as more regionally focused risk management, which has been updated and will continue to be a focus in the new phase.

It should be noted that in 2023, the MTR recommended an extension of the current programme by one year to facilitate analysis and discussion on the potential continuation to the new business plan. A no cost extension was approved into 2025 sustaining staff capacity, engagement and conclusion of technical assistance. As part of the end of the grant, C40 conducted a comprehensive lessons' learned assessment. Informed by the Danish 2020-2024 contribution, as well as C40's organisation-wide lessons learned process, the below lessons have been part of defining the support given to cities in the new Business Plan period:

- **Working in political contexts is the reality - Navigating them is crucial:** Strong city relationships are essential, but political changes can disrupt program delivery. C40's experience shows that proactive engagement with mayors and city officials is key to maintaining trust and continuity, especially during political transitions.
    - **Integration into new phase:** To address political risks, support includes mitigation measures like developing political resilience strategies, leveraging long-term expertise in mayoral engagement, and embedding flexibility in the program to respond to evolving political contexts.
- **City Advisor model helps navigate cities' capacity constraints:** Cities often face limited capacity to absorb technical assistance, which can hinder the effective delivery of support. C40's City Advisor model—providing a dedicated on-the-ground expert within municipalities—has helped overcome these challenges, ensuring more tailored, context-specific support.
    - **Integration into new phase:** This proposal allocates resources to dedicated advisors who will be embedded in cities receiving deep support under Workstream 2 to guide implementation. The proposal also integrates other past learnings to address city capacity constraints, such as by including city capacity as a selection criterion for support, phasing programme delivery, and aligning support with city priorities.
- **Global South cities need support to tackle creditworthiness and fiscal challenges:** A critical lesson is that C40 cities, especially in the Global South, increasingly request support on climate finance to move from planning to implementation of climate action. While many cities are involved in existing climate finance initiatives like C40 Cities Finance Facility (CFF) and CFO Network for African Cities, they seek additional support to prepare finance-ready projects and strengthen their ability to take on external finance.
    - **Integration into this new phase:** The climate finance support has been designed to help cities: access finance for climate adaptation projects through pipeline development support and project preparation training; and engage the finance sector, governments, and donors to expand the supply of and access to finance.
- **Global South cities need implementation support and capacity strengthening for climate adaptation:** C40's experience supporting cities with CAPs has demonstrated their value in driving political and institutional progress but has also revealed key lessons: cities require targeted local technical assistance to transition from planning to implementation. Many implementation barriers remain, such as financial constraints, political challenges, capacity gaps, data limitations, and the need for ongoing monitoring and updates.
    - **Integration into new phase:** This new programme is designed to tackle the implementation barriers identified through CAP development by creating the enabling environment for climate adaptation implementation under workstream and focusing on delivering specific high-impact adaptation actions under workstream 2.

2.4 Strategic Considerations and Rationale

The proposed partnership with C40 is relevant to the Danish Government's priorities for development cooperation. Through the continued contributions to C40 and support for the delivery of key pillars of C40's new Business Plan, Denmark is helping to accelerate urban climate action in Africa and Southeast Asia while advancing global efforts in climate adaptation.

The Danish contribution is relevant to several Sustainable Development Goals (SDGs) prioritised by Denmark, specifically SDGs 13 (Climate Action), 11 (Sustainable Cities and Communities), 1 (No

Poverty), 6 (Clean Water and Sanitation), and 10 (Reduced Inequalities). The Danish International Development Cooperation Act and Denmark's most recent strategy for development cooperation, "A Changing World - Partnerships in Development", launched on 20th June 2025, emphasise increasing climate adaptation, involving Indigenous communities in project development, advancing democracy and human rights, and leveraging economic diplomacy. Moreover, the Danish Africa Strategy (launched August 2024) will also be pivotal to guide the programme. C40's multidimensional understanding of poverty is relevant to these priorities, as it focuses on addressing socio-economic inequalities to enhance urban resilience.

The engagement is coherent with Danish support to complementary programmes addressing climate adaptation, such as the AfDB, African Water Facility (AWF) and UMDF. Previous MFA grants have strengthened C40's engagement with AfDB and UMDF, enabling additional staff capacity to support African cities mobilise and access finance. For instance, the recruitment in 2023 of a Climate Adaptation Specialist in C40's Africa team has been critical to help African cities mobilise and access finance through UMDF. With these additional resources, C40 has helped cities submit project applications to UMDF to mobilise and access finance through its Fund and C40 will continue this collaboration to maintain strong ties with AfDB.

Additionally, the support furthers C40's connection to Denmark's climate diplomacy efforts, such as the SSC initiatives between Danish and South African municipalities. These partnerships promote Danish-supported climate solutions through knowledge dissemination, peer-to-peer exchanges, technical assistance, and funding opportunities across C40 networks.

The three workstreams supported by the proposed Danish contribution to the C40 Business Plan, has been developed by C40 technical and regional teams, with the scope being informed by C40 cities and conversations with stakeholders and partners - through C40 yearly city satisfaction survey, C40's Regional Business Plans and meetings with city leadership, as well as relevant partners and stakeholders, including the UMDF, relevant embassies and relevant SSCs. The proposed workstreams are based on robust science-based evidence and C40 expertise built through almost 20 years of working with cities on tackling the climate crisis. In particular, the contribution builds on activities and engagement with cities that were initiated in the previous phase of the MFA funding.

2.5 Poverty reduction

The Danish contribution is fundamentally oriented toward poverty reduction by prioritising the needs of the most vulnerable populations, in cities in Sub-Saharan Africa, which are disproportionately affected by climate change. C40 recognises poverty as a multidimensional phenomenon that extends beyond income to encompass access to essential resources and opportunities, such as education, health, natural resources (including water and land), energy, employment, rights (including participation in decision-making), and personal security. These dimensions are expected to worsen, creating mutually reinforcing crises as a result of climate breakdown. C40's approach is grounded in this multidimensional understanding of poverty - effective climate solutions must address systemic inequalities and expand access to essential resources and opportunities. By integrating equity and inclusion into climate action and addressing access to public resources and services that are crucial for building resilience against climate shocks, C40 supports cities in tackling the intersecting challenges faced by marginalised residents.

For example, in its South African member cities, C40 has been working to ensure cities can pilot local just transition policies (including green jobs programmes, local just transition commissions and energy poverty measures in informal settlements) as part of their climate action plan delivery. By supporting South African cities to share this experience and work in coalition with partners, C40 has facilitated the inclusion and recognition of cities in the country's National Just transition Policy, just transition funding

windows and Mayoral representation on the Presidential Climate Commission, ensuring cities will have a key role in shaping and delivering a national climate transition that will be just and equitable.

C40's approach emphasises enhancing local capacity, fostering inclusive community engagement, and supporting vulnerable groups with tailored interventions such as early warning systems, and flood protection to directly benefit marginalised groups, including those living in poverty. This approach not only aligns with the principle of Leave No One Behind (LNOB) but is relevant to the prioritised focus areas of Denmark's international development strategy, "A Changing World - Partnerships in Development", which emphasises a just, sustainable, and green transition as a foundation for job creation, inclusive economic growth, and investment. By addressing underlying socio-economic inequalities through inclusive climate action, C40 helps build resilience in communities most vulnerable to climate impacts — reducing the risk of conflict, supporting stability, and addressing some of the root drivers of displacement and irregular migration.

2.6 Coherence and synergies with other actors and initiatives

This contribution will drive C40's climate resilience efforts by leveraging key partnerships and proven strategies. Designed as a natural progression of previous Danish support phases, this programme is rooted in C40's new Leadership Standards, with specific indicators and activities designed to help selected African cities with a light touch extension to a few Southeast Asian cities meet these ambitious benchmarks. The workstreams have been designed as part of C40's broader ecosystem, drawing on C40's established networks, accelerators, and regionally tailored delivery models to amplify impact, as well as collaborations and partnerships delivering outcomes in the cities. Synergies are unpacked in section 3 and 4.

The Danish contribution will be a critical contribution to C40's broader efforts to enhance urban climate resilience in the Global South. This includes strategic activities supported by the MFA and strategic funders, as well as C40 resilience focused restricted programmatic support, such as Water Safe Cities (Grundfos Foundation), Urban Climate Resilience Programme (Z-Zurich) and the Heat & Health programme (Rockefeller Foundation) - see section 2.2. "Resilient Urban Futures" also builds on C40's business engagement work through the City-Business Alliance programme and where relevant the Danish embassies' SSCs, and leverages C40's climate finance initiatives like the C40 Cities Finance Facility (multi-donor project preparation facility operated jointly with GIZ), the Chief Financial Officer (CFO) Network for African Cities, the C40 Climate Budgeting programme, and its partnership with the GCoM. Extensive experience on equity and vulnerability through C40's Inclusive Climate Action (ICA) programme, including on livelihood and informality in Africa, will be a key input to supporting programme cities to work directly with vulnerable populations and implementation on loss and damage.

Synergies with the C40 Urban Planning Climate Lab will also be sought, as it provides support to cities to embed climate-resilience data and actions into masterplans, land use policies and regulations, as well as the C40 Land Use Planning Network that is currently actively engaging with nine C40 African cities on climate-resilient urban planning. C40's close links with UN-Habitat will be leveraged.

The Coalition for High Ambition Multilevel Partnerships (CHAMP), launched at COP28 and signed by Denmark, aims to enhance cooperation between national and subnational governments for ambitious climate action plans; the proposed activities align with CHAMP's goals by emphasising increased financing for urban resilience, leveraging CHAMP to develop stronger multilevel partnerships and enhancing new avenues to unlock better financial support that is fit for purpose for urban climate action.

3. PROGRAMME OBJECTIVE, GEOGRAPHIC FOCUS & THEORY OF CHANGE

3.1 Objective

The objective of the Danish contribution to C40 is:

- Enhance climate resilience and protection of vulnerable populations through robust adaptation measures in selected cities by addressing key barriers - such as insufficient data, inadequate plans, weaker partnerships, limited financial strategies and budgeting processes, lack of integration of climate resilience into land use planning as well as limited climate leadership and public support.

The main outcomes are the enhancement of equitable and inclusive urban climate resilience governance and actions, and strengthening city leadership and knowledge-sharing to accelerate climate resilience at a larger scale. These outcomes will be achieved by the proposed Danish contribution to the implementation of C40's Business Plan 2025-2030 (see section 2), with a major focus on results linked to strengthened climate adaptation in African cities.

3.2 Geographic and City Focus

The geographic focus for the contribution is Africa, but with the inclusion of a few Southeast Asian cities to ensure cross-regional collaboration. The predominant focus of the contribution is on selected low and low-middle income cities within the C40 network.

Rationale for City Selection

Cities were chosen based on a comprehensive needs assessment of critical factors, including their urgent climate resilience needs, engagement with C40 networks, political commitment, and capacity to implement solutions. A detailed scoring process[6] was used to ensure that cities with the greatest demands and readiness for support were prioritised (see Annex 11). Critical factors considered in the city selection process included:

- **Feasibility of implementation and impact**, demonstrated by the city's exposure and vulnerability to key climate hazards such as urban flooding, droughts, and extreme heat, a clear interest in addressing these challenges, well-defined challenges, gaps, and needs, strong city capacity to implement and utilise programme outputs, clear alignment to current city initiatives as well as governance mandates at the local and national levels, effective collaboration with national government, communities, youth, private sector, and NGOs.
- Continue engagement of supported C40 cities under previous **contributions**. Cities are committed to C40 and its leadership standards and to some extent supported under the previous contribution.
- **City engagement and commitment**, demonstrated by active participation in relevant C40 networks, current signatory or expressed interest in the Urban Nature Accelerator or Water Safe Cities Accelerator, commitment from senior political leadership, clearly identified champion and key point of contact with a structured project steering system, strong working relationship between C40 and senior technical officials as well as alignment with broader city strategies and city policy priorities.

[6] The scoring results from the assessment of the critical factors unpacked above are sensitive and therefore are not directly disclosed. Transparency in the selection process is vital, but sharing raw scores may lead to misinterpretation or unintended focus on specific numerical rankings, which could overshadow the broader strategic objectives of the support Key elements that informed the assessment are detailed in Annex 11.

City selection and levels of support

The 2023 Mid-Term Review recommended that future Danish support should focus on the African adaptation agenda to align with Denmark's current climate financing and adaptation priorities. While C40 agrees that sustaining a stronger focus on adaptation in Africa is essential, and therefore this contribution mainly focuses on the Africa region, effective support for cities also relies on a broader cross-regional approach undertaken between 2018-2024. This includes integrating a minimal number of C40 cities in Southeast Asia in specific elements of the workstreams, to foster knowledge-sharing, advocacy, and political engagement across both regions to strengthen climate resilience and adaptation efforts globally. This proven cross-regional model ensures that lessons learned and good practices benefit cities facing similar climate challenges.

The support provided through the "Resilient Urban Futures" contribution is allocated on a demand-driven basis, enabling cities, in collaboration with C40, to select activities that best address their needs. This flexible approach ensures that cities engage only in initiatives aligned with their unique context and strategic priorities. Following an initial consultation and the comprehensive needs assessment of key factors, the following levels of support have been proposed, including direct, tailored support to 10 cities, and broader engagement across the region:

- **Deep Dive Targeted City-level Support (10 cities):**
    - Seven cities (five in Africa and two in Southeast Asia) will receive individual support from all workstreams, benefiting from comprehensive tailored activities and technical assistance to address their specific challenge, as well as individual city-based Resilience Advisor[7]. Only the five African cities however, will receive focused support related to financing, budgeting, business engagement and land-use planning.
    - Three additional cities in South Africa will receive tailored support under all workstreams, supported by one individual regionally-based Resilience advisor who will work across the cities. These cities have articulated clear, well-defined needs that align with the support available through WS 1, reflecting their more advanced stage in the adaptation journey. Additionally, they serve as leaders in city-to-city knowledge sharing, offering valuable insights that can strengthen the other cities' resilience efforts. Johannesburg and Tshwane are part of the aligned Strategic Sector Cooperation with Copenhagen and Århus.
- **Regional level Support (20 cities):**
    - WS 3 will support all 14 C40 cities in the Africa region with lighter regional level support, as well as some cross-regional engagement benefiting 6 C40 cities in SEA. As such, in total 20 cities will receive support, including the 10 cities mentioned above. These cities will benefit from C40 network and Accelerator activities, knowledge sharing, youth engagement and relevant advocacy and communications efforts from the workstream. Broader impact will be amplified through wider C40 network activities which engage over 2000 active city officials, as well as through global platforms like the C40 Knowledge Hub, and through knowledge partnerships, including with GCoM, which connects over 10,000 cities worldwide and engaging with the Danida Fellowship Center. All regional cities will also get support in the review and update of their Climate Risk and Vulnerability Assessment.

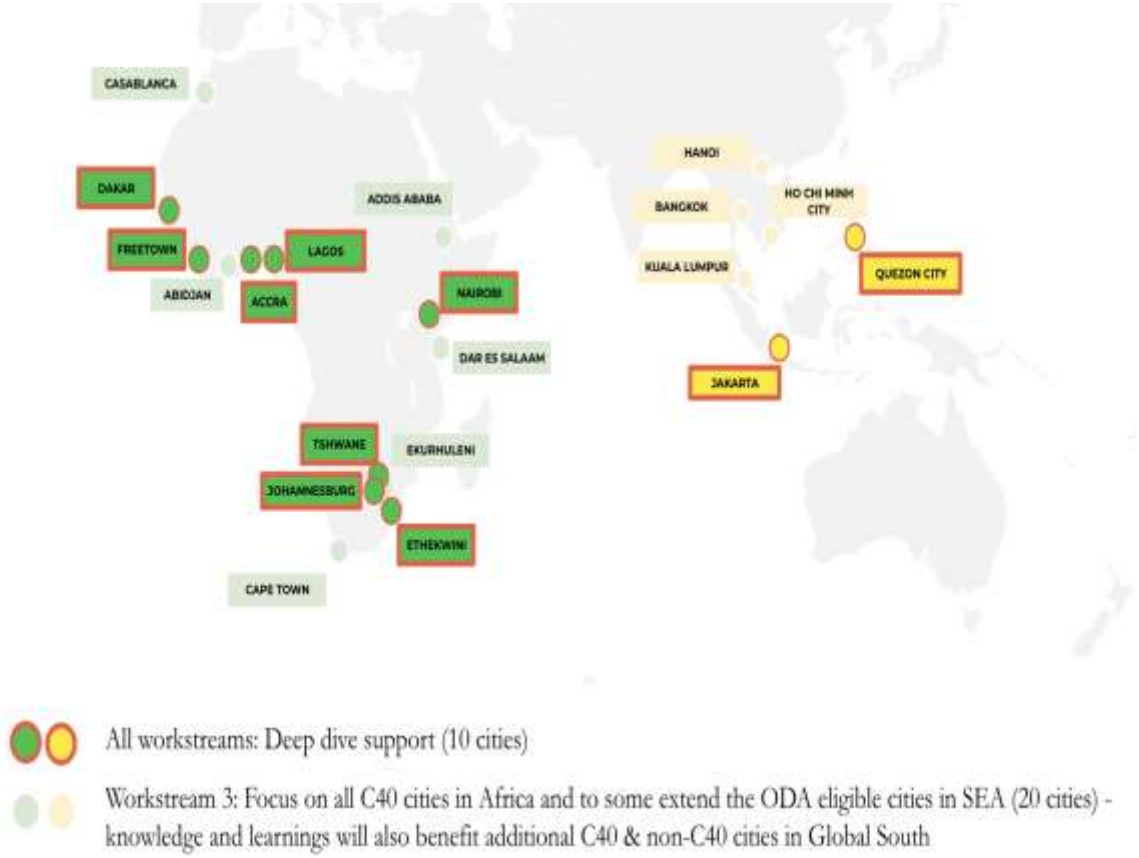
[7] See Annex 14 for the terms and role description of a City Resilience Advisor

The allocation of these levels of support builds on the initial city selection process and assessment. Key factors to establish the level of support received include:

- **Income level**: Low-income and low-middle-income cities were prioritised for deeper support, recognising their greater need for tailored assistance.
- **City capacity:** C40 Cities with strong leadership and a proven ability to implement and scale solutions received more intensive support.
- **Regional leadership potential:** Cities with the potential to serve as thought leaders or champions of climate resilience within their region were allocated regional support, focusing on facilitating knowledge exchange and peer learning.

These factors, drawn from the initial assessment, ensure that support is distributed effectively, matching each city's needs and capacity to maximise impact. The cities are detailed in below figure 2.

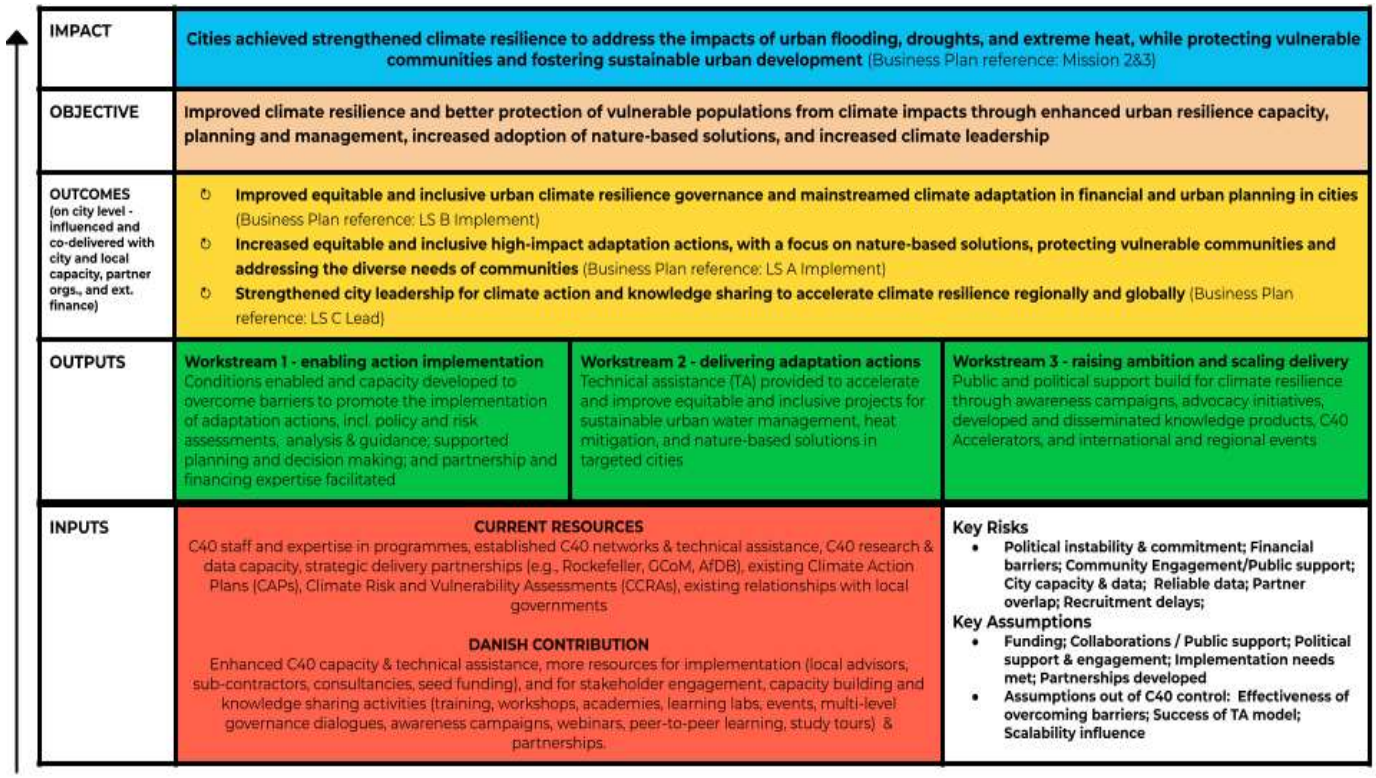
Figure 2 - *Resilient Urban Futures* cities and the level of support received



3.3 Theory of Change and key assumptions

The underlying theory of change (ToC) (see Figure 3 below) behind the contribution is that: *If* direct support is provided to cities to help them overcome barriers to plan and implement adaptation action and enable NbS, *while* strengthening their capacity to implement and accelerate high-impact actions with local stakeholders and build resilience towards climate impacts, and *if* city leadership and public commitment are also strengthened locally and globally and with partners, *then* the programme will catalyse long-term climate adaptation finance and action, *leading* to resilient and equitable cities during and beyond the duration of the contribution.

Figure 3 - Diagrammatic representation of C40 implementing the Theory of Change



The ToC shown will guide the support given to C40 cities, outlining a strategy to strengthen climate resilience in cities by addressing urban flooding, droughts, and extreme heat. It includes several key assumptions that are critical for success including:

- Continued availability of funding and resources, along with accessible finance for implementation;
- Effective collaboration and active engagement among stakeholders, including local communities, national governments, international development finance organisations, private sector, funders and strategic partners across sectors to build and sustain the programme and support the implementation of emergent actions and activities;
- Supportive policy and regulatory environment
- Commitment of C40 member cities to sustained engagement, contributing staff time and in-kind resources;
- Technical assistance will effectively address city barriers and demands.

These assumptions are closely linked to the programme's risk management framework (see Risk Management chapter and Annex 4), where associated risks have been identified and mitigation strategies developed to address the possibility that one or more assumptions may not hold. C40 also acknowledges that several key assumptions are beyond our control. While the Danish contribution helps C40 identify

and promote strategies to overcome existing barriers for resilience action, the effectiveness of these efforts depends on external factors, such as local governance, community engagement, and socioeconomic conditions. For example, the success of workstream 2 hinges on the availability of technical assistance, existing projects, expertise of stakeholders and additional external partnerships and resources.

At the same time, this support relies on a combination of existing expertise and resources built through C40's work and new funding requested through this programme. As outlined in Section 2.6, existing resources include staff and activities funded by the current the MFA partnership, established CAPs, relationships with and resources from cities in the C40 network, and expertise from ongoing resilience and climate finance programmes. Partnerships with entities like AfDB, UN-Habitat, and GCoM provide crucial financial and technical backing, reinforcing the programme's ability to deliver impact.

While C40 aims to support the development of scalable and replicable implementation strategies, the adoption of these approaches is influenced by local contexts and capacities. Variations in political will, community readiness, and additional finance and resource availability can impact their broader application. Some key risks are presented in Figure 3 above, but risks are further outlined and discussed in detail in Chapter 9 (and Annex 4).

