



EXTERNAL EVALUATION OF THE NDC PARTNERSHIP 2018-2020 WORK PROGRAM

Final Evaluation Report

Prepared for
NDC Partnership

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ACRONYMS

AFD	<i>Agence Française de Développement (French Development Agency)</i>
AFDB	<i>African Development Bank</i>
CAEP	<i>Climate Action Enhancement Package</i>
CES	<i>Country Engagement Strategy</i>
CI	<i>Conservation International</i>
COP	<i>Conference of Parties</i>
COVID-19	<i>Corona Virus Disease 2019</i>
CRS	<i>Creditor Reporting System</i>
DP	<i>Development Partners</i>
EAI	<i>Economic Advisor Initiative</i>
EBRD	<i>European Bank for Reconstruction and Development</i>
EIB	<i>European Investment Bank</i>
FAO	<i>Food and Agriculture Organization</i>
GCF	<i>Green Climate Fund</i>
GGGI	<i>Global Green Growth Institute</i>
GHG	<i>Greenhouse Gas</i>
IADB	<i>Inter-American Development Bank</i>
ICLEI	<i>Local Governments for Sustainability</i>
IISD	<i>International Institute for Sustainable Development</i>
IPCC	<i>Intergovernmental Panel on Climate Change</i>
IRENA	<i>International Renewable Energy Agency</i>
ISDB	<i>Islamic Development Bank</i>
KPI	<i>Key Performance Indicator</i>
LDC	<i>Least Developed Countries</i>
M&E	<i>Monitoring and Evaluation</i>
MENA	<i>Middle East and North Africa</i>
MRV	<i>Monitoring, Reporting and Verifying</i>
MTR	<i>Mid-Term Review</i>
NAP	<i>National Adaptation Plan</i>
NDC	<i>Nationally Determined Contributions</i>
NGO	<i>Non-Governmental Organization</i>

OECD-DAC	<i>Organisation for Economic Co-operation and Development - Development Assistance Committee</i>
PP	<i>Partnership Plan</i>
RSL	<i>Request of Support Letter</i>
SDG	<i>Sustainable Development Goals</i>
SF	<i>Support Facility</i>
SIDS	<i>Small Island Developing States</i>
SU	<i>Support Unit</i>
TAF	<i>Technical Assistance Fund</i>
ToC	<i>Theory of Change</i>
TOR	<i>Terms of Reference</i>
UNDP	<i>United Nations Development Programme</i>
UNFCCC	<i>United Nations Framework Convention on Climate Change</i>
WRI	<i>World Resources Institute</i>
YEP	<i>Youth Engagement Plan</i>