4. PROGRAMME DELIVERY APPROACH & PLANNED DELIVERY

Programme Delivery Approach

The Danish contribution will enable C40 to leverage C40's proven comprehensive approach to supporting cities (section 2.2). C40 is aiming to create the conditions required for cities to overcome key barriers (section 2.1) and move forward with implementation, including:

- **Improved information and data that are reliable and sufficient:** Improves the climate risk evidence base in cities to inform planning and decision-making.
- **Institutionalising climate resilience:** Assists cities in integrating climate considerations into policies and planning frameworks for sustainable, long-term resilience, building stronger institutional structures and improving technical expertise.
- **Unlocking climate finance:** Supports cities in preparing finance-ready projects and embedding resilience into urban financial planning in order to better prioritise and allocate resources to implement adaptation measures.
- **Build city capacity on technical knowledge and policy development:** Provides tailored support and technical assistance on most impactful priority high-impact projects to accelerate implementation.
- **Fostering collaboration, knowledge sharing, ambition-setting and innovation:** Creates a community of practice that inspires action and facilitates mutual learning among cities.
- **Amplifying impact through partnerships and communication:** Collaborates with other C40 funders and partners to align city-led resilience efforts and drive collective progress to ensure scale up of climate action.

Delivery includes drawing on C40's cross-regional sectoral expertise, networks and ambition-setting, as well as regional political engagement and local delivery. The C40 city based regional staff model is central to the programme's delivery. Seven city resilience advisors, each assigned to a city receiving deep dive

individual support, will provide on-the-ground, specialised expertise in areas like land use planning, heat resilience, and water risk management. These experts will:

- Work directly within local governments to guide implementation of resilience actions.
- Engage with local stakeholders, including businesses, NGOs, and community groups, to ensure comprehensive climate action.
- Lead capacity-building activities and facilitate knowledge exchange.
- Help cities align their activities across all workstreams to ensure cohesive climate action.
- Support cities in entering funding pipelines and accessing other funding opportunities, such as the C40 Cities Finance Facility (CFF), DANIDA, UMDF, and the GAP Fund.

In addition to providing city-specific support, some advisors will also serve as regional thematic leads, providing guidance, sharing best practices, and supporting the integration of sectoral priorities (e.g., water, heat resilience) across multiple cities within their region.

C40's overall support will be organised into three workstreams with a number of outcome aligned activities, each focused on different aspects of resilience WS1) Enabling Action Implementation, WS2) Delivering Adaptation Actions and 3) Raising ambition and scaling Delivery. Together, these workstreams enable cities to move from planning to action, helping them implement resilience measures that address their unique climate risks. The "learning by doing approach" enables city officials to actively engage in real-world problem-solving, co-create solutions, and build practical skills through hands-on experiences, including training, workshops, and study tours.

Some activities under different workstreams will operate sequentially—for example, activities to create the enabling conditions under workstream 1 will be essential for guiding the technical assistance projects in workstream 2—while others will take place concurrently, mutually reinforcing each other to enhance overall impact. See annex 3 and table 3 for detailed overview of outputs & activities and annex 8 for a high-level project schedule).

Workstream 1: Enabling Action Implementation

Workstream 1 aims to create an enabling environment for sustainable adaptation across 10 cities (8 Africa, 2 SEA) by addressing key barriers such as insufficient data, fragmented planning and climate governance, lack of funding, and limited private sector engagement. Accurate data and inclusive planning processes are essential for identifying vulnerabilities and enabling evidence-based decision-making and governance. Helping cities attract funding, integrate adaptation into budgeting, and develop innovative financial solutions is critical to address the lack of finance and the challenge of integrating climate adaptation into existing financial structures. And strengthening land use planning processes - identified as one of the most effective processes to facilitate local adaptation to climate change - enables cities to incorporate resilience into long-term development plans, minimising risks from climate impacts like floods, wildfires, and landslides. By developing solid institutional frameworks, C40 enables effective adaptation implementation, building technical expertise, fostering partnerships, ensuring cities can mobilise resources, engage stakeholders, and implement scalable, inclusive, and sustainable solutions to address climate risks. Full details of Workstream 1 outputs, activities, and indicators can be found in the Results Framework (see Table 1) and Annex 3.

Workstream 2: Delivering Adaptation Actions

Workstream 2 is 'project-focused' directly supporting Global South cities in delivering high-impact adaptation actions (examples in box 4). The actions are defined by C40, informed by cities CAP priorities and address cities' direct requests for assistance to accelerate specific implementation. By providing

tailored project-specific support, this workstream will help cities overcome barriers to implementation, such as limited capacity, lack of resources, and inadequate technical expertise.

The 7 cities (Africa: Accra, Dakar, Freetown, Lagos, Nairobi; Southeast Asia: Quezon City, Jakarta) receiving deep individual support under this workstream will be supported by C40 city-based resilience advisors, C40 technical staff and work in collaboration with relevant local partners and stakeholders. The enabling conditions established by workstream 1 will be essential for guiding the technical assistance projects of this workstream.

The **technical assistance** provided through Workstream 2 will be demand-driven, based on the ongoing needs identified in collaboration with the cities. Based on learnings from a model tested by C40, this will ensure optimal engagement and alignment leading to the best outcomes. As the support offered is limited, cities will be encouraged to submit proposals linked to:

- Building local capacity for climate adaptation.
- Scaling impactful initiatives that are already underway.
- Extending existing efforts to reach more communities.
- Replicating high-impact adaptation practices that have worked elsewhere.

Proposals must support the implementation of actions prioritised in the city's CAP and align with C40's assessment of the highest impact actions (HIA - see Annex 3). They should include enhancing local capacity, fostering inclusive community engagement, and supporting vulnerable groups with tailored interventions linked to specific finance needs. Additionally, proposals should aim to support: resilient based land use planning, water security and planning, heat mitigation, and/or NbS.

A dedicated cross-sectoral review committee will assess the submitted proposals, ensuring they meet the required criteria. Once approved, cities will receive support valued up to USD$70,000 per project over a 12–24-month period to support the implementation of the proposed work. Up to 14 projects will be supported under this workstream. C40 will administer the support by procuring the necessary technical services, consultants, data or other resources for the specific awarded projects (see box 4 for examples). Some aspects of the proposals submitted by the city will be supported by C40 staff time (where applicable). Funds will not be directly transferred to the cities. Instead, C40 will fund the activities and procure the required technical assistance, following all applicable regulations.

Box 4. Examples of high-impact adaptation projects

There are numerous **examples of high-impact adaptation projects that may be supported by this workstream**. For instance:

- **To increase urban water security:** cities could be supported to design and develop functional early warning systems, embark on a drought behaviour change campaign, improve data management techniques to strengthen water security strategies, develop mature project proposals or design an effective rainwater harvesting system that supports local communities.
- **To address extreme heat:** cities could receive support for projects, such as improving early warning systems and protocols, improving outreach to vulnerable communities during extreme heat events, providing training for health practitioners on extreme heat or creating public health campaigns.
- **Related land use planning:** cities could receive support in project preparation and planning data (e.g. analysis and identifying priority actions) for existing neighbourhoods or develop a guidance report to overcome inter-governmental barriers for land use policies.

- **To build business partnerships:** cities could scope business and partnership opportunities and develop recommendations to help engage better. Under finance, actions could include project implementation roadmaps, cost-benefit analyses, financial policy analysis, financial option assessments, cost comparison for infrastructure/technology to name a few.

All interventions will be required to directly benefit the most vulnerable groups, including those living in poverty.

To ensure long-term success, and supported by activities in workstream 1, C40 will additionally focus on scaling adaptation projects through strategic co-funding, financial partnerships, and collaborations with key financial institutions to drive implementation. C40's established relationships with project preparation facilities (PPFs), including co-implementation of the Cities Finance Facility (CFF) and partnership with the AfDB's Urban Municipal Development Fund (UMDF), will be leveraged to support cities in accessing technical assistance and moving towards large-scale implementation. Engaging strategically with Denmark's development cooperation (DANIDA) offers an additional avenue to accelerate the replication of adaptation actions. This approach will be complemented by close collaboration with cities' CFOs through C40's CFO Network, facilitating access to finance, and by engaging public and private banks to prioritise urban resilience and identify market opportunities for business involvement.

Workstream 3: Raising Ambition and Scaling Delivery

Workstream 3 focuses on building political and public support for urban climate resilience by equipping leaders, communities, and other key stakeholders with the knowledge, networks, and platforms needed to drive action and amplify impact.

Through leveraging existing C40 networks and knowledge-sharing platforms, cities will exchange best practices and build the case for broader adoption of effective solutions across the supported cities, as well as other C40 cities and non-C40 cities. C40 cities have a unique role in representing the urban agenda internationally and this workstream will leverage this role in platforms like COP and Africa Climate Week to elevate mayors and cities' voices, ensuring that urban climate resilience remains a priority on national, global and regional agendas. Additionally, targeted support for increasing C40's youth engagement fora and public awareness-raising will help cultivate long-term political and community buy-in, making resilience a collective priority. Full details of Workstream 3 outputs, activities, and indicators can be found in the Results Framework (see Table 1) and Annex 3.

5. RESULTS FRAMEWORK

This Results Framework chapter reflects how C40 will track progress of the outputs and activities described in the three workstreams of Programme Delivery Approach in Chapter 4. A detailed breakdown is included in Annex 3.

C40's support - positioned at the interface of city action - creates a unique value by supporting cities' actions and solutions and strengthening cities' ability to achieve climate outcomes. This interconnected approach can make isolating and quantifying C40's direct impact on the outcomes more nuanced. While cities drive the results, C40 plays a critical role in facilitating and strengthening their efforts, which at times complicates distinguishing where our support begins and ends.

Workstreams 1 and 2, which focus on enabling conditions for implementation and providing technical assistance, are relatively more straightforward to measure in terms of outputs and outcomes, as they involve direct support to cities and can be directly linked to financial support from the MFA. However,

workstream 3, which builds public and political support through advocacy, networks, and knowledge-sharing, presents a greater challenge due to its more indirect nature and broader, collaborative impact.

Impacts of adaptation actions are complex and difficult to estimate numerically, therefore often tracked qualitatively. In alignment with organisations like UNDP, GEF, ADB, the chosen impact indicator seeks to measure the number of people who have received an input of support from the project as a proxy for increasing adaptive capacity to respond to the impact of climate change. It does not seek to measure the outcome of whether the support was successful in reducing the impacts of climate change events or effects on people, or the impact of increasing their resilience or reducing their vulnerability to climate change. This will be tracked in output and outcome level indicators.

In addition to the specific targets of the impact and outcome indicators outlined below, the Danish contribution to C40 will also have a strategic contribution to C40's overall impact and outcome indicators in the 2025-2030 Business Plan.

Due to the complex nature of *Resilient Urban Futures* contribution. Three overall programme outcomes and indicators have been suggested, aligned with the three interconnected workstreams of the programme. These will be the metrics for assessing the number of beneficiaries indicated in the overall impact indicator above. Outcomes are defined at the C40 city level and achieved with inputs and outputs from city staff and budget, political leadership, partner organisations and external finance. See table 3 in annex 3 for a summary of outputs, outputs indicators and activities of the workstreams.

Indicator baselines and targets have been set based on current knowledge of the programme cities, as well as the expected level of support as described in the programme documents. Baseline and targets will be revised and finalised in Q2 2026, following ongoing initial assessments, providing a crucial reference point for tracking progress over time. C40 has shared initial data via the logframe with the MFA following the appraisal phase and will assess baselines collaboratively with cities, ensuring targets set and agreed include clear rationale and are aligned to city contexts.

Table 1 - Results framework for *Resilient Urban Futures*

Programme	Resilient Urban Futures: Strengthened climate resilience for Global South cities to the impacts of coastal & urban flooding, droughts and extreme heat, while promoting nature-based solutions.
Programme Objective	Enhance climate resilience and protection of vulnerable populations through robust adaptation measures in selected cities by addressing key barriers - such as insufficient data, inadequate plans, weaker partnerships, limited financial strategies and budgeting processes, lack of integration of climate resilience into land use planning as well as limited climate leadership and public support.
Impact Indicator	Percentage of beneficiaries with strengthened climate resilience from C40 resilience programme and activities (Africa and Southeast Asia) ESTIMATE: 2023 baseline: 7% (Cities included in initial assessment is: Dakar, Freetown, Lagos, Accra, Nairobi, Jakarta) - scope, baseline and target are under development and to be refined in final logframe.

Outcome 1	Improved equitable and inclusive urban climate resilience governance and mainstreamed climate adaptation in financial and urban planning
Outcome indicator 1	Number of programme cities with improved governance processes in place to include climate risk and adaptation considerations in their budgeting, financial and urban development planning
Baseline 2025	0
Target 2030	10

Output 1.1		Improved climate risk evidence base that enables implementation of effective adaptation actions benefiting the most vulnerable							
Output indicators 1.1		1.1.1. # of cities with updated hazard assessments and analysis 1.1.2. # cities with an updated Climate Change Risk Assessment (CCRA)							
Baseline 2025		**Target 2026**		**Target 2027**		**Target 2028**		**Target 2029/Q1 2030**	
1.1.1: 0	**1.1.2: 0**	1.1.1: 3	1.1.2: 4	1.1.1: 3	1.1.2: 6	1.1.1: 5	1.1.2: 8	1.1.1: N/A	1.1.2: 10
Output 1.2		Improved climate governance in cities that enables implementation of effective and inclusive adaptation actions.							
Output indicators 1.2		1.2.1. # cities supported with adaptation planning, including prioritising and including the most vulnerable in the implementation of adaptation plans 1.2.2. # cities engaged in private sector collaboration capacity building, and supported to bring adaptation focus to their existing business networks and forum							
Baseline 2025		**Target 2026**		**Target 2027**		**Target 2028**		**Target 2029/Q1 2030**	
1.2.1: 0	**1.2.2: 0**	1.2.1: 2	1.2.2: 2	1.2.1: 5	1.2.2: 3	1.2.1: 8	1.2.2: 5	**1.2.1: 10**	**1.2.2: 5**
Output 1.3		Cities supported in mainstreaming climate adaptation in financial strategies and budgeting processes							
Output indicators 1.3		1.3.1. # cities supported in mainstreaming climate adaptation in financial processes, improved pipeline development and access to finance 1.3.2. # cities benefiting from increased knowledge on financing resilience and adaptation in Global South cities 1.3.3 # cities receiving advisory support on climate budgeting							

Baseline 2025			Target 2026			Target 2027			Target 2028			Target 2029/Q1 2030		
1.3.1: 0	**1.3.2: 0**	**1.3.3: 1**	1.3.1: 4	1.3.2: 1	1.3.3: 4	1.3.1: 6	1.3.2: 5	1.3.3: 5	1.3.1: 7	1.3.2: 8	1.3.3: 7	**1.3.1: 8**	**1.3.2: 8**	**1.3.3: 8**
Output 1.4			Cities supported in mainstreaming climate adaptation in land use planning processes											
Output indicators 1.4			1.4.1. # cities receiving support to integrate climate resilience with urban planning											
Baseline 2025			**Target 2026**			**Target 2027**			**Target 2028**			**Target 2029/Q1 2030**		
0			**2**			**2**			**5**			**5**		

Outcome 2		Equitable and inclusive high-impact adaptation actions progressing towards implementation with a focus on nature-based solutions, protecting vulnerable communities and addressing the diverse needs of all communities.
Outcome Indicator 2		# of high-impact resilience actions delivered or progressing to be delivered in the programme cities
Baseline	**2025**	0
Target	**2030**	14
Output 2		Increased support of equitable and inclusive high impact adaptation action projects prioritised in CAPs in the 7 lower-income programme cities.
Output indicator 2		# TA projects delivered to support implementation of actions prioritised in the city CAPs, aligned with C40 high-impact actions (HIAs), promoting resilience and demonstrate increased resilience to climate-induced stress and hazards

Baseline 2025	Target 2026	Target 2027	Target 2028	Target 2029/Q1 2030
0	**2**	**7**	**10**	**14**

Outcome 3		Increased city leadership and knowledge sharing to accelerate climate resilience regionally and globally							
Outcome indicator 3		# number of cities that initiate or lead regional or global climate resilience knowledge-sharing activities							
Baseline	**2025**	0							
Target	**2030**	20							
Output 3.1		Improved climate risk evidence base that enables implementation of effective adaptation actions benefiting the most vulnerable							
Output indicators 3.1		3.1.1 # of cities engaged per year through relevant C40 networks, working groups and forums[1] *[1]This indicator is reported annually (not cumulative). Each year shows the number of cities participating in that year's activities* 3.1.2. # of new city commitments to one of the following C40 Accelerators: Cool Cities, Urban Nature, Water Safe and Urban Planning							
Baseline 2025		**Target 2026**		**Target 2027**		**Target 2028**		**Target 2029/Q1 2030**	
3.1.1: 0	**3.1.2: 0**	3.1.1: 7 *per year*	3.1.2: 2	3.1.1: 10 *per year*	3.1.2: 6	3.1.1: 10 *per year*	3.1.2: 15	3.1.1: 3 *per year*	3.1.2: 15
Output 3.2		Global South Mayors and youth are supported to use their platforms to broaden the global, regional and local impact of C40 cities' climate actions and collective missions.							

Output indicator 3.2		3.2.1. # communications outputs, knowledge products and awareness campaigns supported 3.2.2. # resilience and youth advocacy activities supported per year[2] *[2]This indicator is reported annually (not cumulative). Each year shows the number of cities participating in that year's activities.*							
Baseline 2025		**Target 2026**		**Target 2027**		**Target 2028**		**Target 2029/Q1 2030**	
3.2.1: 0	3.2.2: 0	3.2.1: 1	3.2.2: 6 *per year*	3.2.1: 3	3.2.2: 8 *per year*	3.2.1: 6	3.2.2: 7 *per year*	3.2.1: 10	3.2.2: 5 *per year*

6. BUDGET

The contribution of DKK 100 million budget will be allocated as below, reflecting the following considerations:

- The expected budget (see details in annex 5.1) is aligned with estimated resources needed to deliver on each output, thus is presented by outputs under each outcome or workstream.
- Budget flexibility is essential to ensure responsiveness to evolving city priorities and emerging co-financing opportunities, as also stressed by the external appraisal report. While the programme budget is structured around outputs aligned with the three outcomes, C40 recognises that actual expenditures may vary based on city demand. To address this, C40 will continue to monitor and adjust budget allocations as needed throughout implementation, in line with the output-based budget. Furthermore, C40 is currently undertaking internal financial system reforms, with the procurement of a new finance system planned for 2026.
- Some staff, specifically C40 adaptation experts within water, heat and urban nature, regional engagement staff and city resilience officers, are contributing to multiple outputs in one city. Contracts, finance and legal support are central functions working across all outputs. In annex 5, these salary costs are budgeted separately when delivering to numerous outputs.
- Programme management covers overall management and governance of the programme, as well as dedicated programme management related HR support, finance management, monitoring, reporting and evaluation.
- There are five main expense types included under the outputs (see annex 5):
    - Salary compensation: including both fulltime and part time staff contributions.
    - Professional fees: includes fees to contract technical assistance and communication outputs. These are based on C40's informed assessment of costs.
    - Workshop & events: includes C40 staff, mayor and city official travel related to these, venue and other various event and workshop costs.
    - Travel: includes C40 staff travel
    - Translation & interpretation costs
- Cost estimates for audits are included based on the requirements from the 2021-2024 contribution. In addition, 700.000 has been added to be managed by the MFA to conduct the mid-term review.
- The overhead for administrative costs is 7%.
- Approximately 10% of the budget benefits SEA cities directly.

C40 will report the programme budget and spends based on a more simplified budget model, which includes two lines on staff and all other costs split by outcomes (see annex 5.2). C40 is not currently set up to track detailed staff time across the outputs, but is in the process of changing the finance management system and introducing timesheets. When the new system is in place, which is expected in Q3 2026, a more detailed finance reporting model will be agreed with the MFA to use for the remainder of the grant period.

Table 2 - Indicative Programme Budget (DKK) - detailed budget in Annex 5.1 & 5.2

DKK (1000's)	2025/26	2027	2028	2029	2030	TOTAL DKK
Outcome 1-3 salary compensation	15,125	15,082	14,340	10,606	1,182	**58,566**
Outcome 1 (outputs 1.1-1.4) - professional fees, workshop & events, travel and other costs	3,656	3,323	3,298	692	25	**10,994**
Outcome 2 (output 2) - professional fees, workshop & events, travel and other costs	1,981	2,975	2,515	1,097	6	**8,575**
Outcome 3 (outputs 3.1-3.2) - professional fees, workshop & events, travel and other costs	1,084	1,052	1,335	1,153	156	**8,575**
Programme management	3,255	2,265	2,401	2,500	396	**10,818**
Total Direct costs						**91,501**
Admin/indirect costs (7% of direct costs)	1,513	1,690	1,671	1,186	114	**6,405**
Other programme costs						
Audit	216	230	237	244	251	**1,394**
Mid term review (admin by DMFA)			700			**700**
GRAND TOTAL	**23,347**	**26,070**	**26,480**	**18,374**	**2,000**	**100,000**

This is a condensed version of the reporting template against which C40 will report its financial performance (see annex 5.2).

7. INSTITUTIONAL AND MANAGEMENT ARRANGEMENT

The *Resilient Urban Futures'* institutional and management arrangements are designed to ensure effective governance, coordination, and implementation of the Danish contribution in alignment with the C40 Business Plan and organisational delivery, monitoring, reporting and evaluation structures.

Organisational Structure, roles and responsibilities: The programme's organisational structure is built on a multi-tiered approach, involving key actors at different levels to ensure comprehensive oversight and management within C40.

Programme management and oversight are led by a programme management team (Director and Senior Programme Manager) in the Government Partnerships & Programmes team under C40's Managing Director of Regions and Mayoral Engagement, which oversees all major government partnerships and contributions, as well as large programmes spanning multiple regions and sectors. A number of dedicated staff in the Finance, Grants, Legal, and Monitoring & Evaluation teams are supporting the programme management.

Delivery of programme outputs is led by designated output leads from the relevant C40's sectoral and policy teams, as well as the regional teams managing the city Resilience Advisors. These leads are responsible for the technical delivery of outputs, working closely together to advance sectoral ambition as well as strategic and political engagement in the supported cities.

C40 will act as the primary implementing agency, responsible for the overall coordination, technical assistance, and support to participating cities. C40's responsibilities include: • Responsibility for all outputs of the programme. • Providing technical assistance and capacity building to city governments. • Facilitating knowledge exchange and peer-to-peer learning among cities. • Monitoring and evaluating programme progress against the results framework and reporting to the MFA annually. • Financial management and financial audited reporting.	**MFA** will provide strategic guidance, funding, and oversight to the programme. Responsibilities include: • Ensuring alignment with Denmark's development cooperation objectives and priorities. • Monitoring the programme's progress, approving yearly budgets and high level workplans, and ensuring accountability through regular reporting received from C40. • Facilitating coordination with other international donors and partners, as well as aligned with MFA supported projects.	**Local governments** in participating cities are crucial for the on-the-ground implementation of programme activities. Their responsibilities include: • Political ambition and leadership. • Developing and implementing city-level CAPs and adaptation strategies. • Involving the relevant city departments, including environment and sustainability, urban planning and finance and supporting cross-departmental work. • Engaging with local stakeholders, including communities and the private sector, including to create public support. • Providing local data and information necessary for programme planning and monitoring; and ensuring the sustainability of programme interventions through local ownership and integration into municipal plans.

A **Programme Steering Group** will be established internally in C40 - this model mirrors the governance structure we have successfully established for other large, government-funded programmes. Managed by the Government Partnership & Programmes team, the Steering Group includes relevant global policy teams (Director of Resilience) and regional management (Director of Implementation). The group will meet bi-monthly and responsibilities include:

- Overseeing the implementation of the contribution in alignment with the C40 Business Plan
- Oversee, inform and coordinate delivery of outputs from technical and regional C40 teams.
- Facilitating communication and collaboration among all stakeholders.
- Managing global partnerships and leveraging additional resources.

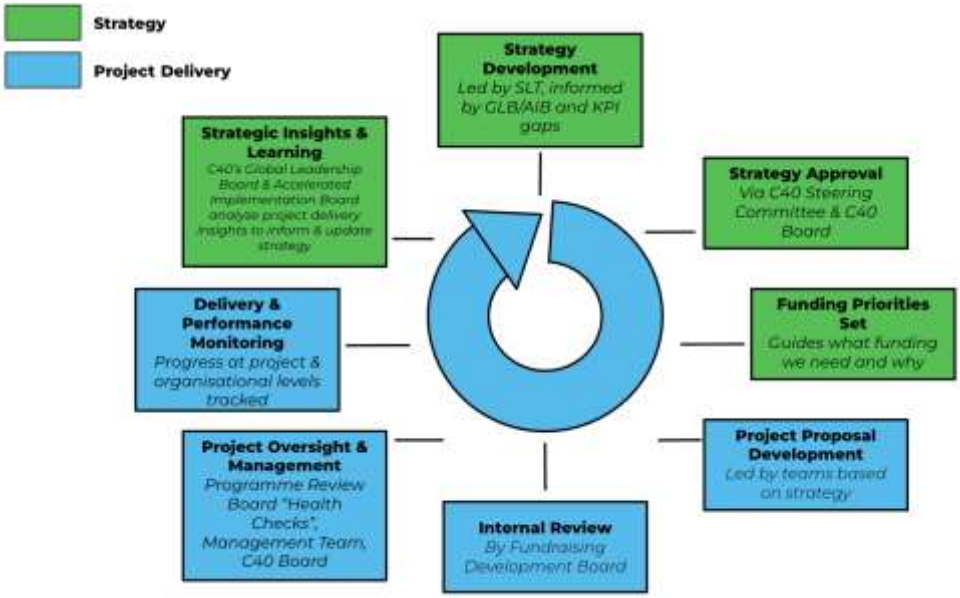
The C40 governance framework ensures that programme insights are systematically captured, reviewed, and integrated into strategic decision-making. The Programme Review Board (PRB) meets quarterly and conducts annual health checks of large grants and programmes, providing a structured forum for assessing performance and learning. Figure 4 illustrates how programme delivery insights are fed into C40's governance mechanisms to support continuous improvement and strategic oversight.

Coordination Mechanisms: Relevant MFA and C40 representatives will meet at least quarterly to track the programme progress; and yearly review the programme budget and workplans. To ensure alignment and leverage knowledge and networks, C40 is currently considering establishing a *city climate resilience*

advisory group, including funding partners and stakeholders contributing to C40 overall support to creating resilient cities.

The responsible the MFA unit shall have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme. A financial monitoring mission will be conducted by the MFA mid-way through the grant lifecycle. After the termination of the programme support, the Green Diplomacy and Climate (KLIMA) reserves the right to carry out evaluation in accordance with this article.

Figure 4 - C40 Governance Cycle: Integrating Programme Insights into C40 Strategic Oversight



8. FINANCIAL MANAGEMENT, PLANNING AND REPORTING

C40's Business Plans are approved by the C40 Steering Committee and the associated yearly budget is approved by the C40 Board. Consolidated financial statements are prepared annually. C40 provides annual audited financial statements within 12 months of each financial year-end. C40 Inc's auditors are currently KPMG.

C40 and the MFA will strive for full alignment of the Danish support to the implementing partner rules and procedures, while respecting sound international principles for financial management and reporting.

C40 Finance & Audit Committee: The C40 US Board of Directors' Finance & Audit Committee is responsible for overseeing financial control in C40 including:

- Approval of new funding up to USD $1m in value; Selection and appointment of independent financial auditors; Review and scrutiny of C40 annual budgets; Review and challenge on all quarterly financial reports, including review of financial performance of all C40 entities; Approval of corporate policies; Approval of intercompany agreements between C40 US and subsidiaries; Review of all financial audit results; and Oversight of entities and branch offices owned and/ or operated by C40 US.

Accounting & Auditing: All C40 entities are independently financially audited, and all statutory filings are completed timely. Multiple funders, including the MFA, conduct various independent financial and non-financial audits of their respective funded programmes, and all audit results to date have been

satisfactory to our funders. The internal controls and procurement procedures have been deemed sufficient, and we continually strive to improve these as the organisation grows. Reports and financial audits are regularly reported to the F&A Committee and US Board of Directors.

Procurement: C40 has procurement processes and policies to guarantee best practice, including to convey any funder-specific requirements throughout the procurement process. C40 staff follow the following procurement process: 1) C40 Procurement Minimum Standards (a summary); 2) Procurement Log (a step-by-step process if applicable); 3) C40 Contracting and Procurement Manual (detailed guidance). Supplier due diligence form is completed for all new suppliers. Contracts above 20,000 USD and/or not on C40's standard terms are reviewed by C40's central Contracts team for contracts above prior to contract execution. Procurements of a value greater than $20,000 go through a competitive procurement process.

Fraud, Bribery & Corruption: C40 maintains a zero-tolerance approach to fraud, bribery, and corruption, as outlined in the C40 Staff Code of Conduct Policy. The People Team ensures all new hires acknowledge this policy during induction, while the Legal Team provides regular refresher training. Fraud prevention starts at recruitment, with reference and background checks conducted by the People Team, and additional checks for finance staff. C40 implements a two-stage authorisation process for all expenditures, including expense claims, as outlined in the C40 Staff Expense Reporting guidelines and Finance Manual, which cover finance processes, segregation of duties, and authorisations. Suppliers must also acknowledge relevant C40's policies in their contracts.

Monitoring, Evaluation, and Reporting: At C40, the role of Monitoring and evaluation (M&E) is threefold: 1) A management tool that sets clear objectives and targets, as well as measures progress against them, using C40's results based management KPI framework; 2) An accountability tool: demonstrating delivery of commitments to decision-makers, including activities delivered, impact and good value for money; 3) A lesson-learning tool: monitoring and evaluation is used to provide lessons about how programmes can be run more effectively and achieve greater impact. C40 employs a theory-based approach, using our Theory of Change to guide our understanding and evidencing of how our impact is achieved from the immediate outputs to the longer-term outcomes. We have identified our Results Matrix of Key Performance Indicators (KPIs) to monitor our Business Plan's impact and outcome changes. This allows us to monitor our progress as we help member cities to meet and exceed the Leadership Standards.

Reporting mechanisms of the Danish contribution

Regular reporting mechanisms will be established to ensure transparency and accountability of the Danish contribution and feed into the overall C40 M&E framework. This includes the following reports to the MFA:

- Annual workplan & budget: in Q1 with disbursement request (starting 2027).
- Annual reports: Comprehensive reports summarising yearly outcomes and achievements, challenges, and lessons learned, no later than 3 months after year-end.
- Mid-annual report: Summary activity report submitted one month after Q2.
- Annual Audited Financial Reports: C40 will provide annual audited financial statements within 6 months of each financial year, including elements of performance and compliance audit, as agreed with the MFA.
- Final report: An end-of-programme report evaluating overall performance and impact 3 months after the end of the grant and finance audited report 6 months after.

This will complement the overall C40 progress reporting to C40 cities and Steering Committee on leadership standards (annually), as well as quarterly reporting to C40 Board and Management teams.

9. RISK MANAGEMENT

This chapter summarises the key associated risks and proposed mitigation strategies for the Danish contribution (see Annex 4). Key Theory of Change (ToC) assumptions - including availability of funding, effectiveness of technical assistance, sustained city engagement, and supportive policy environments - are explicitly linked to corresponding risks in the formal risk matrix (Annex 4). For example, the assumption that "technical assistance will effectively address city barriers and demands" is tied to risks related to limited technical capacity of city officials and data constraints. This enhances transparency and ensures critical dependencies are integrated into risk management and monitoring processes.

Risk	**Residual risk**	**Mitigation strategies**
Political: Lack of continued political commitment due to change of city Mayor / City government; Political instability; Ineffective multi-level governance.	Medium	Strengthening engagement with senior city management and cross-departmental teams; developing political resilience strategies for programme cities 6 months in advance of mayoral elections; draw on the immense experience and lessons of C40 who partners with leading Mayors; developing flexible and adaptive plans annually; establishing clear coordination mechanisms for effective governance at local level.
Financial: Financial barriers prevents implementing adaptation action effectively.	Medium	Allocating budget to direct technical assistance; early-stage engagement with MDBs; building in activities to help secure diverse funding sources and build partnerships; supporting integration of climate action plans into city sector plans and investment programmes; supporting identification of possible bankable project ideas that could be further developed and supported by IFIs and other development partners; establishing contingency funds to cover unexpected costs.
Societal: Inequities and injustices in vulnerable communities; Benefits of actions are not distributed in line with inclusive principles	Medium	Prioritising actions that benefit the most at-risk populations; supporting city administration to communicate via appropriate means; ensuring adequate processes for community engagement and public support.
Societal: Lack of active participation of local communities and stakeholders	Low	C40 has developed tools for stakeholder engagement, but as attention is shifting from planning to implementation, stakeholder engagement will be even more critically important to ensure wide ownership and support. Reliable documentation and effective communication of results and side benefits of climate action will be important.
Societal: Civil unrest	Low	Involving local communities in planning and implementation; conducting public awareness campaigns.
Programmatic: Constraints on C40 cities' governance and technical capacity and/or insufficient inter-departmental coordination at city level; C40 staff and resources are inadequate or not available when needed	Low	Sustaining capacity development support; peer-to-peer learning and replication of proven solutions; embedding city resilience advisors and consultants help add capacity (but note, cannot replace core C40 staff).
Programmatic: Lack of technical capacity of city officials and insufficient data	Low-Medium	Investing in capacity building and training programmes for local officials; Supporting C40 city capacity to collect and process data; focusing on data as part of improving MERL and reporting on BP KPIs.; implementing robust data collection and analysis systems; using technology to improve data reliability. By providing both direct support (TA) and opportunities for peer learning, C40 ensures that programme cities remain engaged and take ownership of the climate resilience projects they undertake.
Programmatic: Insufficient cross-learning between C40 cities;	Low	Peer-to-peer knowledge sharing and cross-learning between and among member cities are at the heart of C40's philosophy, set-up, and operations and this has proven

Overlaps with other development partner support		extremely successful and sets C40 apart from many other urban initiatives; embedding city resilience advisors and C40 regional outreach and delivery channels should be particularly mindful of the need for coordination at city level; C40 partnering and coordination with other development partners at international and strategic level can also facilitate synergies and mitigate risks of duplication.
Programmatic: Delays in hiring C40 city resilience advisors and/or engaging external consultant support	Medium-High	Developing framework contracts for consultants; Ensuring early action on assessing needs and identifying city resilience advisors.

10. CLOSURE

A Process Action Plan has been added as Annex 8 detailing the envisioned steps of the delivery of the grant. A closure strategy will be presented around the mid-term review.

ANNEXES

Annex 1: Context Analysis

1. Poverty and Inequality Analysis

- **Climate change is an acute threat to people living in poverty across the world, with the power to force 100 million people back into extreme poverty without equitable climate change strategies**. The poorest regions of the world – Sub-Saharan Africa and South Asia – will be hit the hardest. Existing research demonstrates that poverty reduction and development work should continue as a priority whilst also taking into account a changing climate. (WEF, 2024; UNDP, 2024; World Bank, 2023).
- **In line with the Paris Agreement,** a core C40 principle is focused on inclusive climate action and recognizes that there is no climate justice without social justice. This underlines the intrinsic relationship that climate change actions, responses, and impacts have with equitable access to sustainable development and the eradication of poverty. C40's Inclusive Climate Action Programme acknowledges that climate change disproportionately affects society's most marginalised and vulnerable, exacerbating poverty and widening the inequality gap. All climate action must therefore consider this and strive to reduce the impact of climate change on vulnerable populations. Solutions should address social inequities, ensuring that the benefits and burdens of climate action are equitably distributed. The ICA work is guided by the principles of equity and inclusion.
- **C40 strongly aligns with the principles of the Danish multidimensional approach to poverty,** where poverty is not merely understood as a question of income but as the ability to access public resources and services (C40 Cities, 2024). Socio-economic factors, including poverty, inequality, and limited access to basic services, shape the vulnerability of African and Asian cities to climate change. C40, therefore, emphasises addressing underlying socio-economic inequalities to enhance the resilience of cities and ensure that climate adaptation efforts benefit all residents. This proposal prioritises the most vulnerable groups that are worst affected by climate impacts.
- **While cities in the global South generally contribute less to greenhouse gas emissions than their counterparts in the global North**, they face escalating challenges from climate change, particularly affecting vulnerable populations. Moreover, cities in the global South have a distinctive opportunity to sidestep "carbon lock-in" while rapidly developing the necessary infrastructure. This can be achieved by adopting low-carbon, resilient, and inclusive solutions.
- **In keeping with the LNOB (Leave No One Behind) principle and the do-no-harm principle,** the proposed engagement will focus on providing targeted action to help people living in Global South cities cope with climate shocks. This includes developing early warning systems, flood protection, and introducing heat-resistant crops while ensuring that the actions and interventions are selected based on their benefit to those most at risk from climate impacts.

Relevant references:

- C40 Knowledge Hub includes several relevant resources, particularly with regard to C40's work on Inclusive Climate Action and Adapting to Climate Change.
- C40 Knowledge Hub includes a number of relevant resources, particularly with regard to C40 work on Inclusive Climate Action and Adapting to Climate Change.
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2. Political Economy and Stakeholder Analysis

Researchers for the World Bank (2024) have highlighted some of the key (and often unique) political economy challenges in relation to implementing climate action, such as an unsupportive institutional architecture, coordination failures between agencies or ministries, perceived or real negative effects on certain populations and territories, or the degree of polarisation in political life. This section presents some of the key political economy challenges for climate adaptation in African and Asian cities and outlines how the proposed engagement will address these.

Institutional Frameworks and Governance

- **Local Governance Structures and Political Instability:** The effectiveness of climate adaptation efforts often depends on the capacity and autonomy of local governments. Enhancing the capacity of local institutions is crucial for sustained climate action. The political context in which C40 cities operate is complex, with frequent changes in leadership and high turnover among city staff, especially in Global South cities. This instability poses a significant challenge to the timely implementation of climate action. C40 proposes strengthening engagement with city senior management and promoting cross-departmental collaboration supported by C40 regional teams. This approach aims to build political resilience and ensure continuity in climate action despite political changes.
- **Sub-national and National Policies and International Agreements:** National climate policies and commitments to international agreements, such as the Paris Agreement, shape local adaptation strategies. Strong coordination between national and local levels is crucial. The proposed engagement will focus on enhancing this coordination, ensuring that local actions align with national priorities and international commitments. Strong leadership at both local and national levels is essential for prioritising climate adaptation. Political will is influenced by public awareness, advocacy, and the perceived importance of climate issues. C40's model emphasises the importance of addressing these aspects in the proposed engagement. However, even with robust climate action plans, implementation can be hindered by bureaucratic inefficiencies, and lack of coordination among different sectors and levels of government.

Economic Factors

- **Access to Finance for Climate Adaptation:** Access to finance is a major constraint for climate adaptation projects, which continue to be underfinanced. Only 9% of tracked climate finance is targeted at adaptation[8]. And of this total, the vast majority comes from public resources, especially through Development Financial Institutions, governments budgets, climate funds and innovative aid. The slow pace of urban adaptation project financing contributes to increasing damage to communities, assets and services, especially impacting the most vulnerable regions in Global South Cities. According to UNEP (2023), adaptation costs needs are 10–18 times as much as current public flows globally[9]. Barriers like creditworthiness, long bureaucratic processes for accessing finance, dependence on national governments, budget constraints, poor project planning and limited institutional capacities aggravates cities's ability to unlock the finance needed for a resilient future. In order for cities to accelerate the implementation of climate adaptation projects with the urgency needed to reduce current and future climate risks, cities must have access to finance facilitated. C40 has extensive resources on access to finance - see C40 Knowledge Hub.

Social Factors

- **Vulnerability and Marginalisation:** Vulnerable populations, including those living in poverty, women, children, and people in informal settlements, are disproportionately affected by climate impacts. Climate action must place social inequalities at the forefront to be effective. Successful adaptation requires the involvement of local communities. Participatory approaches ensure that adaptation measures meet the needs of those most affected. See C40 resources and

[8] 2021 State Of Cities Climate Finance, Cities Climate Finance Leadership Alliance

[9] Adaptation Gap Report 2023 | UNEP

work on inclusive climate action (C40 Inclusive & Thriving Cities; C40 Knowledge Hub - Inclusive and Equitable Climate Action), in particular on how cities can ensure inclusive engagement processes.

International Forums

- **Global Climate Initiatives:** Global climate initiatives and networks, like C40, play a key role in addressing the political economy challenges of implementing climate adaptation measures in Global South cities. These initiatives mobilise finance, build capacity, provide technical assistance, advocate for climate action, and facilitate knowledge-sharing. C40 leverages the collective voice and actions of its mayors to help avoid climate breakdown. It also uses global and regional platforms like COP, Climate Weeks, and the United Nations General Assembly to inspire other cities, influence international and national institutions, and shift markets with mayoral leadership. For instance, C40 Co-Chair Mayor of London Sadiq Khan made history in 2023 as the first-ever mayor to address national leaders at the UN Secretary-General's Climate Ambition Summit in New York. In 2024, Mayor Khan led a delegation of C40 Mayors for a unique convening at the Vatican for an audience with Pope Francis to discuss climate adaptation, mitigation, and resilience.

Stakeholder Analysis

As outlined in the DMFA's 2023 Mid-Term Review, Denmark's Strategic Support to C40: "Accelerating climate action in large cities in developing countries 2020-2024", C40's increased focus on adaptation in Africa is in its early stages. The proposed engagement will, therefore, include a strong focus on adaptation in the African region, continuing to be a priority for both Denmark and C40.

Key Stakeholders:

- The key stakeholders of this proposed programme will be **C40 cities in Africa, as well as cities in Southeast Asia**. Cities in these regions are among the worst affected globally due to rapid urbanisation, increased flood risks, and pressure on water service provision and infrastructure, exposing communities to health risks and forced displacement. The geographic focus of the proposed engagement is on cities in low-income and lower-middle-income countries in Africa and Asia, with a predominant focus on African cities within the C40 network. Seven to twelve cities will be chosen for deeper support based on the implementation principles.
- **Roles of Mayors and City Officials:** Mayors, city officials, and various departments play a crucial role in implementing and sustaining climate action. Their leadership and commitment are essential for driving climate resilience initiatives.
- **Other Stakeholders:** Other stakeholders include public authorities at the national level, private sector actors providing green solutions, global networks, C40 partners, and donors. The private sector and finance are key stakeholders, offering essential support through innovative technologies and investment.
- **Donor Engagement and Alignment:** The proposed programme aims to strengthen donor engagement and alignment with other C40 programmes to amplify the impact of existing activities supported by DMFA and other C40 initiatives, such as Water Safe Cities (Grundfos), Loss & Damage efforts (Scottish Government funded), and energy and waste project implementation in Africa, Latin America, and Southeast Asia (UK Government). Collaboration with implementation partners such as the African Development Bank (AfDB), UMDF, World Resources Institute, and the World Bank is also crucial.
- **The proposed programme will focus on city residents, particularly those living in the most vulnerable contexts,** by ensuring that actions and interventions are selected based on their benefit to those most at risk from climate impacts. This includes recognising, enhancing, and scaling up existing community-led actions, as well as strengthening local capacity for adaptation.

Relevant References and Guidance:

- Within Reach: Navigating the Political Economy of Decarbonization (2024) by Stéphane Hallegatte, Catrina Godinho, Jun Rentschler, Paolo Avner, Ira Irina Dorband, Camilla Knudsen, Jana Lemke, and Penny Mealy, Climate Change and Development Series. World Bank.
- C40 Cities Annual Report 2023
- Ministry of Foreign Affairs of Denmark (2025). A Changing World - Partnerships in Development [online]. Available at: https://um.dk/en/danida/strategies-and-priorities.
- DMFA Mid-Term Review of Denmark's Strategic Support to C40 "Accelerating climate action in large cities in

developing countries 2020-2024"

- Adaptation Gap Report 2023, UNEP
- 2021 State Of Cities Climate Finance, Cities Climate Finance Leadership Alliance

3. Fragility, Conflict, and Resilience

C40 recognises that the climate crisis, resilience, conflict, and fragility are closely linked. C40's holistic approach to climate action aims to deliver economic, health, and quality of life benefits to city residents, especially the most underserved, to create positive effects on living conditions and green jobs, thereby reducing conflict potential and migration pressures.

- **Addressing Fragility through Climate Adaptation**: The proposed engagement will directly address fragility through strengthened climate adaptation actions. Many target cities for this engagement are in countries identified as fragile contexts in the OECD 2022 States of Fragility Report. These cities, particularly in Africa, face significant challenges amid rapid urbanisation and the compounding effects of climate change.
- **Impact of Climate Change on Urban Fragility**: Climate change exacerbates existing urban fragility by increasing the frequency and severity of extreme weather events such as floods, droughts, and heatwaves. These climate risks pose unique and heightened challenges in cities, which are often ill-prepared to manage such shocks. According to C40 research, by 2050, over 1.6 billion people living in nearly 1,000 cities will face regular, extreme heat waves. Additionally, more than 7.4 million people living in C40 cities will be in areas at risk from flooding, costing these cities US$136 billion in GDP annually. More frequent and severe droughts are projected to broaden existing inequities and cost C40 cities a combined loss of US$111 billion annually.
- **Cities as Destinations for Migrants:** Cities in the Global South are increasingly becoming destinations for migrants fleeing conflict-affected areas. This influx of migrants places additional strain on urban resources and infrastructure. Cities already grappling with inadequate housing, informal settlements, limited access to basic services like clean water and sanitation, and high levels of poverty and unemployment are further burdened by rapid population growth. This exacerbates urban challenges, leading to spatial inequalities, social tensions, and environmental degradation.
- **Compounding Effects of Climate Change and Migration:** The convergence of migration pressures and climate change impacts significantly degrades the resilience capacity of urban populations. Migrants often settle in informal settlements located in high-risk areas such as floodplains or steep slopes, increasing their vulnerability to climate-related hazards. The combined pressures of climate change and rapid urbanisation result in significant economic losses due to damage to property, infrastructure, and businesses. The recovery costs strain city budgets and hinder economic development, perpetuating cycles of fragility and vulnerability.

Relevant references:

- See further C40 work and resources related to climate and migration
- https://www.c40.org/what-we-do/scaling-up-climate-action/adaptation-water/the-future-we-dont-want/food-security/

4. Human Rights, Gender, Youth, and Applying a Human Rights-Based Approach

With regard to a human rights-based approach, and as underlined in the DMFA's 2023 Mid-Term Review of Denmark's Strategic Support to C40 "Accelerating climate action in large cities in developing countries 2020-2024," the Rights and Dignity of Marginalised Groups, and Gender Equality, Girls' and Women's Rights are of particular relevance to C40.

Human Rights-Based Approach

- In line with Denmark's Development Cooperation Strategy, C40 systematically applies a Human Rights-Based Approach to climate action by focusing on those who are most marginalised, excluded, or discriminated against (LNOB). This approach ensures that climate action initiatives are inclusive and equitable, addressing the needs and rights of the most vulnerable populations.
- The Danish How-to-Note on HRD explicitly states that "Denmark does not accept a gender-blind or a gender-insensitive approach in our interventions." C40's work on Inclusive Climate Action focuses on applying an intersectional lens to climate action to help create equity across various dimensions, including gender, income/poverty, informality status (housing and work), disability, age, ethnicity/race, and migrant status.
- In 2022, C40 established a Diversity, Inclusion, and Anti-Racism Board, which oversees the delivery of C40's Equity, Diversity, and Inclusion (EDI) strategy and action plan, as well as monitors progress against key performance indicators

(KPIs). This board ensures that all climate actions are guided by principles of equity and inclusion, promoting a holistic and intersectional approach to addressing climate challenges.

Tools and Resources for Equitable Climate Action

- C40's Knowledge Hub provides guides and tools to equip city practitioners with practical information to enable them to plan, design, and implement climate action that is equitable and inclusive. For example, C40's Executive Guide on Inclusive Community Engagement offers strategies for involving marginalised groups in climate action planning and implementation. These guides adopt a multidimensional approach to poverty, addressing structural disparities to impact poverty-stricken groups such as women, people living with disabilities, youth, and other marginalised communities.

Gender Equality and Women's Rights

- C40's commitment to gender equality and women's rights is embedded in all its initiatives. Climate action plans and projects are designed to be gender-sensitive, recognizing the different ways climate change impacts women and men. This approach ensures that women's voices are heard and that they have equal opportunities to participate in and benefit from climate actions.

Youth Engagement

- Recognizing the critical role of youth in climate action, C40 actively engages young people in its initiatives. Youth are not only seen as beneficiaries but also as key stakeholders and agents of change. C40 supports youth-led climate actions and provides platforms for young people to contribute to decision-making processes, ensuring that their perspectives and ideas are integrated into climate strategies. This is primarily delivered via the C40 Youth Hub, a global network of over 300 youth climate leaders that C40 engages with, and the C40 City Youth Engagement Network, a group of 23 C40 cities that are committed to increasing youth participation in city-led climate action and build greater public support for the delivery of high impact climate actions in cities and CAPs. Youth is also engaged via the Youth Reinventing Cities Programme which uses challenges as a tangible tool for youth & academia to collaborate with cities and propose innovative solutions to city decision makers.

Applying an Intersectional Lens

- C40's application of an intersectional lens to climate action ensures that multiple dimensions of inequality are addressed simultaneously. This approach helps to identify and dismantle the overlapping and interconnected barriers that marginalised groups face, promoting more effective and inclusive climate solutions.
- By integrating a human rights-based approach and focusing on gender equality, youth engagement, and intersectionality, C40 aims to ensure that climate actions are not only effective but also just and inclusive. This comprehensive approach helps to address the root causes of vulnerability and inequality, fostering resilience and empowerment among the most marginalised communities.

Relevant references:

- **C40 resources on Inclusive Climate Action on C40's Knowledge Hub**
- **C40 resources on climate & youth engagement:** C40 Youth Engagement; Partnering with youth: A city's guide to implementing youth climate councils (2024); Why youth are powerful allies for your city's climate ambitions (2024)
- Ministry of Foreign Affairs of Denmark (2025). A Changing World - Partnerships in Development [online]. Available at: https://um.dk/en/danida/strategies-and-priorities.

5. Migration

- Migration is an adaptive response to climate change. Between 2008 and 2021, more than 342.3 million instances of internal disaster displacements occurred worldwide, most of which were hosted in low- and middle-income countries (OECD, 2023). Particularly vulnerable are people living in informal settlements in rapidly urbanising cities in these countries (Satterthwaite et al., 2020).
- Climate disasters trigger over three times more displacements than conflict and violence while also exacerbating local conflicts or worsening ongoing ones (IDMC, 2021). Extreme weather events and their effects on livelihoods are impoverishing and uprooting people across the world. Globally, over 216 million people might be displaced by 2050 (C40 Cities, 2021).
- C40 is committed to supporting climate action that is designed to deliver economic, health, and quality of life benefits to residents, particularly the most disadvantaged groups. This can positively affect living conditions, thus reducing conflict

potential and migration pressures.

- Established in June 2021, the C40 Cities and Mayors Migration Council (C40-MMC) Global Mayors Task Force on Climate and Migration convenes a core group of leading mayors from around the world to accelerate local, national, and international responses to the intersectional challenges of climate and migration in cities.
- The proposed engagement will directly strengthen adaptation support to cities across Africa, South and West Asia, and Southeast Asia, and ensure climate adaptation actions consider protection for those disproportionately exposed to climate impacts because of where they live or their disadvantaged socio-economic status.
- By providing adaptation support to major cities in these regions, this programme can help save lives and protect people from harm, including displacement within and across national borders. C40 recognizes that the effects of climate-related hazards are largely unequal, with migrants and marginalised communities being the worst affected (C40 Cities, 2021). A key implementation principle for the proposed engagement is therefore to focus on communities living in vulnerable situations.

Relevant references:

- Numerous organisations and documents address the nexus of climate and migration, e.g. World Bank, IOM, EU, WRI, OECD.
- Several C40 documents and research also address these issues: Cities, Climate and Migration: The role of cities at the climate-migration nexus; Why cities must prepare for climate migration; and in particular the resources developed by C40-MMC Global Mayors Task Force on Climate and Migration.
- Ministry of Foreign Affairs of Denmark (2025). A Changing World - Partnerships in Development [online]. Available at: https://um.dk/en/danida/strategies-and-priorities.

6. Inclusive sustainable growth, climate change and environment

Why cities? Most of the world's people, economic power, investment, energy use, material demand and GHG emissions are in cities. The high rate of urbanisation, particularly in Africa and Asia, means these numbers are only increasing:

- Nearly 60% of the world's population lives in cities, with that number increasing to 70% by 2050 when urban populations will grow by more than 2 billion new people; of the additional 2 - 2.5 billion new people projected to live in cities, up to 90% of this increase will be concentrated in Asia and Africa; cities are hubs of innovation and economic activity, generating over 80% of the world's GDP; more than 60% of public investment occurs at the subnational level; by 2050, forecasts show there will be 67 megacities around the world in 2050, up from 44 in 2024. At the same time, secondary cities are some of the fastest growing. Much of this growth will be in Asia Pacific and African cities; by 2050, an estimated 3.47 billion people will be living in cities in Asia and 1.48 billion in Africa.
- African cities, in particular, are grappling with unique urban challenges amid rapid urbanisation. Issues such as inadequate housing, informal settlements, limited access to basic services like clean water and sanitation, and high levels of poverty and unemployment are prevalent. Additionally, rapid population growth exacerbates these challenges, straining already limited resources and infrastructure. Urban planning and governance in many African cities struggle to keep pace with urban growth, leading to spatial inequalities, social tensions, and environmental degradation.
- Similarly, cities in Asia are facing complex urban challenges driven by rapid urbanisation and economic growth. While some Asian cities have experienced remarkable development and prosperity, others grapple with issues such as congestion, air pollution, inadequate public transportation, and informal settlements.

Cities are where climate impacts are most concentrated and where the largest populations are affected by floods, heat, and drought. City governments are forced to respond quickly to climate emergencies and impacts to protect residents and critical infrastructure, as well as prepare for climate migrants:

- For example, 80% of cities face significant climate risks, with an estimated annual adaptation investment of US$11–20 billion by 2050 required to protect urban infrastructure from climate risks

Increasing Climate Risks: As outlined in the recently published statement by C40 Co-Chair Mayor of Freetown Yvonne Aki-Sawyerr and IiHS Director, IPCC AR6 Coordinating Lead Aromar Revi (C40, 2024), the science is clear:

- Human activity is changing our climate (IPCC); climate change makes heat waves, storms and droughts worse (AMS); and the climate crisis is increasing the frequency and intensity of heavy rainfall and other extreme weather events (IPCC).

Adaptation a Growing Priority: Denmark's most recent strategy for development cooperation "A Changing World -

Partnerships in Development" (DMFA, 2025) as well as its previous strategy "The World We Share" (DMFA, 2021) both feature a clear and prominent focus of strengthening efforts for climate adaptation and resilience, especially in Africa.

- Successive grants provided to C40 cities by the Danish Ministry of Foreign Affairs (DMFA) between 2018 and 2024 have significantly helped increase C40's support to Global South cities - from creating climate action plans, to sustaining a strong regional presence and enabling implementation of priority resilience actions in DMFA focus regions.
- DMFA funding has also significantly enhanced C40's adaptation capabilities, leading to increased city capacity and leadership and the launch of tangible political commitments on Urban Nature and Urban Water Management, where cities commit to NbS and water safety improvements by 2030 (C40 Annual Grant Report 2023).
- C40 accelerators support cities to drive forward impactful climate action. C40's Urban Nature Accelerator was launched in 2021 and actually has 41 signatories committing to NbS. The Water Safe Cities Accelerator, launched at COP28 last year, was endorsed by 17 signatories committing to water security improvements by 2030.

Current State: C40's support has brought significant benefits to many cities, but also provided a clear picture of the remaining pressing gaps in assistance to accelerate climate adaptation.

- Growing urban climate risks mean it is increasingly urgent to accelerate high-impact actions, especially to protect vulnerable communities in the Global South from climate-induced hazards. This is also a priority for C40's Co-chairs Mayor Yvonne Aki-Sawyerr of Freetown and Mayor Sadiq Khan of London, as well as C40 vice-chair for Africa, the Governor of Nairobi, Sakaja Arthur Johnson.

In the 2025-2030 period, C40 Cities will focus on accelerating on-the-ground inclusive climate action related to reduction of emissions as well as to adaptation to climate hazards. In line with the recommendations from the DMFA Mid-Term Review (MTR) of the 2020-2024 grant, the proposed engagement will directly target strengthening climate adaptation action in Global South cities, especially in Africa as well as some cities in Southeast Asia.

The DMFA MTR concluded that potential future Danish support should be concentrated on the African adaptation agenda to better align with the current Danish priorities regarding climate financing and adaptation. C40 recognises that the focus on adaptation in Africa should be sustained but acknowledges that C40 support to Africa hinges on a robust cross-regional focus on adaptation encompassing knowledge-sharing, advocacy and political engagement.

Relevant references:

- Various C40 documents, reports and research, including:
  - C40 Knowledge Hub: see in particular research and resources focused on adaptation.
  - C40 Annual Grant Report 2023 (for previous DMFA grant).
  - C40 Cities (2023). Water Safe Cities Accelerator. [online] C40 Cities. Available at: https://www.c40.org/accelerators/water-safe-cities/.
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- United Nations (2018). World Urbanization Prospects - Population Division - United Nations. [online] Un.org. Available at: https://population.un.org/wup/Download/.

7. Capacity of Public Sector, Public Financial Management, and Corruption

Capacity of Public Sector:

- Capacity building of mayors and key staff of member cities is an integrated part of C40's work. Dedicated C40 staff, particularly Regional Directors, serve as an active conduit between regional C40 cities, city staff, and the organisation, connecting cities and activities across the global C40 network.
- In cities in the Global South, C40 City Advisors provide dedicated staff resources to help cities advance significant climate protection policies and initiatives through increased local capacity. This tailored support is crucial for embedding climate adaptation into local decision-making processes and securing the necessary financing, thereby justifying the capacity building and technical assistance (TA) activities being proposed.
- The proposed engagement includes technical assistance and finance access support, tailored to city-specific needs assessments. The programme emphasises strengthening local capacity and adapting to political leadership changes to ensure continuity and resilience in climate action initiatives.

C40 Financial Management & Corruption:

- C40 also prioritises transparency and integrity in its operations. Anti-corruption policies are strictly enforced to ensure that all support channelled to cities is used effectively and ethically. C40's position on fraud, bribery and corruption are made clear in the C40 Staff Code of Conduct Policy. The C40 Staff Code of Conduct Policy sets out C40's zero tolerance approach to fraud and bribery. C40 People Team ensures all new hires accept the Code of Conduct upon induction by signing a Key Policies Acknowledgement before starting work for C40. C40 Legal offers regularly scheduled refresher Code of Conduct training. Additionally, relevant training materials including a recorded training session are available to staff at all times in C40's internal Staff Resource Centre.
- C40's fraud prevention policy starts at the recruitment stage as C40 undertakes reference and background checks on all candidates - with additional checks for our finance staff - appointed to C40 positions. Confirmation of appointment is dependent on the receipt of satisfactory reports on candidates.

Relevant references:

- C40 Staff Policies and other relevant C40 policies

8. Matching with Danish strengths and interests, engaging Danish actors and seeking synergies

- The Danish Ministry of Foreign Affairs (DMFA) has been an important C40 donor and partner since 2017. The Danish Government's Priorities for Danish Development Cooperation 2024-2027 outlines its commitment to allocating 30% of development assistance to climate aid in developing countries. Further, the Danish government has committed to prioritise 60% of this climate aid for climate adaptation in some of the world's poorest and most vulnerable countries. The Danish Government is allocating more than half of all assistance for developing countries – approximately DKK 9.0 billion – to initiatives in Africa. A large share of the efforts in Africa, corresponding to approximately DKK 3 billion, will go to green initiatives (DMFA, 2024). **By targeting the Africa region in particular and allocating 70% of the proposed budget towards Africa, this proposed engagement aligns with the Danish government's priorities for**

development assistance. It further supports the recommendations made by the Danish Ministry of Foreign Affairs in its 2023 Mid-Term Review of Denmark's support to C40 for the period 2020-2024 - to achieve higher impact and synergies with other Danish priority interventions, notably in Africa.

- The City of Copenhagen plays a key role in C40 including in its Steering Committee and the 2019 C40 Mayors' Summit in Copenhagen also helped showcase Danish strengths and interests.
- C40's collaboration with Realdania, a C40 board member and strategic funder, has further helped enhance the role and influence of Denmark in C40 and provides the DMFA with the opportunity to gain further insights and space for influencing C40's strategic direction. Denmark's leadership is further bolstered by C40's wide range of Danish private company partners such as Grundfos, Rambøll, Gehl, Novo Nordisk, Velux, and NREP/Urban Partners.
- The proposed engagement can build on the achievements of the previous grant and address the urgent need to accelerate high-impact adaptation actions that remain critical to tackle growing urban climate risks in Global South cities, especially in Africa.
- Few donor countries have prioritised adaptation as clearly as Denmark, which has committed 60% of its climate funding under its development cooperation to adaptation (DMFA, 2025); (How-to-Note for Implementation of "The World We Share": Climate Adaptation, Nature and Environment, DMFA, 2022).
- Renewing this grant offers Denmark a prime opportunity to further its leadership in global climate adaptation by leveraging its significant contribution to C40 cities' progress, and strengthening the support to local delivery and high-impact actions, primarily in African, but also in Southeast Asian cities (C40 Concept Note Grant Proposal 2025-2030).
- Denmark's 2025 Strategy for Development Cooperation, "A Changing World - Partnerships in Development" places particular emphasis on Indigenous communities' ownership and involvement in project development and access to climate finance, as well as the advancement of human rights, gender equality and the rights of women, girls, and LGBT+ people as part of all development interventions.
- A strengthened partnership with C40 to accelerate on-the-ground climate adaptation action in cities in Global South cities can help Denmark further meet the objectives of its development cooperation strategy, and bolster Denmark's position as a global green frontrunner.
- With a focus on cities in low and middle-income countries, Danish embassies overseas can also play a role in facilitating synergies with Danish development cooperation and highlighting relevant Danish expertise and experience to C40 member cities on climate change adaptation technologies and solutions.
- As underlined in the C40 2023 Annual Grant Report, engaging and aligning work with local Danish embassies have been helpful throughout the previous grant and would remain a strategic focus for the proposed engagement going forward. For example, the DMFA's Strategic Sector Collaborations have illustrated that the combined technical expertise of local missions, and C40 regional teams' depth of city knowledge, are deeply complementary.
- Further, the proposed engagement can amplify the impact of existing activities supported by DMFA and other C40 programmes such as: Water Safe Cities (Grundfos); Loss & Damage efforts (Scottish Government funded); energy and waste project implementation in Africa, Latin America and Southeast Asia (UK Government); as well as collaboration with implementation partners such as African Development Bank (AfDB) and UMDF, World Resources Institute and the World Bank.
- For instance, funding from the previous grant has helped hire additional staff to work with AfDB and lead the water security work in Africa, which has been crucial to strengthen C40 engagement with its regional cities and the AfDB. Through the strengthened partnership with AfDB, C40 is also ensuring climate risks and vulnerabilities of UMDF funded projects/partner cities engagements under the C40-AfDB collaboration are systematically assessed; systematically integrating climate risk assessments, risk reduction measures, adaptation and adaptation co- benefits into all procedures and processes of the UMDF; and providing project preparation support for adaptation projects to access UMDF funding.

Relevant references:

- C40 2023 Annual Grant Report
- Denmark's Strategy for Development Co-operation, 2025
- Denmark's Africa Strategy - 'Africa's Century', 2024

Annex 2: Partner Assessment

C40 is a global network of large cities that have committed to ambitious leadership and action on addressing climate change, including to cut their emissions in half by 2030, help limit global heating to 1.5C, and to follow an inclusive, science-based, and collaborative approach. C40 is incorporated as a non-stock, non-profit corporation in the US[10], with registered offices also in the UK, Belgium, Denmark, South Africa, India and China.

Mayors from the member cities form the Steering Committee (SC), and a Board of Directors (BoD). The SC sets the strategic direction for C40, defines the "leadership standards", approves the business plan and budget. The BoD [11] is responsible for operational oversight, appoints the Executive Director, approves annual budget and financial accounts, approves delegation of authority, and approves creation and dissolution of subsidiaries. The C40 organisation is led by an Executive Director who reports to the BoD (and SC).

C40's focus includes the mitigation-side of climate action, assisting member cities develop their Climate Action Plans, and climate adaptation and resilience. With the 2020-2024 Business Plan (BP), support to implementation by the cities of Climate Action Plans is a main focus. C40 implements largely through individual delivery programmmes (projects) combined with discrete actions and initiatives. C40 uses a variety of ways to support the climate actions of the city governments and mayors, including policy advice, topical expert assistance, knowledge sharing, research, etc.

C40 is funded by a mix of mainly private philanthropic funds and a few bilateral and multilateral donors of development assistance. Three "strategic donors" provide a large share of the funding in form of unrestricted core funding. The remaining is provided as restricted funding. C40's total revenues were USD 63,4 mil. for 2024, with unrestricted funding at USD 16 mil. (25%) and restricted funding USD 47,4 million (75%). The future Danish funding would be an average USD 2.75 million per year (USD 13.7 million total), or approx. 4.5% of the total revenue. C40 expects the restricted funding to grow significantly and be the main driver in its growth strategy. C40's spending was USD 65.7 mil. for 2024, with major items being staff compensation, professional fees, and sub-grants. C40 does not budget by programme area, results, or geographies like regions, and C40 does not prepare a multi-annual budget.

C40's new BP for 2025-2030 sharpens the focus on climate adaptation action implementation and resilience, and it envisages to considerably increase expert resources for delivery of high-impact actions and accelerators. The BP defines three missions for C40: Halving CO2 reductions; climate resilience; and a fair/inclusive green transition, the latter also with concern for ensuring public support. Key to DK is the focus on resilience and inclusiveness. The BP highlights the Leadership Standards which C40 cities commit to and that serve as the collective goals for the network. Further, the BP outlines five programme areas to deliver on the Leadership Standards and cities' "collective mission", focused on: 1) Climate action plans delivery; 2) Climate action mainstreaming; 3) Building support and engage; 4) City- and wider government partnerships; 5) Climate finance and fossil fuel reduction. C40 has also introduced the Regional Sectoral Programmes as vehicles to accelerate implementation with emphasis on high priority/high impact climate actions in each region, including and Africa Regional Programme. The BP an umbrella document that explains C40's intended focus and how it envisages its areas of work and programmes to be organized and interlinked in a high-level synthesis, but does not set operational goals or programmatic and organizational plans and targets, financing and budget priorities

[10] State of Delaware in the USA under the name C40 Cities Climate Leadership Group Inc

[11] The former three-term mayor of New York City, Michael R. Bloomberg, serves as President of the C40 Board of Directors,

C40 is led by an Executive Director (and deputy Executive Director) heading the leadership team, which consists of Directors for 10 main areas, including: 4 thematic areas. C40 has around 400 staff globally (the C40 website shows individual staff and their placement in teams). C40 operates with a global and matrix-based organization. C40 staff mostly have substantial expertise and experiences in a variety of areas and sectors. C40 is on a growth trajectory and envisages a significant expansion in staff as part of becoming a "150 million dollar organisation".

C40 has been reviewing and developing its MERL framework, which defines a set of principles for C40's on relevance, feasibility, efficiency, learning to guide C40 in managing the reality that getting cities to deliver results data is difficult, due to the work burden and perceived limited value-added to cities - while funders will demand data for accountability. C40's newly developed TOC is basis for a set of high-level KPIs, and it defines both inputs/activities, outputs, and outcomes. KPIs are defined for the outputs and outcomes. The outputs and outcomes are "city-level" while activities/inputs are "C40 organisation"-level, meaning the TOC does not define outputs and outcomes for the C40 organisation's deliverables. The TOC and BP are indirectly aligned. C40's results framework structure has two levels, including 1) the overall C40 level (described above), and 2) the project/grant level, where results frameworks should exist for each of the around 60 individual delivery programmes/projects. Cities' capacity for M&E and data availability in the cities is a major challenge for C40 results monitoring.

C40 prepares an Annual Report which is a high-level summary that focuses on the C40 cities' collective efforts to deliver on the Leadership Standards and tailored mainly for communication to the more general public. C40 also submits annual funders' reports including one exclusively for the Danish contribution.

The Danish MTR (2023) conducted a focused financial management assessment of C40 systems and found overall that C40 prepares accounts according to GAAS (generally accepted accounting principles) and has given clean audit opinions for the last financial years. The main findings on this were:

- C40 has a solid documentation of its financial management system with relevant manuals in place
- C40 has a professional budget and accounting system which is deemed adequate
- C40 has the necessary systems in place for tracking expenditures related to the Danish contribution, using unique accounting codes per donor/project.
- C40 does not use timesheets, but time allocations is checked by the relevant team-leader.
- C40 has submitted audited financial statements for 2020 and 2021 and audited financial statements for the earmarked Danish grant, but its global audit does not provide break-downs of revenue by grant source since the major private foundations do not wish such external disclosure
- C40 has a range of Anti-corruption and unethical behaviour policies and guidelines in place
- The MTR notes that the Agreement stipulates that C40 must ensure that the grant is used according to the approved annual work plans and budgets, and the the MTR finds that budgeted work plans must be provided for a financial year prior to Denmark disbursing for the year.

Annex 3: Theory of Change, Scenario and Result Framework

Descriptions for the Context, Objectives, Inputs, Workstreams, and Impacts in the Theory of Change

Context: The *Resilient Urban Futures* contribution is designed to tackle the critical challenges posed by climate change in cities across the Global South, particularly in Africa and Southeast Asia. These urban areas are increasingly experiencing flooding, droughts, and extreme heat due to climate change and rapid urbanisation, which strain infrastructure and heighten vulnerabilities, especially among poorer populations. The Danish contribution seeks to integrate climate resilience into urban planning and governance, leveraging cities' roles as economic hubs to mitigate these risks and promote sustainable development.

Objectives: Building on the context, the Danish contribution to C40 has the following development objective: "*Enhance climate resilience and protection of vulnerable populations through robust adaptation measures in selected cities by addressing key barriers - such as insufficient data, inadequate plans, weaker partnerships, limited financial strategies and budgeting processes, lack of integration of climate resilience into land use planning as well as limited climate leadership and public support*".

Inputs: To achieve this development objective, the programme relies on a combination of existing resources and new funding. Existing resources include staff and activities funded by DMFA, established CAPs, and expertise from ongoing projects like Water Safe Cities and the Rockefeller Heat & Health initiative. Climate finance programmes, supported by partnerships with entities like the AfDB and the GCoM, provide crucial financial and technical backing. Additional funding is sought to enhance programme management, technical assistance, local coordination, project development, pilot implementation, and engagement activities, ensuring that cities have the resources needed to implement and sustain adaptation projects. Importantly, this programme will make use of C40's city based technical expert model where cities who receive deep dive support will have either a city or regional advisor embedded to support implementation.

Workstreams: The programme's activities are structured into three interrelated workstreams, each essential for achieving the programme's objectives and ensuring the impacts are realised.

Workstream 1: Enabling Action Implementation

Adopting a 'whole of city' approach, Workstream 1 focuses on creating an enabling environment that supports effective and sustainable adaptation across multiple cities. This comprehensive approach includes cities actively implementing projects under Workstream 2. Key activities in this workstream involve: access to data to better understand, forecast and localise climate risk and vulnerability, leading to detailed assessments and analyses, such as conducting climate risk and vulnerability assessments, heat-vulnerability mapping, policy and land use planning reviews, and embedding climate considerations in budgeting and capital planning. These activities provide the necessary information and insights to inform strategic decision-making and ensure that resilience measures are well-targeted and effective.

Partnerships and stakeholder engagement are also critical components of Workstream 1. By building strong partnerships, mapping stakeholders, and engaging with communities and the private sector, cities can foster inclusive and participatory climate resilience planning. This engagement is vital for ensuring that climate actions are responsive to the needs and priorities of urban residents, particularly those most affected by climate change.

Training and capacity building are another cornerstone of this workstream. Organising workshops, learning labs, and peer-to-peer learning opportunities enhances the technical and institutional capacities

of city officials. For example, cities can benefit from the experiences of peers who have successfully implemented climate adaptation projects, thereby accelerating their own efforts.

Promoting an integrated governance and improving decision making for climate-proofing investments is critical. Strong engagement with Chief Financial Officers (CFOs) will facilitate the access of finance and enhance decision-making that favours investments in adaptation projects. Embedding climate risks into financial planning, including budgeting and capital planning, will effectively mainstream adaptation in governance systems. Experiences like Tshwane and Mumbai implementing climate budgets are the best practice examples of effectively mainstream adaptation in investment decisions. Other key activities linked to financing include adaptation finance academies and technical assistance support as well as investors roundtables and a study tour.

Enhancing the capacity of cities to develop adaptation projects that are more aligned with financiers' expectations will facilitate projects to access the finance required for their proper implementation. Providing city officials with the knowledge and tools for developing better projects is still the best cost-effective action to overcome the barriers that hinder resilient investments. Building connections between cities and finance providers, especially Development Financial Institutions, can play an important role in promoting financial instruments more aligned with the local needs, as well as matchmaking projects to available funds and financial instruments. DFI capital and expertise support the development of innovative solutions and stakeholder collaboration, which are critical components for accelerating financial resources for urban adaptation. Also, promoting early involvement by capital providers ensures necessary buy-in and offers relevant stakeholders opportunities to influence project development. Cities, working collaboratively with public and private institutions, can catalyse innovative adaptation solutions that can foster innovative business models that can leverage private sector involvement.

This workstream ensures that the conditions for adaptation action are strengthened, promoting replication and scaling of successful projects both locally and regionally. It addresses the strategic considerations and rationale outlined in the programme document by enhancing governance and institutional frameworks, thereby supporting cities in building a resilient future.

Workstream 2: Delivering Adaptation Actions

Workstream 2 is fundamentally 'project-focused', aiming to support cities in implementing significant, high-impact adaptation projects. This workstream involves direct support for cities to execute priority actions from their CAPs. For example, in the realm of urban water management, cities could design and develop water conservation measures. These projects are crucial for cities like Lagos and Jakarta, which face severe flooding risks due to their geographic locations and climate vulnerabilities.

Moreover, Workstream 2 directly addresses the growing problem of urban heat islands by supporting heat actions. Additionally, the actions to guide the mainstreaming and development of NbS like green corridors, urban forests, and wetland restorations will not only enhance resilience but also improve urban ecosystems, making cities more livable and sustainable.

This Workstream will be delivered through technical assistance which will be determined through cities' demand with cities being encouraged to submit proposals linked to building capacity; piloting new approaches; scaling work that is already underway; extending existing efforts to reach communities; or replicating high impact practices that have worked elsewhere. These proposals have to support the implementation of city selected actions prioritised in the city CAP and aligned with C40 high-impact-actions (HIA - see figure 5). They will have to emphasise enhancing local capacity, fostering inclusive community engagement, and supporting vulnerable groups with tailored interventions linked to specific finance needs, support resilient based land use planning or advance water security and planning, heat mitigation and NbS.

Critical to ongoing success of this Workstream is the scaling of actions supported, via identifying co-funding and new partnerships including with potential financial providers to advance implementation. The strong relationship that C40 has developed with the UMDF will be pivotal here, with C40 supporting cities engage with this fund. Additionally, engaging more strategically with Denmark's development cooperation, DANIDA. This will also be supported through strong engagement with cities' chief financial officers to facilitate the access to finance (through C40's CFO Network) as well as engagement with public and private banks to enhance focus on urban resilience and seeking out business engagement / market opportunities.

Figure 5 - C40 High-Impact Actions (HIA) for Resilience

Workstream 3: Raising Ambition and Scaling Delivery

Workstream 3 is a 'global, political, and scaling-up effort' aimed at increasing political commitment and amplifying the impact of urban climate resilience as well as youth initiatives by engaging political leaders and stakeholders to build robust support for climate resilience. By creating a conducive political environment, this workstream ensures that the programme's interventions are sustainable and scalable, ultimately contributing to a resilient, sustainable, and inclusive urban future. This workstream is essential for driving systemic change and ensuring that local actions are supported by robust political frameworks and global collaboration, promoting South-South collaboration

An advocacy campaign forms a significant part of this workstream. By launching this, C40 seeks to build political will and public support for climate resilience measures. This campaign will highlight the importance of climate action and encourage communities and leaders to prioritise resilience in their policies and practices. Stakeholder engagement through C40 networks and accelerators is another critical element. Facilitating dialogues among government officials, the private sector, youth and civil society fosters multi-level collaboration and support for climate actions. These dialogues help build a consensus on the need for resilience measures and ensure that various stakeholders are aligned in their efforts. Knowledge sharing is equally important in Workstream 3. Developing and disseminating communication outputs enables cities to learn from each other's experiences and replicate successful strategies. This exchange of knowledge accelerates the adoption of effective resilience measures and builds a community of practice among cities. International collaboration further strengthens this workstream. By partnering with international organisations and networks, the programme enhances the visibility and impact of local actions on a global scale. This collaboration helps secure additional resources, share innovative solutions, and reinforce the global commitment to urban climate resilience

The above has all been summarised diagrammatically below:

Table 3 - Diagrammatic representation of outputs, output indicators and activities

OUTPUT	OUTPUT INDICATOR	ACTIVITIES
WORKSTREAM ONE **Outcome: Improved equitable and inclusive urban climate resilience governance, mainstreamed climate adaptation in financial and urban planning**		
1.1 Improved **climate risk evidence base** that enables implementation of effective adaptation actions benefiting the most vulnerable	**1.1.1** - # cities with updated hazard **assessments and analysis**	All 10 programme cities are targeted for support to achieve this output (Accra, Dakar, Freetown, Nairobi, Lagos + Ekurheleni, Johannesburg and Tshwane + Jakarta and Quezon City). However, only cities that receive sufficiently targeted support — primarily through consultant support — will be counted toward this indicator - the budget includes support to 5 cities. Selected cities engaged with and supported through C40 technical staff, with consultant support provided on a needs basis to conduct hazard-vulnerability assessments and analysis to align with a specific city need, including heat risk/hotspot analysis (Jakarta, Quezon City), green-cover analysis (e.g. Dakar, Accra), water risk atlas (e.g. Tshwane, Lagos), flood risk and early alarm system mapping (e.g. Lagos, Tshwane). These outputs may also unpack the effect the hazard has on vulnerable populations and different urban sectors. This support needs to come at the beginning of the programme and therefore is estimated to be achieved by mid-term - therefore there are no targets for 2029 and 2030 These analyses may be used to inform output 1.4 and are supported by a series of interconnected capacity building and knowledge exchange initiatives (see output indicator 1.2.1)
	1.1.2 - # cities with updated climate change **risk & vulnerability assessments** (CCRAs)	All 10 programme cities are targeted for support to achieve this output (Accra, Dakar, Freetown, Nairobi, Lagos + Ekurheleni, Johannesburg and Tshwane + Jakarta and Quezon City). These cities — including the 7 deep-dive cities and 3 cities in the Gauteng region — will receive direct technical and/or consultant support to either update an existing CCRA or develop a more robust version in line with evolving standards. This will be supported by a series of interconnected capacity building and knowledge exchange initiatives (see output indicator 1.2.1) with a possible online train the trainer series for CCRA and MER adaptation capacity building. All 20 ODA eligible C40 cities in the programme regions (Africa and Southeast Asia) are expected to complete an updated CCRA by the end of the programme period, as part of their commitments under

		the C40 Leadership Standards. However, this indicator focuses on those cities where the DMFA grant can reasonably claim direct contribution to the delivery of an updated and strengthened CCRA. Activity to be complemented by the development of an action adaptation impact MER framework. This will guide cities on developing MERL systems for assessing and monitoring the impact of adaptation actions, as well as reporting on adaptation action implementation. This can be linked to the goals and targets that have been stipulated as part of the CAP process, enabling cities to report on progress to meeting targets. Building on the current Adaptation Framework, we will work with a select group of cities .
1.2 Improved **climate governance** in cities that enables implementation of effective and inclusive adaptation actions.	**1.2.1. -**# cities supported with adaptation **planning** , including prioritising and including the most **vulnerable** in the implementation of adaptation plans	All 10 programme cities (Accra, Dakar, Freetown, Nairobi, Lagos, Ekurhuleni, Johannesburg, Tshwane, Jakarta, and Quezon City) are targeted to receive support under this output. While all cities will benefit from efforts to strengthen inclusive adaptation planning, the type and depth of engagement will vary based on local needs. Support will be delivered through a combination of consultant engagement for the co-development of specific planning documents (e.g., water security plans, heat action plans, or thematic actions aligned with CCRAs) and broader programme activities such as vulnerability assessments and capacity building. A particular focus will be placed on integrating equity, just transition, and green jobs into these planning processes. This will be achieved through a series of interconnected capacity building and knowledge exchange initiatives, with potential training on ICA policy development and implementation. Two African deep-dive cities will also receive additional, action-oriented ICA support, including targeted technical assistance projects such as developing innovative approaches to involve the informal sector in climate adaptation efforts.
	1.2.2. # cities engaged in private sector collaboration capacity building, and supported to bring adaptation focus to their existing **business** networks and forums	Based on the 8 programme cities in Africa, an estimated 5 cities (eThekwini, Freetown, Tshwane, Lagos, Nairobi) will receive targeted support through two private sector collaboration training workshops and related capacity-building activities. Of these, eThekwini, Freetown and Cape Town will also receive support in the analysis and overview of their business environment and the risks and opportunities posed by resilience (to occur before mid-point). Although eThekwini has previously received support through the CBCA, this has been very light touch and so a decision has been made to not include them in the baseline. While all 10 cities are part of the programme and may benefit indirectly from broader technical engagement, at this stage, only these 5 cities will receive the focused support necessary to be counted under this indicator.
1.3 Cities supported in	**1.3.1.** - # cities supported in mainstreaming climate adaptation	The 8 deep dive cities in Africa are targeted for the support to achieve this output (Accra, Dakar, Freetown, Nairobi, Lagos + Ekurheleni, Johannesburg and Tshwane). The cities will be supported in mainstreaming climate adaptation in financial

mainstreaming climate adaptation in **financial strategies** and **budgeting processes**	in financial processes, improved pipeline development and access to finance	processes, improving pipeline development, and enhancing access to finance. Support will include capacity development for project preparation, early engagement with public and private financial institutions, and promotion of Mayoral buy-in. These efforts will be complemented by finance academies, investor roundtables, study tours, and alignment with the CFO network in Africa. By mid-term, we expect to demonstrate that all cities have received relevant support through these activities. These capacity building activities will complement the TA provided under output 2.
	1.3.2 - # cities benefiting from increased knowledge on financing resilience and adaptation in Global South cities	The 8 deep dive cities in Africa are targeted for the support to achieve this output (Accra, Dakar, Freetown, Nairobi, Lagos + Ekurheleni, Johannesburg and Tshwane). This indicator captures cities' exposure to new knowledge, tools, and resources that strengthen understanding of how to finance adaptation and resilience — especially in challenging financing contexts like low creditworthiness. The programme will build a strong foundation of knowledge and insight on adaptation finance, including how to increase finance flows and innovative instruments for African Cities While all 8 programme cities are expected to benefit from this support, the level of engagement may vary. By mid-term, we expect to show that at least the 7 deep dive programme cities have benefited through relevant knowledge exposure.
	1.3.3. - # cities receiving advisory support on climate budgeting	The 8 deep dive cities in Africa are targeted for the support to achieve this output (Accra, Dakar, Freetown, Nairobi, Lagos + Ekurheleni, Johannesburg and Tshwane). The African regional workshop to build capacity and raise awareness on climate budgeting will benefit all 8 programme cities in the African region, which are the ones being tracked under this indicator. The new staff member will also be tasked with helping all African cities increase literacy in climate budgeting (adaptation & equity components), so the support will benefit a greater number, although not tracked here.
1.4 - Cities supported in mainstreaming climate adaptation in **land use planning** processes	**1.4.1** - # cities receiving support to integrate climate resilience with **urban planning**	All 8 deep dive cities in Africa are targeted for support to achieve this output (Accra, Dakar, Freetown, Nairobi, Lagos + Ekurheleni, Johannesburg and Tshwane). But only 5 cities expected to be eligible and ready for targeted technical support will be counted under this indicator. 2 African cities (most likely Freetown and Accra) will be supported with the revision of their city-wide master plans and adoption of climate-resilient land use policies. Support will also be provided for the development of climate-resilient district master plans for a specific new urban development or urban regeneration project. Activities will also include a mini study tour (for an estimated 3 cities) and the development of knowledge product.
WORKSTREAM TWO **Outcome: Number of high-impact resilience actions progressed by C40 cities**		

2 - Increased support of equitable and inclusive **high impact adaptation action** projects prioritised in CAPs in the 7 project cities.	**2 -** # TA projects delivered to support implementation of actions prioritised in the city CAPs in order to promote resilience and demonstrate increased resilience to climate-induced stress and hazards	The 7 deep dive programme cities (all excluding the 3 South African cities) are all eligible for support towards this output. Each city is planned to receive two technical assistance (TA) projects, supporting priority actions identified in their Climate Action Plans (CAPs) or High Impact Actions (HIAs). These are currently spread across the years with a majority towards the mid-term. Through a competitive application process, consultants hired to support implementation of city selected actions prioritised in the city CAP and aligned with C40 HIA. These will focus on equitable and inclusive actions that target specific finance needs, support resilient based land use planning or advance water security and planning, heat mitigation and NbS. All outputs from Workstream 1 will inform the cities applications under this activity, including the needs and equity/vulnerability assessments (see output indicator 1.2.2). This activity will be supported through technical C40 staff time with the city experts playing a pivotal role in the co-design of the projects. The series of interconnected capacity building and knowledge exchange initiatives (see output indicator 1.2.1) are instrumental in also guiding this activity.
WORKSTREAM THREE **Outcome: Strengthened city leadership on climate action and knowledge sharing to accelerate climate resilience regionally and globally**		
3.1 - Pathways created to **scale climate resilience actions** through significantly enhanced collaboration and knowledge-sharing among cities across C40 regions.	**3.1.1 -** # cities engaged through relevant C40 networks, working groups and forums	All 20 ODA-eligible cities from Africa and SEA region will be targeted for support to meet this output. Priority will be given to African cities. Programme cities to be included in knowledge sharing facilitated by relevant C40 networks and forums (including but not limited to ICA Forum, LUP Network, Walking & Cycling Network, Cool Cities Network, Water Security Network. Urban Flooding Network). As such, at the end of the programme all 10 deep dive cities will be offered at least two opportunities and the remaining ODA eligible cities in the regions should be included in at least one networking event. Potential topics delivered by the networks and forums include peer to peer exchanges building livelihoods for informal workers and sharing best LUP practices and knowledge across the cities of the regional cohort. Regional cities supported in offering technical assistance to other deep dive cities. For example, eThekwini could lead a learning exchange on green infrastructure and investment project planning and CBA project development.
	3.1.2 - # new commitments to one of the following C40	All 20 ODA-eligible cities from Africa and SEA region* will be targeted for support to meet this output. Priority will be given to African cities. Programme cities will be supported to sign the following accelerators; Cool Cities, Urban Nature, Water Safe

	Accelerators: Cool Cities, Urban Nature, Water Safe and Urban Planning	and Urban Planning.
3.2. Global South Mayors and youth use their platform to broaden the global, regional and local impact of C40 cities' climate actions and collective missions	**3.2.1**. # **communications outputs, knowledge products and awareness campaigns** supported	All 20 ODA-eligible cities from Africa and SEA region* will be targeted for support to meet this output. Priority will be given to African cities. Activities planned are e.g. develop and distribute 2-3 powerful content communication pieces inspire public support and build awareness of the tangible resilience measures cities are delivering as well as 3 knowledge products drawing from the city-to-city engagements to cascade learning to the wider cohort of DMFA cities. As part of the ICA (2) and LUP (2) activities various products will also be created. These will be housed on the C40 Knowledge Hub and therefore influence C40 and non-C40 cities. The Danida Fellowship will be explored as a knowledge partner.
	3.2.2. # **resilience and youth advocacy** activities supported	All 20 ODA-eligible cities from Africa and SEA region will be targeted for support to meet this output. Priority will be given to African cities. Youth activities are only targeted African cities. Activities will include: - Platform 5-6 mayors at regional and global milestones (or other relevant events) as resilience leaders showcasing their work and spurring action from fellow cities and national government counterparts = Estimated 2 events - Connect mayors and cities with emerging advocacy opportunities that enable greater city climate action (e.g. COPs, NDC Youth Clause) = Estimated 3 opportunities - Facilitate relationships and engagement opportunities with relevant C40 Global Leadership Partners (Youth, campaigns, comms) = Estimated 6 opportunities - Support the co-chair and vice-chairs in Africa and SEA on climate leadership opportunities, including advocacy initiatives on finance = 3 co-chair, 6 vice-chair - Host a multi-city, multi day, in-person programmatic event for all 12 cities every two years during which cities will work more in-depth on certain key aspects = 1 event - Through the City Youth Engagement Network host 5 x city-to-city engagements to share best practices & mainstreaming youth in climate action and continue to engaging youth in informal settlements in Nairobi & Freetown in collaboration with SDI and Plan International = 5

		- Establish a cities working group/online platform within the CYEN on youth participation in urban climate resilience actions to deepen sharing of best practices, approaches and lessons learned = 1 platform

Impacts: The impacts of the programme are envisioned to flow from the activities of the workstreams, leading to both short-term and long-term benefits. In the short term, the programme aims to increase knowledge, capacity, and ambition among cities to implement effective climate resilience measures. In the medium term, it seeks to enhance urban ecosystems and strengthen partnerships for climate action. In the long term, the goal is to significantly increase urban climate resilience, protecting vulnerable communities and embedding climate adaptation in urban planning and budgeting. The intended benefits have been unpacked in the results framework below with one impact, three outcome and fourteen output indicators being suggested for DMFA.

Annex 4: Risk Management

Contextual risks					
Risk Factor	*Likelihood*	*Impact*	*Risk response*	*Residual risk*	*Background to assessment*
Political					
Political commitment to climate action undermined due to changes of C40 city Mayor/city government and/or changes of political priorities.	Possible	Major	Strengthening engagement with senior city management and cross-departmental teams; managing & engaging with election timeframes (developing political resilience strategies for programme cities 6 months in advance of mayoral elections); rely on the immense experience and lessons of C40 staff who partner with leading Mayors; develop flexible and adaptive plans annually.	Medium	C40 City action is driven by highly committed and ambitious political leadership, which can of course change with local elections etc. Engagement with city staff, at high as well as technical level, contributes to creating sustainable ownership within city administration. This risk links to the assumption of commitment of C40 member cities to sustained engagement.
Policy framework at national/regional level in C40 City countries restricting city climate action.	Likely	Medium	C40 cities are ambitious and continue to lead climate action even if the national enabling environment is not supportive. Collectively C40 cities have high convening power and political influence and can rally support from business communities and advocacy groups. C40 will also seek to influence international forums and collaborations, including through CHAMP (Coalition for High Ambition Multilevel Partnerships).	Medium	Potential slow-down in international political commitment to deliver on the Paris Agreement and the SDGs. NDCs, SDGs and national sectoral policies and strategies with which City climate action and C40 support will align, prove to be vague and unambitious or are not enacted. The risk is difficult to mitigate for C40 and can affect the programme delivery. This reflects the assumption of a supportive policy and regulatory environment being maintained.
Lack of effective collaboration among different government levels.	Likely	High	Establish clear coordination mechanisms; set up regional coordination hubs	Medium	Institutional fragmentation or lack of coordination. This risk relates to the assumption of effective collaboration and active engagement among stakeholders across sectors and government levels.
Mandate limitations at the municipal level	High	High	Support actions only for which cities have the mandate to take the lead in implementation; support cities only that have mandate and financial health status allowing them to borrow; consult coordinating agencies and key partners for agreement on implementation; mobilise business alliances/partnerships to support sustainable, community-rooted projects beyond programme closure.	Medium	Some cities do not have the mandate to implement specific climate actions and/or access certain types of financing (e.g. not able to borrow directly from MDBs). This links to the assumption that continued availability of funding and resources, along with accessible finance for implementation, will be secured.

Financial					
Financial barriers to implementing adaptation actions effectively.	Likely	High	Allocating budget to technical assistance; early stage engagement with MDBs; building in activities to help secure diverse funding sources and build partnerships; C40 support for integration of climate action plans into city sector plans and investment programmes; C40 support for identification of possible bankable project ideas that could be further developed and supported by IFIs and other development partners.	Medium	Inadequate financial resources to implement identified and prioritised climate action effectively. Funding constraints or delays. This relates directly to the assumption of continued availability of funding and resources, and accessible finance for implementation.
Societal					
Inequities and injustices in vulnerable communities.	Low but not impossible	Major	Prioritising actions that benefit the most at-risk populations; supporting city administration to communicate via appropriate means; ensuring adequate processes for community engagement and public support	Medium	Existing policies, strategies, and frameworks related to climate actions might not adequately address inclusivity and equity. This risk is linked to the assumption that effective collaboration and active engagement among stakeholders, including vulnerable communities, will be maintained to ensure inclusive benefits.
Benefits, or perceived benefits, of the climate actions are not distributed in line with inclusive principles.	Low	Major	C40 has significant experience in supporting cities in delivering climate action in an inclusive way and this will be built into programme design and outcomes. However, the city is the sole owner of the climate action and therefore there remains a residual risk.	Low	
Civil unrest, undermining engagement and commitment of stakeholders to climate action.	Possible	High	C40 continues to demonstrate the urgency and importance of climate action and its side benefits, including to marginalised populations particularly exposed to climate hazards.	Medium	Unrest has been seen in cities in the Global North and South for instance over fossil fuel subsidy reform. Frustration over major climate events such as hurricanes and flooding can create civil unrest. Other issues related to ethnic unrest, disease outbreaks, unemployment etc. can take decision-maker focus away from climate action. This reflects the assumption regarding active engagement and inclusiveness of local communities and stakeholders.
C40 cities' failure to engage effectively with citizens, private sector, and civil society groups resulting in lack of inclusiveness	Possible	Medium	C40 has developed tools for stakeholder engagement, but as attention is shifting from planning to implementation, stakeholder engagement will be even more critically important to ensure wide ownership and support. Reliable documentation and effective communication of results and side	Medium	Stakeholder ownership is key to sustainable climate adaptation solutions that will affect citizens' daily lives, jobs and business activities, requiring behavioural change. Inclusiveness is key. This risk links to the assumption of effective collaboration and active engagement of stakeholders to maintain support and commitment.

and insufficient public support for climate action.			benefits of climate action will be important; involve local communities in planning and implementation; conduct public awareness campaigns		
Programmatic risks					
Internal financial and budget management	Likely	Major	Establish contingency funds to cover unexpected costs.	Medium	C40 budgets are in USD while funding from Danish MFA is in DKK and therefore currency exchange rates may impact budget spend. This risk relates to the assumption of continued availability of funding and resources to cover programme needs.
C40 cities' governance and technical/administrative capacity constraints and/or insufficient inter-departmental coordination at city level.	Likely	Major	Sustained capacity development support; peer-to-peer learning and replication of proven solutions; Embedded city resilience advisors and consultants help add capacity (but note, cannot replace core C40 staff).	Medium	C40 Cities have high climate ambitions when committing to C40 membership, C40 accelerators, network activities etc. but particularly in the global South there are often critical capacity constraints. Also, effective urban climate action requires coordination across sectors and departments. This risk is linked to the assumption that technical assistance will effectively address city barriers and demands.
Cities currently lack quality data and lack the capacity to collect it.	Likely	Medium	C40 support for C40 city capacity to collect and process data; C40 focuses on data as part of improving MERL and reporting on BP KPIs.; implement robust data collection and analysis systems; use technology to improve data reliability	Low	As cities pursue bold policies, they need the data to design them and justify them: whether on GHGs, jobs, air quality, equality or vulnerability. Cities currently lack data and lack the capacity to collect it. Many data gaps or inaccuracies exist. This also relates to the assumption that technical assistance and capacity building will effectively support city needs.
Overlaps with other development partner support for city climate action.	Likely	Medium	Embedded city resilience advisors and C40 regional outreach and delivery channels should be particularly mindful of the need for coordination at city level. C40 partnering and coordination with other development partners at international and strategic level can also facilitate synergies and mitigate risks of duplication.	Medium	C40 Cities are places with high ambitions and often strong outreach to the international development community – and different bilateral donor organisations may have strong interest in getting involved in supporting climate action using their national expertise, experience and solutions. This risk highlights the assumption of effective collaboration and coordination among stakeholders, including international partners.
Delays in hiring C40 city resilience advisors and/or engaging external consultant support.	Possible	High	Framework contracts for consultants; early action to assess needs and identify city resilience advisors	Medium	Recruitment delays in hiring city resilience advisors and procurement delays in consultant inputs were mentioned as issues in the progress reporting to MFA on the CAP programme as well as the previous grant agreement. Linked to the assumption that

					technical assistance will effectively address city barriers and demands in a timely manner.
Institutional risks					
Limited technical capacity of city officials	Medium	Low	Invest in capacity building and training programmes for local officials (workstream 2)	Low	Capacity constraints within local governments. Linked to the assumption that technical assistance will effectively address city barriers and demands.

Annex 5.1: Budget Details

Output-based engagement budget

Identifying information - grant and partner	
Engagement	Resilient Urban Futures
Partner	C40 Cities Climate Leadership Group Inc
File no.	MFA file no.
Engagement period	01.11.2025 - 31.03.2030
Budget currency	DKK
Original outcome (DKK)	100,000,000.00
Date	1 September 2025
Prepared by	Jess Bader, Head of Finance, Grants; Emilie Hvidtfeldt, Director of Climate Action Engagement
Reviewed and approved by	Shruti Narayan, Managing Director of Regions and Mayoral Engagement

	Year 1 (Q42025)	Year 2 (2026)	Year 3 (2027)	Year 4 (2028)	Year 5 (2029)	Year 6 (Q12030)	DKK
Total Outputs	**1,947,912**	**21,426,592**	**24,002,971**	**22,992,026**	**14,496,165**	**1,464,922**	**86,330,588**
Salary - staff delivering towards 5+ outputs (primarily 1.1; 1.2; 2; and less extent 1.3; 1.4; 3.1; 3.2)							
Government programmes team supporting output delivery	86,826	546,953	547,247	580,082	514,493	37,118	2,312,718
Resilience (water, heat, urban nature) team	252,908	1,269,983	1,346,182	686,702	727,904	192,895	4,476,575
Africa regional team and climate resilience advisors	151,613	2,829,240	3,456,749	3,528,482	2,179,242	252,017	12,397,342
SEA regional team and Climate Resilience Advisors	58,488	1,052,708	1,364,346	1,446,207	920,247	51,305	4,893,301
Procurement support - contracts mgt, financial & legal team	75,941	732,934	865,224	917,138	972,166	152,440	3,715,843
Total direct staff cost across outputs	**625,776**	**6,431,818**	**7,579,748**	**7,158,611**	**5,314,051**	**685,776**	**27,795,779**
Share indirect cost	43,804	450,227	530,582	501,103	371,984	48,004	1,945,705
Total budget staff cost across outputs	**669,580**	**6,882,045**	**8,110,330**	**7,659,714**	**5,686,035**	**733,780**	**29,741,484**
Output 1.1							
1.1.1 prof fees - assessments & analysis	-	359,208	359,208	359,208	-	-	1,077,623
1.1.2 CCRA updates + MER framework Africa	-	502,891	502,891	431,049	-	-	1,436,831
Salary - Climate Action Planning	99,760	598,216	634,109	672,155	712,485	65,745	2,782,470
Translation & Interpretation	-	26,684	36,947	36,947	26,684	6,158	133,420
Travel	-	35,921	35,921	28,737	32,329	-	132,907
Total direct cost output 1	**99,760**	**1,522,919**	**1,569,075**	**1,528,096**	**771,497**	**71,903**	**5,563,251**
Share indirect cost output 1	6,983	106,604	109,835	106,967	54,005	5,033	389,428
Total budget output 1	**106,743**	**1,629,523**	**1,678,910**	**1,635,063**	**825,502**	**76,936**	**5,952,678**

Output 1.2							
1.2.1 Professional fees: planning docs, needs & equity assessment	-	718,415	359,208	718,415	-	-	1,796,038
1.2.1 Workshops	-	143,683	215,525	215,525	-	-	574,732
1.2.2 Professional fees (Africa)	-	251,445	251,445	-	-	-	502,891
1.2.2 Workshops (Africa)	-	107,762	251,445	143,683	-	-	502,891
Salary 1.2.1 inclusive climate action team	59,983	640,741	807,177	855,608	348,955	-	2,712,463
Salary 1.2.2 - business enagement, Africa	27,160	212,869	313,955	239,179	154,300	13,630	961,094
Translation & Interpretation	-	26,684	36,947	36,947	26,684	6,158	133,420
Travel	-	43,105	35,921	35,921	32,329	-	147,275
Total direct cost output 1	**87,143**	**2,144,704**	**2,271,623**	**2,245,278**	**562,268**	**19,788**	**7,330,804**
Share indirect cost output 1	6,100	150,129	159,014	157,169	39,359	1,385	513,156
Total budget output 1	**93,243**	**2,294,834**	**2,430,637**	**2,402,447**	**601,627**	**21,173**	**7,843,960**
Output 1.3 (Africa only)							
1.3.1 & 1.3.2 Workshop	-	449,010	449,010	449,010	449,010	-	1,796,038
1.3.2 Professional fees	-	143,683	179,604	215,525	-	-	538,811
1.3.3 convening & event	-	269,406	269,406	-	-	-	538,811
Salary - Finance team	138,793	1,056,075	1,296,068	1,280,219	724,128	50,470	4,545,754
Salary - Climate budget team	82,141	288,209	305,502	323,832	343,262	22,549	1,365,496
Translation & Interpretation	-	26,684	36,947	36,947	26,684	6,158	133,420
Staff travel	-	64,657	43,105	57,473	39,513	-	204,748
Total direct cost output 1	**220,934**	**2,297,724**	**2,579,641**	**2,363,006**	**1,582,597**	**79,177**	**9,123,079**
Share indirect cost output 1	15,465	160,841	180,575	165,410	110,782	5,542	638,616
Total budget output 1.3	**236,400**	**2,458,565**	**2,760,216**	**2,528,416**	**1,693,378**	**84,719**	**9,761,695**
Output 1.4 (Africa only)							
Study tour and regional workshops	-	251,445	-	251,445	-	-	502,891
Professional fees - knowledge product	-	143,683	179,604	179,604	-	-	502,891
Salary - LUP team	60,040	528,904	628,724	666,448	485,247	28,730	2,398,092
Translation & Interpretation	-	26,684	36,947	36,947	26,684	6,158	133,420
Staff travel	-	64,657	43,105	64,657	32,329	-	204,748
Total direct cost output 1	**60,040**	**1,015,373**	**888,380**	**1,199,101**	**544,259**	**34,887**	**3,742,041**
Share indirect cost output 1	4,203	71,076	62,187	83,937	38,098	2,442	261,943
Total budget output 1.4	**64,243**	**1,086,450**	**950,567**	**1,283,038**	**582,357**	**37,330**	**4,003,984**
Output 2							
Technical Assistance - Resilience fund (14 projects)	-	1,508,672	2,514,453	2,011,563	1,005,781	-	7,040,470
Local workshops	-	359,208	359,208	359,208	-	-	1,077,623
Salary - fund management (2 PTE)	195,912	813,951	798,157	846,046	618,615	69,110	3,341,792
Translation & Interpretation	-	26,684	36,947	36,947	26,684	6,158	133,420
Staff travel	-	86,210	64,657	107,762	64,657	-	323,287
Total direct cost output 2	**195,912**	**2,794,725**	**3,773,422**	**3,361,526**	**1,715,738**	**75,268**	**11,916,592**
Share indirect cost output 2	13,714	195,631	264,140	235,307	120,102	5,269	834,161
Total budget output 2	**209,626**	**2,990,356**	**4,037,562**	**3,596,833**	**1,835,839**	**80,537**	**12,750,753**
Output 3.1							
Network study tours & workshop	-	269,406	269,406	269,406	269,406	-	1,077,623
Design & proofreading - Accelerator outcome reports	-	53,881	-	53,881	-	-	107,762
Salary - Resilience & UPD Accelerators management (4 PTE)	211,527	911,616	796,594	707,370	604,572	95,766	3,327,445
Translation & Interpretation	-	26,684	36,947	36,947	26,684	6,158	133,420
Staff travel	-	107,762	86,210	93,394	64,657	-	352,023
Total direct cost output 1	**211,527**	**1,369,349**	**1,189,157**	**1,160,998**	**965,319**	**101,924**	**4,998,274**
Share indirect cost output 1	14,807	95,854	83,241	81,270	67,572	7,135	349,879
Total budget output 3.1	**226,333**	**1,465,204**	**1,272,398**	**1,242,268**	**1,032,892**	**109,059**	**5,348,153**
Output 3.2							
Events & workshops	-	269,406	269,406	269,406	269,406	-	1,077,623
Comms & campaign, knowledge products, editing & proofreading	-	71,842	143,683	323,287	323,287	143,683	1,005,781
Mayors/co-chair travel	-	143,683	143,683	143,683	107,762	-	538,811
Salary comms & campaigns team (10 PTE)	319,386	1,821,678	1,921,824	1,590,174	1,300,292	150,522	7,103,876
Translation & Interpretation	-	26,684	36,947	36,947	26,684	6,158	133,420
Staff travel	-	114,946	66,094	107,762	64,657	-	353,460
Total direct cost output 1	**319,386**	**2,448,239**	**2,581,637**	**2,471,259**	**2,092,088**	**300,363**	**10,212,972**
Share indirect cost output 1	22,357	171,377	180,715	172,988	146,446	21,025	714,908
Total budget output 3.2	**341,743**	**2,619,616**	**2,762,352**	**2,644,247**	**2,238,535**	**321,388**	**10,927,880**

Programme Management							
Salary - Recruitment, HR & legal	125,827	757,075	156,183	165,554	175,487	46,504	1,426,630
Salary - grant finance management & reporting	20,370	129,554	91,551	97,044	102,867	27,260	468,646
Salary - Programme management, governance & oversight	271,503	1,597,208	1,693,040	1,794,622	1,902,300	275,232	7,533,905
Salary - grant monitoring, evaluation & reporting	85,905	267,993	324,528	344,000	319,183	47,412	1,389,020
Total direct cost output 1	**503,605**	**2,751,829**	**2,265,302**	**2,401,220**	**2,499,837**	**396,408**	**10,818,201**
Share indirect cost output 1	35,252	192,628	158,571	168,085	174,989	27,749	757,274
Total budget programme management	**538,857**	**2,944,457**	**2,423,873**	**2,569,305**	**2,674,826**	**424,156**	**11,575,475**
Total direct cost	**2,324,083**	**22,776,682**	**24,697,985**	**23,889,095**	**16,047,655**	**1,765,493**	**91,500,993**
Indirect cost							
Administrative costs (7% of direct cost)	162,686	1,594,368	1,728,859	1,672,237	1,123,336	123,585	6,405,070
Programme costs, other							
Audit	215,525	215,525	229,893	237,077	244,261	251,445	1,393,726
Mid term review (admin by DMFA)	-	-	-	700,000	-	-	700,000
Total indirect & other cost	**378,210**	**1,809,892**	**1,958,752**	**2,609,314**	**1,367,597**	**375,030**	**8,498,795**
Total budget	**2,702,294**	**24,586,574**	**26,656,737**	**26,498,408**	**17,415,252**	**2,140,523**	**99,999,788**

Annex 5.2 - Budget reporting version

C40 BUDGET - RESILIENT URBAN FUTURES

Identifying information - grant and partner	Identifying information - grant and partner	
Engagement	Engagement	Resilient Urban Futures
Partner	Partner	C40 Cities Climate Leadership Group Inc
File no.	File no.	MFA file no.
Engagement period	Engagement period	01.11.2025 - 31.03.2030
Budget currency	Budget currency	DKK
Original outcome (DKK)	Original outcome (DKK)	100,000,000.00
Date	Date	01.09.2025
Prepared by	Prepared by	Jess Bader, Head of Finance, Grants; Emilie Hvidtfeldt, Director of Climate Action Engagement
Reviewed and approved by	Reviewed and approved by	Shruti Narayan, Managing Director of Regions and Mayoral Engagement

	Year 1 1 Nov '25 - 31 Dec '26	Year 2 1 Jan - 31 Dec'27	Year 3 1 Jan - 31 Dec'28	Year 4 1 Jan - 31 Dec'29	Year 5 1 Jan - 31 Mar '30	TOTAL (DKK)
Salaries						
Salaries - Workstream 1,2,3	15,124,566	15,081,858	14,339,643	10,605,907	1,182,298	56,334,262
Salaries - Programme Management	3,255,434	2,265,302	2,401,220	2,499,837	396,408	10,818,201
Total Salaries	**18,379,990**	**17,347,160**	**16,740,863**	**13,105,744**	**1,578,705**	**67,152,463**
Workstream 1 (output 1.1-1.4)						
Professional fees	2,119,325	1,831,959	1,903,800	-	-	5,855,084
Travel costs	208,340	158,051	186,788	136,499	-	689,679
Workshop, training & event costs	1,221,306	1,185,385	1,059,663	449,010	-	3,915,363
Translation & interpretation	106,736	147,788	147,788	106,736	24,631	533,680
Total Workstream 1 (output 1.1-1.4)	**3,655,707**	**3,323,184**	**3,298,039**	**692,244**	**24,631**	**10,993,806**
Workstream 2 (output 2)						
Professional fees	1,508,672	2,514,453	2,011,563	1,005,781	-	7,040,470
Travel costs	86,210	64,657	107,762	64,657	-	323,287
Workshop, training & event costs	359,208	359,208	359,208	-	-	1,077,623
Translation & interpretation	26,684	36,947	36,947	26,684	6,158	133,420
	1,980,774	**2,975,266**	**2,515,480**	**1,097,123**	**6,158**	**8,574,799**
Workstream 3 (output 3.1-3.2)						
Professional fees	125,723	143,683	377,168	323,287	143,683	1,113,544
Travel costs	366,392	295,987	344,839	237,077	-	1,244,295
Workshop, training & event costs	538,811	538,811	538,811	538,811	-	2,155,246
Translation & interpretation	53,368	73,894	73,894	53,368	12,316	266,840
Total Workstream 3 (output 3.1-3.2)	**1,084,294**	**1,052,376**	**1,334,713**	**1,152,543**	**155,999**	**4,779,925**
Total direct cost	**25,100,765**	**24,697,985**	**23,889,095**	**16,047,655**	**1,765,493**	**91,500,993**
Indirect cost						
Administrative costs (7% of direct cost)	1,757,054	1,728,859	1,672,237	1,123,336	123,585	6,405,070
Programme costs, other						
Audit	431,049	229,893	237,077	244,261	251,445	1,393,726
Mid term review (admin by DMFA)	-	700,000	-	-	-	700,000
Total indirect & other cost	**2,188,103**	**2,658,752**	**1,909,314**	**1,367,597**	**375,030**	**8,498,795**
Total budget	**27,288,868**	**27,356,737**	**25,798,408**	**17,415,252**	**2,140,523**	**99,999,788**

Annex 6: List of Supplementary Materials

#	Document / Material	Source
1	C40 Business Plan, 2025-2030	C40
2	C40 Business Plan, 2021-2024	C40
3	C40 Annual Reports: 2023; 2022; 2021; 2020	C40
4	C40 Monitoring, Evaluation, Reporting and Learning (MERL) Framework	C40
5	C40 Theory of Change	C40
6	C40 Policies (on C40 website - accessed Jan 2025): Staff Code of Conduct; Non-Staff Code of Conduct; Complaints Procedure; Data Protection Policy; Equity, Diversity and Inclusion Statement; Events Code of Conduct; Modern Slavery Statement; Privacy Notice; Safeguarding Policy; Statement of Principles on Diverse and Inclusive Panels and Events	C40
7	C40 Organisational Chart	C40
8	C40 Leadership Structure Chart	C40
9	C40 High-Impact Accelerators: Clean Air; Clean Construction; Cities and Unions Call-to-Action on Jobs; Divesting from Fuels, Investing in a Sustainable Future; Equity Pledge; Good Food Cities; Green & Healthy Streets; Net Zero Carbon Buildings; Pathway Towards Zero Waste; Renewable Energy; Towards Zero Waste; Urban Nature; Water Safe Cities	C40
10	Relevant City Climate Action Plans:	C40
11	Travel and Expenses for Employees	C40
12	Travel and Expense for Non-employees	C40

Annex 7: Plan for Communication of Results (to be completed after discussion & agreement with DMFA)

The Resilient Urban Futures Programme's Communications efforts will aim to:

1. Support global and regional strategic positioning of cities in the climate space; showcasing city leadership to accelerate climate resilience.
2. Communicate and showcase knowledge, learnings and activities through communication on C40 platforms and networks.
3. Support local implementation efforts by supporting local campaigns to increase awareness, as well as producing materials to support replication and peer-to-peer learning.

The programme communication aligns to C40's global communications narrative and strategies set out yearly, as well as the regional communication efforts in Africa and SEA. Generally, it also seeks message alignment with partner organisations especially around milestone events like COP and UNGA.

Strategy

The underlying strategy of the communications efforts is to engage political leaders and communities as well as disseminate knowledge and learnings on climate resilience experiences and initiatives, in order to build robust support for climate resilience. It also builds on other opportunities created by C40 networks and other initiatives, increasing city-to-city collaborations while also seeking to extend the reach of lessons learned by informing and influencing non-member cities - via global and regional platforms.

Mechanisms will include dissemination of content through C40 and partner channels, knowledge products creation, incl. case studies, and the launch of regional public awareness campaigns. C40 aims to launch the programme at the C40 Summit in November in Rio, drawing out key achievements from the past grant period (2020-2025). Hereafter to identify the best opportunities on an ongoing basis.

Audiences

Primary:

- Mayors and other municipal political leaders
- Municipal technical experts
- Urban communities, including youth
- Business leaders and decision makers

Secondary:

- Other levels of government (national, state)
- Other leading climate groups and organizations

Implementation overview [will be developed closer to the programme launch]

What? (the message)	When? (the timing)	How? (the mechanism)	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	Who is the primary (and secondary) audience targeted by these communication activities?	Who will be responsible for making sure that identified activities are carried out?

		to be understood?		
		C40 support to cities in attending international events, convenings and forums Participation in C40 networks, working groups and forums Support to cities' commitment to related C40 Accelerators	Mayors and senior technical staff	
		C40 Knowledge Hub. Knowledge products: best practice guides, case studies, and policy briefs.	Programme cities, C40 member cities and non-member cities	
		Global and regional public awareness / advocacy campaigns	Youth, businesses, communities and leaders	

Annex 8: Process Action Plan for the Resilient Urban Futures Programme

Action/deliverable	**Deadlines**	**Responsible /involved** **Person and unit**
Appraisal	June -July 2025	External Consultant
Revision of docs based on Appraisal recommendations	July-August 2025	C40/External consultant
Submission of draft final docs to KLIMA	End August	C40
Submission of final docs to Council for Development Policy	16 September	KLIMA
Council for Development Policy (UPR) Meeting	2 October	KLIMA
Approval by the Danish Minister for Development Cooperation.	Mid-October	KLIMA
Actions following Minister's approval		
Signing of Grant Agreement between MFA and C40	Mid-End October	C40/KLIMA
Disbursement of 1st tranche of funding to C40 *(for the period November 2025 - December 2026)*	1 November 2025	KLIMA
Resilient Urban Futures Implementation Begins	1 November 2025	C40
Programme launch and planning phase: Recruitment, onboarding, governance setup	November 2025 - June 2026	C40
Initial City Support: Planning finalisation, scoping, baseline data collection, training, assessments	Q1-2 2026	C40
Submit quarterly internal reporting (programme reporting to C40 Business Planning and Reporting team + C40 Management Team)	Quarterly starting Q1 2026	C40
Conclusion of result framework, confirmation of baseline and targets	Q2 2026	C40/KLIMA
Mid-annual report submitted to DMFA (summary of activities)	August annually (from 2026)	C40
Deepening Support to Cities: Launch first round of TA projects, policy and financing support, peer learning	Q3-4 2026	C40
Annual planning & review cycle: Evaluation, strategy adjustments, workplans	Q1 annually (2027–2029)	C40
Annual review and approval of budget and workplan	Q1 annually (2026–2030)	KLIMA

Annual finance & narrative report submitted to DMFA	No later than March each year (starting 2027)	C40
Disbursement of 2nd tranche of funding to C40 (following approval of 2027 budget and workplan). In attachment to the 2027 disbursement request will be the unaudited narrative report indicating contribution from DMFA in 2025.	Q1 2027	KLIMA
Annual audited financial report submitted to DMFA	Annually (from 2027)	C40
Continued deepening of support to cities: new rounds of TA projects, further capacity building, youth/mayoral engagement	2027-2028	C40
Mid-term review (MTR) conducted by DMFA	Q1 2028	KLIMA
Mid-term Financial Monitoring Visit	Q1 2028	KLIMA
Disbursement of 3rd tranche of funding to C40 (following approval of 2028 budget and workplan)	Q1 2028	KLIMA
Adjustment of programme based on MTR findings	Q2 2028	C40
Expanded delivery: training, launch final round of TA, international knowledge-sharing	Q3–Q4 2028	C40
Final implementation and sustainability planning	2029	C40
Disbursement of final tranche of funding to C40 (following approval of 2029-2030 budget and workplan)	Q1 2029	KLIMA
Programme closure: final evaluation, handover to local stakeholders	Q1 2030	C40
Final report to DMFA (programme results and impact, as well as finance report)	Q2 2030	C40
Final audited financial report	Q3 2030	C40

High-Level Programme Schedule

Year	Q1 (Jan - Mar)	Q2 (Apr - Jun)	Q3 (Jul - Sep)	Q4 (Oct - Dec)
2025				**Kickoff and Planning** • Recruitment & onboarding of new staff • Formally establish governance and management structures • Programme launch

2026	**Planning continued …** • Recruitment & onboarding of new staff finalised • Establish local teams • Finalise detailed 2026 work plan and schedule • Finalise baseline data collection for impact and outcome indicators	**Initial support to cities** • Initial series of capacity building and knowledge sharing initiatives including training workshops for city officials on climate resilience • Begin supporting cities with data collection, analysis and assessments (output 1.1.1) • Begin climate risk and vulnerability assessment support (output 1.1.2)	**Deepening support to cities** • Initiate climate-responsive ICA, policies and regulations support, including the development of planning documents (output 1.2.1) • Initiate private sector collaboration and capacity building (output 1.2.2) • Begin financing (output 1.3.1) and budgeting (output 1.2.3) support • Start integrating climate resilience into urban planning processes (output 1.4.1) • Launch first round of high-impact TA projects (output 2) • Initiate specific peer-to-peer learning activities and strengthen engagement in C40 networks and forum (output 3.1.1.)
2027	**Annual reflection and planning** • Conduct initial evaluations of pilot projects • Adjust strategies and plans based on evaluation results • Finalise detailed 2027 work plan and schedule	**Deepening support to cities continued with dedicated support including:** • Engage with financial institutions for funding and increased knowledge on financing resilience and adaptation (output 1.3.2) • Launch second round of high-impact TA projects (output 2) • Support to new signatory cities (output 3.1.2) • Engage with mayors and youth to strengthen support for climate actions (output 3.2.2)	
2028	**Midpoint Review and KPI Evaluation** • Collect data and prepare reports for the midpoint review • Organise stakeholder consultations to gather feedback • Conduct the midpoint review to assess progress • Evaluate the KPI (see below and the results framework) • Submit progress report to unlock additional funds	**Monitoring and Documentation** • Revise work plans based on midpoint review feedback • Plan for the next phase of project implementation **Deepening support to cities continued.**	**Deepening support to cities continued with expanding activities including:** • Conduct advanced training sessions and workshops • Facilitate international knowledge-sharing • Launch third and final round of high-impact TA projects Projects (output 2) • Disseminate communications and knowledge products (output 3.2.1)

2029	**Annual reflection and planning** • Monitor ongoing projects and document outcomes • Prepare interim reports on project impact and progress • Finalise detailed 2029 work plan and schedule	**Deepening support to cities continued.** • Launch public awareness campaign (output 3.2.1) • Increase support for high-impact resilience actions	**Final Phase of Implementation** • Complete remaining high-impact TA projects (output 2) • Complete all consultant contracts • Ensure all projects are on track for successful completion • Develop long-term sustainability plans for ongoing projects • Secure commitments from local governments for continued support	
2030	**Programme Impact Assessment, Closure and Handover** • Conduct comprehensive impact assessments for all project activities • Prepare final reports documenting achievements and lessons learned • Plan and execute formal program closure activities • Handover responsibilities to local governments and stakeholders • Conduct final evaluation and share results with funders and partners			

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

Under separate cover

Annex 10: Stakeholders and Beneficiaries

Key Stakeholders	Category	Stakeholder
	National Government	Ministries of Local Government; Ministries of Environment & Development; Ministries of Urban Planning and Development, Treasuries, Ministries of Finance and Economy and Ministries that house various national focal points for funds and parties ie. GEF, UNFCCC, CBD etc in all 10 programme countries.
	Local Government (Global South)	Dar es Salaam City Council, Lagos State Government, Ville de Dakar, Freetown City Council, City of Johannesburg Metropolitan Municipality, Nairobi City Council, City of Tshwane Metropolitan Municipality, eThekwini Municipality, Jakarta Capital City Government, Quezon City Government. This includes Mayors/Governors, Mayoral Support Units, Chief Financial Officers (linked the the Africa CFO Network), Directors and Deputy Directors of various relevant departments as well as nominated focal points for relevant C40 networks, accelerators and programmes.
	Private Sector	Critical private sector organisations in the 10 differentprogramme cities. Importantly private sector organisations will be critical in TA funding and seed funding for demonstration pilot activities to help ensure scalability and ownership.
	Civil Society	Critical NGOs, CBO, community members as well as vulnerable populations in each programme city. Vulnerable groups include those exposed to climate change risk and those potentially affected by climate action itself.
	Development & Funder Partners	FCDO, GIZ, Grundfos Foundation, ICLEI, UCLG, AfDB, AFD, World Bank, EU Commission, Denmark Development Cooperation, GAP Fund, GCoM.

Direct Beneficiaries	Group	Development Outcome
	National Government	● Increased political commitment to climate resilience within national policies levels.
	Local Government (Global South)	● Increased political commitment to climate resilience from senior city level ● Enhanced collaboration and knowledge exchange between cities. ● Global South Mayor's voice strengthened and they have used their platforms to broaden the global, regional and local impact of C40 cities' climate actions and collective missions. ● Enhanced capacity of city officials to implement climate adaptation. ● Development new or updated (and adoption) of comprehensive climate adaptation plans in all 10 cities by 2030 ● Strengthened institutional frameworks for climate resilience ● Increased access to climate finance through enhanced project proposals, light project preparation and pipeline development ● Market and Landscape Assessments and financial roadmaps developed
	Private Sector	● Greater visibility and scalability impact of urban climate resilience initiatives and solutions. ● Increased implementation of NbS projects in the 10 project cities. ● CFO engagement built and relationship-building with financial institutions established
	Civil Society	● Increased implementation of NbS projects in the 10project cities.
	Development Partners	● Greater visibility and scalability impact of urban climate resilience initiatives and solutions. ● Increased commitment from financial institutions to unlock finance for African and Asia cities

Annex 11: Selection of Cities and Levels of Support

The selected cities in the programme have been proposed to receive dedicated support based on a comprehensive assessment of several critical factors, each contributing to the cities' readiness and urgency in building urban resilience. These cities were identified not only due to their clear needs and expressed demands for enhanced adaptation measures but also for their demonstrated engagement, commitment, and alignment with broader strategic goals.

All selected cities actively participate in relevant C40 networks and forums, such as the Cool Cities Network, Urban Flooding Network, Water Security Network, Land Use Planning Network, Walking & Cycling Network, ICA Forum, Youth Forum, CFO Network, and CBCA Forum. This engagement highlights their proactive stance in addressing urban challenges through collaboration, knowledge-sharing, and collective action. Some of these cities are current signatories of the Urban Nature Accelerator or the Water Safe Cities Accelerator or have expressed interest in further advancing climate action through signing up to these as well as joining future initiatives, such as Land Use Planning or Heat Accelerators.

The selection process also prioritised cities with clearly articulated challenges, gaps, and needs, particularly in climate resilience and urban planning. The fact that the cities selected are already experiencing hazards like urban flooding, droughts, and extreme heat underlines the urgency of their needs as well as their vulnerabilities. Furthermore, these cities were selected based on their ability to not only implement solutions locally but also scale them up within their own jurisdictions or influence their replication by other cities and national governments. Many of these cities have the potential to become champions of climate resilience, serving as pioneers for other cities within the C40 network. Their leadership and innovative approaches can inspire and inform global best practices, making them valuable contributors to the global body of evidence on climate resilience solutions.

A significant factor in their selection is the unwavering commitment to climate action demonstrated by senior political leadership within these cities. Each city has clearly identified champions and key points of contact who lead project steering structures to ensure effective implementation, engagement, and oversight of resilience strategies. These champions work closely with senior technical officials and foster partnerships with national governments, communities, youth groups, private sector entities, and NGOs. Such multisectoral and cross-sectoral engagement strengthens their ability to deliver impactful outcomes. The cities also show clear alignment with local strategies, such as Resilience Strategies, Water Plans, Heat Plans, and City Development Plans, ensuring interventions from the programme will be rooted in their long-term development agendas.

Cities with relevant ongoing work on climate resilience, particularly in addressing flooding, drought, heat, and NbS, were prioritised for their potential to deliver deep-dive initiatives. Their capacity to implement programmes and use climate project outputs (e.g., data and information) effectively was a critical consideration. The alignment of mandates, especially in cases where decision making overlaps with national or regional structures, further influenced the selection, ensuring feasibility and scalability of planned interventions at a local level.

The cities also demonstrated a strong commitment to inclusivity and equity. They emphasised the importance of actions that benefit vulnerable communities and prioritised community engagement in project development and planning. This focus ensures that interventions are both impactful and equitable, fostering trust and collaboration among stakeholders. Moreover, these cities' unique contexts,

challenges, and opportunities further underscore their suitability for targeted support under this programme.

Despite their commendable efforts in resilience-building, the selected cities face significant challenges that require focused interventions. Their participation in existing networks, accelerators, and initiatives provides a robust platform for deeper collaboration, enabling C40 to deliver tailored technical assistance. This approach builds on ongoing work, addresses critical gaps, and ensures that outcomes are not only effective but also scalable and inclusive, benefiting both the cities and the wider C40 network.

Deep Individual City Support versus Regional Level Support

The focus cities for the contribution have then been divided into receiving three different levels of support, namely deep dive, tailored and regional support. When considering which cities receive which level of support, additional factors to those outlined above (general city programme selection) were taken into account to ensure the correct support for each city. These included the income level of the country (low-income, low-middle, or upper-middle income), which influences the level of resources and support required. City capacity was assessed based on the level of support needed from C40, determining whether a deep dive approach with targeted activities or a more comprehensive package was necessary. Additionally, a city's potential to become a champion or thought leader played a significant role, as these cities could guide peer-to-peer knowledge exchange, offering cross-regional support rather than needing deep dive technical assistance. The presence of other C40 city advisors within the city was also taken into account as this further outlines the existing collaboration and depth of support needed. This context-driven approach ensures that each city receives the most appropriate and impactful level of assistance.

Scoring Assessment

The actual scoring results from the assessment of the critical factors unpacked above are sensitive and therefore are not directly disclosed. Transparency in the selection process is vital, but sharing raw scores may lead to misinterpretation or unintended focus on specific numerical rankings, which could overshadow the broader strategic objectives of the programme. In general:

- For Africa, the eight cities that most strongly aligned with all criteria were selected to be supported under this contribution. However, Cape Town was excluded, allowing space for the ninth highest-scoring city to participate. This decision was made because Cape Town has chosen to focus exclusively on advancing its C40 Cities Finance Facility (CFF) adaptation outputs. While there are clear connections between Cape Town's work and the support provided to other cities through Workstream 3, the city has already progressed beyond many of the support activities and outputs offered by this program.
- The two cities chosen for deep dive support from Southeast Asia are among the most vulnerable in that region. In terms of engagement, at the mayoral level, the mayors of Quezon City and Jakarta are highly engaged and supportive of C40 initiatives. The Regional Government of Jakarta has also been extremely supportive of C40 initiatives, and the new Governor, Pak Pramono has identified priorities including expanding green areas and flooding mitigation work. At the city and technical level, Quezon and Jakarta City are actively involved with both cities being recipients of the CAP and subsequent UCAP CAI programme, and both cities were selected for CFF projects based on their application.

Key elements that helped inform the assessment for each deep dive and tailored support city are detailed in Table 4 below whilst Table 5 unpacks the cities, their level of support and the array of activities supported.

Table 4 - Needs & support for deep dive and tailored programme cities

City	Partner support[12]	C40 support[13]	Current key needs	Justification for city selection and level of support	Urban Futures Support
Accra	World bank support at national level (GAMA Project)	CAP, GHGI & CCRA development DMFA support to C40 (2021 - 2024) UCAP CAI Africa African Cities for Clean Air (AC4CA programme) C40 Cities finance facility (green jobs through organic waste) Breathe Cities C40 networks:	Mainstreaming related CAP actions into city functions Review & update of CAP CCRA update - increase scope of hazards to reflect heat, flooding & impact on water supply Developing MER framework for CAP & adaptation activities Technical assistance with regards to heat Mapping of areas prone to flooding & compare to sea-level mapping	Active in a number of relevant C40 networks with expressed interest in joining the LUP accelerator. Strong Mayoral commitment. Although the City has capacity to support programme delivery they require a city expert to support efforts and therefore proposed as a deep dive city.	Workstream 1 ● Output 1.1.1. (heat & flooding analysis as well as data collection to inform Masterplan review) ● Output 1.1.2 (major updates required) ● Output 1.2.1 (Heat, DRR & direct ICA engagement, possible ICA pilot) ● Output 1.3 ● Output 1.4 Workstream 2 ● Output 2 Workstream 3

[12] Limited to the last two years and aligned with the adaptation portfolio. Partners listed as those C40 are aware of or who have worked with in the city. As such this is not an exhaustive list of all partners in the city.

[13] Limited to the last two years. All projects (not only linked to resilience) have been added to showcase C40 support packages.

		- New economies & innovation forum - Land Use Planning - Food Systems - Sustainable Waste Systems - ICA Forum - Urban Flooding - Cool Cities - Air Quality - CFO Network <u>Signatories to C40 accelerators:</u> - Clean Air Cities - Divest/Invest	Mapping of areas prone to heat risk - introduce new building guidelines as a result Development of a DRR plan Development of city & community level adaptation strategies (including vulnerability & risk plan) Improve co-ordination around adaptation in the city - no clear responsibilities or mandates		• Output 3.1 (interest in LUP accelerator) • Output 3.2
Dakar	Stormwater Management and Climate Change Adaptation Project (PROGEP) co-financed by the. World Bank (WB) and the Nordic Development Fund (NDF) GIZ - green technology training	CAP, GHGI & CCRA development DMFA support to C40 (2021 - 2024). Additional support for climate resilient water supply through the IWRA fund (expected completion March 2025) C40 Cities finance facility (Hydrological project – rainwater harvesting, studies on geology and topography & wastewater)	Support with infrastructure (protection against flooding), erosion control (linked with replacing lost sand) and water conservation projects. Review & update of CAP CCRA update Addressing vulnerabilities in informal settlements to climate shocks	Good engagement at technical level but needs better cross-sectoral coordination and therefore the city proposed as a deep dive city with a city expert supporting this.	Workstream 1 • Output 1.1.1. (early warning analysis) • Output 1.1.2 (major updates required) • Output 1.2.3 • Output 1.3 • Output 1.4 Workstream 2 • Output 2

	AfDB's urban greening initiative GOVERNADAPT (Spanish government) aims to address coastal risks and identifies many coastal actions needed	Energy efficiency project – solar panels in city buildings (past phase of CFF) AC4CA project (specifically have received TA support under this) Transforming Waste Management in India and African cities Green and Thriving Neighbourhoods project <u>C40 networks:</u> - Climate Migration Global Task Force - Green Ports Forum - Land Use Planning - Food Systems - CFO Network <u>Signatories to C40 accelerators:</u> - Clean Air Cities	Enhanced flood risk mapping Early warning system for extreme heat Promotion of green spaces & green initiatives (linked with ground and storm water)		Workstream 3 ● Output 3.1 (interest in Water & UNA accelerator) ● Output 3.2
eThekwini	GIZ & CICLIA supports TRMP	Technical and financial assistance for CAP	CCRA & CAP update (alignment of CAP to Durban Climate Strategy)	Strong local engagement as well as Mayoral support. Leading city technically	Workstream 1 (light-touch) ● Output 1.1.2 (minor

	UNDRR Disaster Risk Reduction Support ICLEI Africa ENACT Resilience project (adaptation mapping)	AC4CA project Transforming Waste Management in India and African cities TUMI E-Bus 24/7 Energy Free Carbon South African Renewable Energy Pilot South African ICA pilot <u>C40 networks:</u> - New Building Efficiency - Clean Energy - New economies & innovation forum - Clean Construction - Land Use Planning - Walking & Cycling - Food Systems - Sustainable Waste Systems - ICA Forum - Urban Flooding	TA Heat support: Developing a heat policy and an implementation plan in the City. TA LUP support: Include climate change responses into the Municipal Land Use Scheme TA NbS support: Developing City Food Strategy Developing urban adaptation strategies in areas subject to extreme heat or excessive heat stress TRMP support activities: - Assist with catchment specific enviro solutions - Develop the green and circular economies through the TRMP - Develop TRMP training module - Develop leadership, education and community mobilization programs - Determine appropriate business model for NPO Catchment Management Forum setup with supporting documentation and guidelines, and Forum administration procedures	in NBS and riverine management with leading adaptation solution. The main barrier the city faces is limited funding. Proposed as a regional city to share lessons and inspire other programme cities. Supported through business activities.	updates required) ● Output 1.2.1 (possible ICA pilot) ● Output 1.2.2 ● Output 1.2.3 Workstream 3

		- Cool Cities - Water Security - Air Quality - CFO Network - Green Ports Forum - City-Business Climate Alliance <u>C40 accelerators:</u> - Net zero carbon buildings - Clean Air Cities - Divest / Invest - Urban Nature			
Freetown	World Bank & Bloomberg Philanthropies largely funded the Treetown Initiative Rockefeller Foundation funded Heat Officer UN Habitat - Cities and Climate change	Providing technical support for CAP AC4CA project Transforming Waste Management in India and African cities C40 Cities finance facility (cable station) UrbanShift DMFA deep support (2021 - 2024)	Addressing vulnerabilities in informal settlements Expanding the "Freetown the Treetown" project aimed at reducing magnitude of landslides Water management not really a city function but need to link to flooding & city beginning to drive Expand green infrastructure for flood resilience	Very strong Mayoral commitment (C40 co-chair). Strong interest in programmatic themes with strong alignment to work the city is currently leading but capacity is limited and therefore proposed as a deep dive city.	Workstream 1 ● Output 1.1.1 (to also inform masterplan review) ● Output 1.1.2 (major updates required) ● Output 1.2.1 (water plan) ● Output 1.2.2 ● Output 1.2.3 ● Output 1.3 ● Output 1.4 Workstream 2 ● Output 2

		through climate resilient water supply through the IWRA fund (expected completion March 2025). In addition, developed project submitted to UMDF - can be revised for future applications. <u>C40 networks:</u> - Municipal Building Efficiency - New Building Efficiency - Climate Migration Global Task Force - Zero Emission Vehicles - Public Transport - Land Use Planning - Walking & Cycling - Sustainable Waste Systems - ICA Forum - Urban Flooding - Water Security - Air Quality - CFO Network <u>C40 accelerators:</u> - Clean Air Cities - Urban Nature - Water	Heat & LUP technical assistance		Workstream 3 ● Output 3.1 (interest in Water & UNA accelerator) ● Output 3.2

Jakarta	WRI Indonesia - Deep Dive programme (Climate budgeting and MER Assessment) World Bank - Mainstreaming CAP (just an initial discussion between Ryan C40 and Luis WB) IFC - Green Cities, APEX, EDGE PEMSEA Network of Local Government (PNLG) CSR (companies) & NGOs (MDMC DK Jakarta, Save the Children, University Budhi Luhur, PT Masyarakat Tangguh Lestari / Mata Lestari, DMC-Dompet Dhuafa, Lembaga Daya Dharma Keuskupan Agung Jakarta (LDD KAJ), Perkumpulan Lingkar LO Jabodetabek (KIH Region-1 DKJ), Miyamoto International,	Technical support for CAP & light-touch CCRA development Recently got offer for participating in new C40 programme called Social House Retrofit - with Bloomberg Cities Idea Exchange Programme <u>C40 Networks:</u> - Urban flooding - New Buildings Decarbonisation - Public transport - Land use planning - Zero emission freight - Sustainable waste systems - Air quality <u>C40 accelerators:</u> - Green and Healthy Street Accelerator - Clean Air Cities Accelerator - Water Safe Cities	Assessment of data gaps for CCRA update Assessment of data gaps for finalising and increasing scope of Heat Risk Plan Improved flood risk mapping, early warning systems. Mainstreaming related CAP actions into city functions Waste and Wastewater management Satellite imagery data before and during flooding Green corridor exploration Developing urban open space with blue-and-green concept	Engagement is high, funding is the main constraint. Jakarta has a masterplan for wastewater management which includes strengthening the early warning system for hydrometeorological disasters. There are many partners align with. As such proposed as a regional city to give light touch support to ongoing work and partners.	Workstream 1 (light touch) ● Output 1.1.1 (support with recommendations and guidance on assessments) ● Output 1.1.2 (minor updates required) Workstream 3 ● Output 3.1 ● Output 3.2

	Forum PRB GGGI - Asia Low Carbon Buildings Transition (ALCBT) Jakarta will become one of the cities beneficiary WRI Indonesia's Cities4Forests initiative supported Jakarta in improving equal access to green space and building urban climate resilience by establishing 54 new urban parks.				
Johannesburg	ICLEI supported Water Security Strategy development National treasury/ World bank: Work on climate resilient infrastructure Partnership with the City of Copenhagen GIZ, WRI supporting early stage project identification and	Technical support for CAP Development UCAP CAI Africa AC4CA Breathe Cities DMFA support to C40 (2021 - 2024). Additional support for research into adaptation KPI	Climate Risk assessments and community-based adaptation Improved riverine management and early warning systems (Juskei River) Catchment management strategy (being endorsed) Urban drainage system – well established programme (by-law coming soon) Early warning system for drought,	Good local engagement. Need for engagement across spheres of government and with neighbouring cities. Leading city in adaptation solution with strong partnerships developed. As such proposed as a regional level city to inspire other cities with interventions supporting access to finance.	Workstream 1 (light-touch) ● Output 1.1.2 (minor updates required) ● Output 1.2.3 Workstream 3

	development (coastal flooding)	C40 Cities finance facility (supporting emergency disaster risk preparation) Students reinventing cities South African Renewable Energy Pilot South African ICA pilot CFF supporting riverine management upstream of Juskei, modelled after the eThekwini TRMP Johannesburg was a case study city in Water Safe Cities 1. <u>C40 networks:</u> - Clean Energy - Public Transport - Land Use Planning - Walking & Cycling - Food Systems - Sustainable Waste Systems - ICA Forum - Urban Flooding - Water Security	diversification of water supply mix through groundwater and re-use Drought management strategy (going through approval) Expand green infrastructure for flood resilience		

		- Air Quality - CFO Network <u>C40 accelerators:</u> - Net zero carbon buildings - Clean Air Cities - Divest / Invest			
Lagos	World Bank and Google offering support Some NGO-driven support (WaterAid, CARE etc) USAID flood mapping	C40 Supported CAP and provides ongoing technical assistance (including GHGI and CRVA support) UCAP CAI Africa DMFA support to C40 (2021 - 2024). Additional support for climate resilient water supply through the IWRA fund (expected completion March 2025) Developed water project submitted to UMDF - can be revised for future applications AC4CA (with additional TA support) CCC Action Lab	CCRA update Analysis - green cover & heat (need scenarios, infographic to support making the case to decision makers) Support access to finance for adaptation Technical assistance to know how to implement NBS	Engaged leadership but there are challenges with cross-sectoral coordination. Emerging political interest but lack of funding. Lagos is a complicated city to work in (as an external organisation), as such it is a proposed deep dive city to support the processes and protocols of the city.	Workstream 1 ● Output 1.1.1. (heat & green cover) ● Output 1.1.2 (major updates required) ● Output 1.2.2 ● Output 1.2.3 ● Output 1.3 Workstream 2 ● Output 2 Workstream 3 ● Output 3.1 (interest in Water, Hate, LUP & UNA accelerator & ICA and CFO Networks) ● Output 3.2

		SCALE (Low Methane) <u>C40 networks:</u> - Clean Energy - New Building Efficiency - Land Use Planning - Food Systems - Sustainable Waste Systems - ICA Forum - Water Security - Air Quality - CFO Network <u>C40 accelerators:</u> - Clean Air Cities - Renewable Energy			
Nairobi	UN Habitat Climate Change Planning Support UNDRR Making Cities Resilient WRI Urban Water	Supported CAP development and climate adaptation frameworks UCAP CAI Africa AC4CA	CCRA & CAP update DRR mapping (need data); heat mapping Mainstreaming climate risk into LUP	Much needed capacity building and co-ordination at city level. Good partnerships with NGOs and community. Good political support. Proposed deep dive city to support governance and mainstreaming activities.	Workstream 1 ● Output 1.1.1. (DRR & heat) ● Output 1.1.2 (major updates required) ● Output 1.2.1 (EbA framework) ● Output 1.2.2 ● Output 1.2.3 ● Output 1.3

	Resilience UNEP Urban nature program Nairobi Regeneration programme	Breathe Cities DMFA support to C40 (2021 - 2024). In particular developed project submitted to UMDF - can be revised for future applications TUMI e-bus Students Reinventing Cities CC Action Lab <u>C40 networks:</u> - Clean Construction Forum - Food Systems - Sustainable Waste Systems - Land Use Planning - ICA Forum - Air Quality - CFO Network <u>C40 accelerators:</u> - Clean Air Cities	Framework to manage hazards (EbA plan) & support co-ordination of activities Develop and define bankable projects Capacity building key - lack of understanding on NBS and adaptation in general Build partnerships with external organisations		• Output 1.4 Workstream 2 • Output 2 Workstream 3 • Output 3.1 Output 3.2

Tshwane	World Bank project – resilience planning around centurion lake (private sector onboarding) Local corporate organisations supporting implementation Eg Litter trap in Hennops river supported by insurance industry Partnership with the City of Aarhus Some CSI and NGO-driven efforts. Eg Boreholes provided during 2023 Cholera outbreak. Insurance industry (Hollard & Santam) - training of response teams & rehabilitation of 3000 fire hydrants Senedi – focus on cool roofs in fresh produce markets	Technical assistance for CAP DMFA support to C40 (2021 - 2024) UCPA CAI Africa AC4CA Climate Budgeting Pilot Drive electric opportunity South African Renewable Energy Pilot South African ICA pilot Schools Reinventing Cities <u>C40 networks:</u> - Municipal Building Efficiency - New Building Efficiency - Private Building Efficiency - Clean Energy - Public Transport	CCRA update Enhanced water management systems, behaviour change campaign to reduce consumption, exploit on sources of water Expansion of green spaces for urban cooling and flood mitigation Analysis - water risk atlas, early warning system mapping Develop interactive tool to show linkage between adaptation action (CAP), climate risk zones & factors that reduce risks/hazards - to feed into the capital planning system LUP - ensure climate risk zones incorporated in MSDFs Take forward the river restoration action plan developed for Johannesburg, Ekurhuleni & Tshwane		Workstream 1 (light-touch) ● Output 1.1.2 (minor updates required) ● Output 1.2.1 (adaptation tool) ● Output 1.2.2 ● Output 1.2.3 ● Output 1.4 Workstream 3

	WWF – NbS and CBA work at rainbow junction Launched own TreeTown project Planting trees World Bank - Heat mapping support	- Zero Emission Vehicles - Land Use Planning - Walking & Cycling - Food Systems - Sustainable Waste Systems - ICA Forum - Water Security - Cool Cities - Air Quality - CFO Network <u>C40 accelerators:</u> - Net zero carbon buildings - Clean Air Cities - Water - Renewable Energy			

Quezon City	UNEP Generation Restoration - to transform urban spaces (including tactical urbanism) into ecological corridors, green havens and pollinator gardens; ongoing since December 2023 until June 2025 UNDP ACE Project support for biogas digesters UNDP EU -GEPP - to improve circular economy programs like the refill hubs for plastic diversion; and to expand the previous biogas digesters for organics (food waste) CGIAR - in 2023-24, to improve nutrient-dense local vegetables in QC urban farms that are climate resilience; establish vendor-business schools to improve capacities of market vendors Resilient Cities Network and Temasek is supporting OASIS Schoolyards to develop open and green spaces in schools and nearby	Technical support for CAP & light-touch CCRA development Technical assistance to develop Heat Action Plan and roadmap through Carrier program UCAP CAI support to include green building features (e.g. passive and active cooling, green walls and roofs, etc) that will address heat in buildings <u>C40 Networks:</u> - Urban flooding - Buildings Decarbonisation - Public transport - Land use planning - Zero emission vehicles & freight - Food systems - Sustainable waste systems - Air quality <u>C40 accelerators:</u> - Good Food Cities - Clean Air Cities - Water Safe Cities	Major data needs - heat, water, green cover etc. Generate data on affected population; How to protect students, informal street workers and informal settlement communities; heat mitigation strategies (mid- to long term) and immediate response mechanisms (short-term) Flood mitigation projects through green engineering initiatives Develop ecosystem restoration and ecosystem-based adaptation projects; watershed management, expansion of green and blue spaces Food resilience measures; sustainable food systems (food waste and food surplus management)	The financial health of the city is good so they are able to access financing for resilience. This can be supported by TA projects which might help unlock finance. The city has many ideas for TA support already. In addition, they have many plans and on the ground work (e.g green cover) - just do not have the capacity & budget which this project aims to provide. QC has strong community preparedness measures in place, and is moving towards city mitigation strategies, and engaging Metro Manila-wide climate resilience strategies. They have developed an Urban Biodiversity and Sustainability Action Plan. They also have launched their 1 Million Trees initiative. Heat is one of the new top priorities of Mayor Belmonte. A Task Force on El Nino/ Heat has been formed and designating a Chief Heat Officer appointed. As a result, the city is proposed as a deep dive city.	Workstream 1 ● Output 1.1.1. (heat, water, green cover as well as vulnerable populations) ● Output 1.1.2 (major updates required) ● Output 1.2.2 (heat plan) ● Output 1.4 Workstream 2 ● Output 2 Workstream 3 Output 3.1 Output 3.2

	communities to address heatwave and flooding In partnership with the University of the Philippines, they developed the Comprehensive Drainage Masterplan EMI supported a Climate and Disaster Risk Assessment Report for QC	-Urban Nature			

Table 5 - Activities for each deep dive and tailored programme cities

Region	CITY	Level of support	Actual activities (see Chapter 3)										
			WS 1						WS 2	WS 3			
			1.1.1	1.1.2	1.2.1	1.2.2	1.3	1.4	2.1	3.1.1	3.1.2	3.2.1	3.2.2
Africa	**Abidjan**	Regional											
Africa	**Accra**	Deep dive											
Africa	**Addis Ababa**	Regional											
Africa	**Casablanca**	Regional											
Africa	**Cape Town**	Regional											
Africa	**Dakar**	Deep dive											
Africa	**Dar es Salaam**	Regional											
Africa	**Ekurhuleni**	Regional											
Africa	**eThekwini**	Deep											

		Dive											
Africa	**Freetown**	Deep dive											
Africa	**Johannesburg**	Deep dive											
Africa	**Lagos**	Deep dive											
Africa	**Nairobi**	Deep dive											
Africa	**Tshwane**	Deep dive											
ESEAO	**Jakarta**	Deep dive											
ESEAO	**Quezon**	Deep dive											
	Wider number of C40 in the regions supported directly - and C40 network and non-C40 cities benefitting	Regional											

Annex 12: C40's Implementation of DMFA Mid-Term Review Recommendations

MTR Recommendation	Status
C40 to increase commitment in the Africa regional programme to enhancing skills and abilities of the executive directors in the city administrations in order to address potential consequences of frequent changes in political leadership.	In 2023, C40 launched the CFO Network for African Cities, co-funded by the Hewlett Foundation, to empower senior finance officials in Africa to access climate finance and implement evidence-based decisions. The Network goes beyond planning, focusing on attracting capital and building capacity to execute climate projects.
Institution building and actions concerning adaptation in the C40 Africa regional programme continues to be a focus area for Denmark.	C40 agrees that sustaining a stronger focus on adaptation in Africa is essential, and therefore the primary focus of the programme.
C40 to consider establishing a forum for joint dialogue with the bilateral donors.	Given the significant growth in funding for C40's resilience initiatives and the focus in the 2025-2030 C40 Business Plan, C40 will consider establishing a more formalised steering group - between interested donors - to ensure alignment and minimise duplication.
Work plans and budgets for 2023 must be submitted to and approved by GDK before the disbursement is expected to occur in 2023, and the same procedure applies to 2024.	This recommendation has been actively addressed since 2023, with the governance mechanisms outlined in Chapter 7 of the Programme Document ensuring that this approach will be sustained in future support.
Clear connection should be established between Danish disbursements and specific areas of achievement within the results framework for the grant	This recommendation has been addressed through the development of an output-based budget in the new grant. The updated results framework establishes a clear connection between Danish support and specific outputs and outcomes, ensuring greater transparency and alignment with the grant's objectives.
Stop using the funds for salaries on an 'all-over-the-plate' basis, and only fund staff where the Danish funds pay 50% or more of the staff cost, and link these to the results area where they contribute.	While there are instances where support is needed from staff whose costs are not covered at 50% or more, efforts have been made to address this as much as possible in the design of the new programme, including via timesheets and an outcome-focused approach.
There should be more focus on Africa in the execution of the Danish grant, and part of the Danish grant should be used for financing concrete activities for the cities, for example, include, but not limited to, workshops where the African cities can meet and share experiences/lessons learned and inspire each other.	While the new grant prioritises African cities, effective support also requires a cross-regional approach and there includes select Southeast Asian cities. This will foster knowledge-sharing, advocacy, and political engagement, strengthening resilience and adaptation globally. The C40 cross-regional model ensures lessons learned and best practices benefit cities facing similar challenges.
The risk management matrix and reporting should include risks that are specific to the project and the region; and the matrix should be further developed at the latest when a new phase of the project is designed.	The new grant includes a comprehensive risk management matrix, outlined in Chapter 9 and Annex 4, addressing project-specific risks—such as delivery challenges in implementing demonstration pilots with capital costs—and region-specific risks, including financial barriers, data reliability, and political instability.
Extend the current programme by one year to facilitate a comprehensive analysis and discussion on the potential continuation of Danish support to the new business	During discussions with KLIMA in December 2023, they requested to proceed with the funding request, and as a result, this recommendation was not pursued.

Annex 13: High-level Summary of the Africa and Southeast Asia Regional Business Plan[14]

C40 Regional Business Plan 2025-2030 for AFRICA

Regional statistics ("Setting the scene")

C40 Africa Region is made up of 14 member cities, each implementing a bouquet of ambitious climate programmes in line with their Climate Action Plans. As one of the most climate-vulnerable continents despite contributing ONLY 3% of global GHG emissions, the Africa region experienced $9 billion in climate-related losses in 2022 and a predicted $30 to $50 billion in adaptation costs over the next decade. Urbanisation is occurring at unprecedented rates, with 56% of the region's population residing in cities.

Given these challenges, African Mayors have prioritised climate adaptation and resilience with a strong focus on unlocking the much needed financial resources and ensuring that programme delivery on the ground is just and equitable. Irrespective of the relatively low GHG levels, African cities in the network have also demonstrated ambitious climate mitigation action through the implementation of, inter alia, bus rapid transit systems, energy efficiency in buildings programmes and renewable energy solutions.

2025-2030 Africa Regional priorities

Priority 1: Resilience & Adaptation	**Priority 2: Reducing Informality & Inequality (just transition)**
Cities will continue to improve their resilience and adaptive capacities through local actions leading to the construction and management of infrastructure and systems that will reduce impacts of climate breakdown while prioritising vulnerable populations.	Cities will define and implement low carbon, climate resilient programmes aimed at reducing their emissions in line with a 1.5ºC emissions reduction trajectory while ensuring that the levels of informality and inequality are reduced.
Priority 3: Bridging Capacity & Financing Gaps	**Priority 4: African Voices & Solutions**
Strengthen local institutional capacities, leverage innovative financing mechanisms, and foster sustainable development for the region. Cities will develop and implement locally contextualised climate budgets.	Mayors in the region will elevate their leadership & ambitions to showcase their regional & global influence in inclusive, evidence-based climate solutions.

Looking toward 2030 in Africa: Regional Context

As we look toward 2030, Africa stands at a critical crossroads, where the interplay of challenges and opportunities shapes its urban future The region is extremely diverse with a mixture of low, lower-middle, upper-middle, and high-income countries as well as significantly high levels of inequality with South Africa leading the pack as the world most unequal country with a gini coefficient of 0.7. The region also possesses rich concentrations of untapped natural resources.

Over and above challenges such as conflict, violence and extreme poverty, in 2024 most cities in the network experienced extreme weather conditions/climate shocks that are expected to increase in severity and frequency. This **vulnerability** poses a significant threat to urban infrastructure and public health, making **resilience** a top priority. Despite the continent's vast renewable resources, some cities (notably all South African Cities, Dakar and Lagos) still **rely heavily on fossil fuels.** Africa is rich in renewable energy resources. By investing in these technologies, cities can significantly reduce fossil fuel dependence, aligning with the C40 mission to halve fossil fuel consumption by 2030.

Rapid urbanisation often exacerbates poverty and social inequalities, with marginalised communities lacking access to **essential services and infrastructure**. Ensuring a **fair and inclusive transition** is crucial to prevent

[14] *Excerpt taken directly from the draft Regional Business Plans*

further marginalisation. Most cities in Africa currently face **leadership limitations** largely due to high turnover as democracies mature. However, extensive work on Climate Action Plans (CAPs) has generated substantial traction politically and institutionally. Poverty remains at the heart of the region's vulnerability, exacerbated by inadequate physical infrastructure.

Inclusive climate action can drive economic growth and recovery from COVID-19 impacts and climate related disasters. To close the infrastructure gap, cities will need **sustained investments in green and inclusive infrastructure,** including energy, transport, and water sectors. New skills, creativity, and partnerships will be essential, alongside support for local innovation and lowering barriers to technology transfer. Difficulty in accessing **climate finance** poses a significant constraint on low-carbon development. Current development finance often favours fossil fuel-heavy projects, complicating the path for cities seeking to implement sustainable initiatives.

African mayors (especially capital city mayors) can leverage their influence and proximity to presidential leadership to **catalyze national climate action** and influence policy decisions, especially on pressing issues like political instability, youth unemployment, climate vulnerability and economic development.

Levers for Accelerating Climate Action in Africa

At the local level, C40 cities have translated the objectives of African Union Agenda 2063 and Nationally Determined Contributions (NDCs) into inclusive Paris Agreement compliant Climate Action Plans, with additional emphasis on air quality, institutional capacity, climate finance and the necessity for a networked mode of governance.

The 2024 Africa Urban Forum declaration on sustainable urbanisation committed to enhancing the capacity of cities and municipalities to access green climate financing. The goal is to develop and implement inclusive urban climate resilience strategies, including mitigation and adaptation measures, through bankable climate action programs. Building on these prerogatives, the C40 2025-2030 Africa Regional Business Plan sets out the following levers for change:

- **Implementing city priorities in Climate Action Plans (CAPs):** Implementing city priorities in CAPs focuses on clean energy, sustainable transport, waste management, land use planning, adaptation efforts and air quality improvement. By aligning these initiatives with local needs and engaging communities, African cities can drive meaningful climate action, enhance resilience, and promote sustainable urban development for a greener future.

- **Foster key partnerships for climate leadership**: The Africa region is vast and diverse with an extensive stakeholder network engaged in development and climate action. The next three years will see C40 strengthening existing partnerships and forging new ones to further support the knowledge production, technical assistance and best practice exchange effort. Through :
    - Political and city networks
    - Coalition and advocacy partners
    - Technical assistance partners
    - Finance partners
- **Positioning cities and climate agenda in the region**: Ambitious Climate action by cities must be communicated to key stakeholders and most importantly national government. Stories coming from Africa need to be adequately amplified in C40 networks and beyond.

- **Strengthen C40 regional hub and regional presence:** There is a significant benefit to having staff working closely with city staff across each region delivering C40's vision. As the organisation and the programme portfolio grow, C40 resources in Africa will be positioned to ensure that operations and city delivery are effectively managed. C40 will increase its workforce in Africa to support accelerated implementation of CAPS.

A way forward for African cities by 2030

By 2030, C40 cities in Africa will demonstrate:

- **Implementing Climate Action Plans**: C40 cities are achieving Leadership Standards and implementing high impact climate actions leading the way in clean energy transitions, reducing fossil fuel use and cutting emissions to help halt climate breakdown.
- **Strengthen Urban Resilience**: Cities will leverage technical assistance and on-the-ground support aimed at ensuring infrastructure and communities are protected and adaptable in the face of growing climate risks.
- **Inclusive and Just Transition**: Cities are moving to a green economy prioritising equity, with an aim to raise living standards and create green jobs for youth and marginalized communities.

- **Access to Climate Finance**: Through stronger collaboration with financial institutions, cities have access to critical funding for resilience-building initiatives that deliver tangible results.
- **Empowered Local Governments**: City administrations will engage in solution-oriented peer learning and capacity building academies led by C40. They will drive innovation and sustained climate efforts across the continent.
- **Bold Climate Leadership**: C40 Africa Vice Chairs demonstrate climate leadership on relevant platforms with an emphasis on how African cities can build a sustainable and equitable future for all.

C40 Regional Business Plan 2025-2030 for SOUTHEAST ASIA

Regional statistics ("Setting the scene")

The East, Southeast Asia, and Oceania (ESEAO) region comprises three sub-regions, housing 13 C40 member cities across 10 countries (11 megacity members, an innovator and an observer city member).

Urban population & economic growth projections in ESEAO, highlights the **diverse landscape**.

i. over **28%** of citizens aged **65 and above** by 2030 (Japan, Korea); over **45%** of the population under **30 years old (Indonesia, Philippines, Vietnam)**
ii. Southeast Asia (SEA) is experiencing rapid urbanisation, the current 52% urban population in 2024 is projected to rise to 68% by 2050.
iii. In contrast, East Asian (EA) cities are already highly urbanised, with over 80% of their populations residing in urban areas, while Oceania's urbanisation sits at 86%.

Climate change impacts on ESEAO Cities highlighting the **region's vulnerability** (please refer to IPCC lists and add in, can become infographics)

iv. 3/10 of the most vulnerable cities to sea-level rise are in the EASEAO Region. 4/7 of our SEA cities are in the top 20 most vulnerable cities globally.

Key ESEAO **urban challenges** including health impacts, increasing inequality and diverse contexts:

v. 46% increase in vector-borne diseases and respiratory diseases increase **15-20%** in highly polluted cities
vi. Housing availability seeing a deficit of at least **$4.37 billion**, and only **2.4% of rental properties** are affordable for low-income households
vii. AI and automation could displace up to **23-27% of jobs** in urban areas by 2030, potentially widening inequality for low-skilled workers
viii. The total investment needed for climate-resilient infrastructure across the region is estimated to be **US$553.6 billion**
ix. The region losing **1-3% of GDP annually**, and **Australia** alone projected to face annual costs of **AU$39 billion by 2050** due to extreme weather

2025-2030 Southeast Asia Regional priorities

Priority 1: Delivery & Implementation of Inclusive Climate Mitigation and Adaptation Actions	**Priority 2: Equitable, Localised Evidence-backed Data to Drive Advocacy & Action**
ESEAO Mayors and Cities have expressed the importance of prioritising implementation of their climate action plans, and will require support from C40 to ensure successful implementation planning, pilots as well as scaling of their transformative, high-impact actions in an inclusive manner.	ESEAO Mayors and Cities will require nuanced, locally relevant evidence to strengthen their calls for, and gain buy-in from, their stakeholders and the communities they serve, as they will help inform and prioritise strategies and actions that will enable equitable low-carbon options and advocate for climate-friendly behaviour change and climate action. Link to MER, CCTF & CB.
Priority 3: Mayors as Catalysts & Changemakers	**Priority 4: Facilitation in the Unlocking of Climate Finance**

ESEAO Mayors act as agents of change, as well as the catalysts to initiate and influence urgent climate leadership across their national, regional and even international stage.	ESEAO cities will require C40's active support and convening power to ensure that access to funds as well as equitable financing is unlocked to propel climate action implementation beyond advocacy

Looking toward 2030 in Southeast Asia: Regional Context

The East, Southeast Asia, and Oceania (ESEAO) is a region rich with cultural and economic development diversity, it is one of the most vulnerable to climate impacts globally, facing significant risks from rising sea levels, extreme weather events such as floods, heat and drought.

A large part of the region remains in developing status, underscoring the complex balance required between pursuing economic growth and addressing the resulting environmental emissions.

Opportunities:

a) Working closely with partners, while mobilising existing and new funders, will be crucial in unlocking the support required to increase the delivery at the scale required from our cities in delivering their high-impact actions.
b) Regional cooperative partnerships such as ASEAN have begun to look deeper into climate change, and there is opportunity to leverage Malaysia as Chair, followed by Philippines and Singapore in the next few years.
c) As our cities evaluate their climate work and update their long-term planning to align with the CCTF; ensuring C40 provides clear resources, support and guidance on mainstreaming during the early months of the next business plan will be important for our ambitious missions.

Challenges :

a) While there are improvements in national targets on fossil fuel reduction, the region continues to face challenges with alignment; for example the lack of urgency in shifting from carbon-intensive sectors poses threats on the city-level regional decarbonization efforts.
b) The focus on mitigation, whilst important, can divert limited city capacity from adaptation and resilience work in the region; and the impacts of climate events on the city and its most vulnerable residents are unintentionally neglected.
c) From an organisational standpoint, ESEAO has one of the least number of C40 staff, which adds pressure on existing staff - especially the core team - despite the recent growth. This has to be addressed by C40 as an organisation to ensure valuable and equitable support for our ESEAO member cities.

Levers for Accelerating Climate Action in Southeast Asia

The key focus areas for ESEAO :

a) There is a clear, firm call for strengthened focus on adaptation and resilience from C40. As our cities continuously battle climate events with increased frequencies, there is a united need from ESEAO's Mayors and Cities on increasing support on their climate adaptation work to ensure more attention and support is channeled accordingly.
b) There is progress on the region's energy and building efficiency initiatives, however this remains a large priority and focus given the large emissions produced from the sector.
c) It will be critical to obtain, create and develop MER mechanisms to gain evidence-based required to propel climate actions as well as make strong cases for the inclusive co-benefits they can bring at the city level, such as good green jobs, improved quality of life & livelihoods, health, etc.
d) Collaborating with strategic platforms and partnerships through initiatives such as CHAMP and COPs to unlock national engagement across priority countries as cities will be critical to accelerating climate action, leading towards COP31 in the region & beyond.

A way forward for Southeast Asia cities by 2030

By 2030, we have a vision for our ESEAO cities to be well on their way towards carbon neutrality, and are meeting their CAP targets, along with the following specific goals :

1. Our Cities are achieving their Paris Agreement-aligned **Carbon Emissions Reduction Targets**:
    a. This will be measured by their GHG emissions inventories and MERL reporting.
    b. Tracking of the implementation of their CAP transformative priority climate actions (and HIAs) relating to mitigation sectors.
    c. Tracking of equitable support provided by C40 to support progress, scaling and innovative action implementation.
2. Our Cities are achieving their Paris Agreement-aligned **Adaptation & Resilience Targets:**
    a. This will be measured by their CCRAs and supplementary adaptation-focused plan updates

   b. Tracking of the implementation of their CAP transformative priority climate actions (and HIAs) relating to resilience and adaptation.
   c. Tracking of equitable support provided by C40 to support progress, scaling and innovative action implementation.
3. Our Mayors & Cities are **advocating for greater urgency on implementing high-impact transformative climate action**s, including **unlocking access to finance** :
   a. Collaborating with local and regional cities to platform priority sector achievements as well as relevant climate advocacy calls.
   b. Strategically aligning delivery with national governments on key priority actions and influencing local cities.
   c. Tracking of equitable C40 support on localising and regionalising advocacy needs for key ESEAO cities.
4. Our Cities have the **evidence-base of positive, equitable impacts for target vulnerable populations** :
   a. This will be measured by the MER of wider benefits from CAP priority action implementation.
   b. Tracking of C40 support for cities on analysing and developing MER mechanisms to ensure goals such as localised GGJ, AQ as well as health-related indicators are collected and reported.

Annex 14: Terms for the City Resilience Advisor

Position Description

The Climate Resilience Advisor will serve as the embedded technical and facilitation lead on adaptation, working within the municipal office of [City Name] to accelerate delivery of climate action, unlock barriers and strengthen institutional capacity. The role will support activities like delivering technical assistance, coordinating capacity-building efforts, amplifying city leadership and supporting equitable and inclusive adaptation projects aligned with the city's Climate Action Plan (CAP). While the role will facilitate collaboration between the city and C40, this role is specifically dedicated to the technical delivery of adaptation-related workstreams and is not intended to be the main point of contact for all C40 activities within the city.

This city-based role will be key to delivering C40's Climate Resilience programme, which aims to strengthen climate resilience in cities, focusing on challenges like coastal and urban flooding, droughts, and extreme heat whilst promoting nature-based solutions, effective land-use planning and equitable climate adaptation. C40 aims to support cities to deliver climate action projects, enable cities to mainstream resilience across the city and support cities to play a leading role regionally and globally. The city-based and regional activities supported will deliver the impacts planned under the Resilient Urban Futures programme, funded by the Danish Ministry of Foreign Affairs, and potentially other related climate resilience programmes.

Key Responsibilities

1. **Technical Responsibilities:**
    - Support the City of [name] in their implementation of key priority adaptation actions from their CAPS, e.g. by helping them to identify and establish critical partnerships for delivery.
    - Support the design and delivery of tailored technical assistance projects that advance equitable, inclusive, and high-impact adaptation interventions prioritised in city CAPs.
    - Collaborate with C40 teams and consultants to mainstream adaptation across financial strategies, private sector engagement, and climate governance frameworks in cities.
    - Provide technical support to the City of [name] on climate risk assessments, vulnerability analyses, and adaptation planning, ensuring these outputs are used to inform evidence-based adaptation actions.
    - Contribute to capacity building through workshops, training, and knowledge exchange to strengthen city officials' skills in climate adaptation, equity integration, and finance mobilisation.
    - Elicit learnings and best practice examples from activities and processes and provide input to ensure that this knowledge is exchanged and shared across all cities in the Resilient Urban Futures programme as well as shared across other relevant platforms for cross learning.

- Provide specific technical expertise to C40 teams and other cities in the region as needed.

2. **Coordination & Stakeholder Engagement:**
   - Work closely with city officials, C40 staff, and consultants to coordinate C40-supported adaptation activities and ensure these are delivered on time and meet quality standards.
   - Broker strategic partnerships between cities, local governments, civil society, and the private sector to promote collaboration and amplify adaptation efforts.
   - Influence integration of adaptation priorities into city governance structures, including budgets, planning regulations and pilot initiatives with a strong equity lens.Identify and participate in relevant C40 knowledge networks and forums to share lessons, scale good practices, and strengthen regional collaboration on climate adaptation.
   - Develop annual workplans, track progress against KPIs, and contribute evidence to demonstrate impact to donors and partners.
   - Where relevant, provide updates to the embassy to Denmark on project progress and/or alignment required, e.g. with local Strategic Sector Cooperations.
   - Undertake other related tasks as required to advance C40's mission on equitable urban climate action.

Person Specification

- Proven experience working with or for municipal administrations on programmes or projects, especially relating to climate action plans or climate adaptation policies.
- Ability to convene and influence diverse stakeholders, including city leaders, community organisations, and private sector actors.
- Relevant qualifications or equivalent professional experience in climate change adaptation, resilience planning, disaster risk reduction, urban resilience, or related fields.
- Demonstrated experience in translating technical climate data into policy or investment decisions, e.g. through risk assessments, vulnerability assessments, infrastructure resilience, nature-based solutions, adaptation finance, and resource mobilisation will be a key consideration in this role.
- Strong project management skills with excellent organisational abilities and proven capacity to meet deadlines.
- Demonstrated ability to work collaboratively and effectively with major global partners, including NGOs, corporate sectors, funders, and multilateral development banks.
- Excellent written and verbal communication skills, including experience facilitating workshops, webinars, and virtual or in-person meetings.
- Strong problem-solving, strategic thinking, and analytical skills, exceptional attention to detail.
- Proactive self-starter, able to work independently as well as part of a team.
- Experience or interest in working across diverse cultures, languages, and time zones.

- Fluency in English required; in addition to being fluent in French/Filipino/Bahasa Indonesia for Dakar/Quezon City/Jakarta respectively.

Other requirements

Applicants must be based in the respective city and have the right to work in the [country of application]. Occasional travel will be required for this position.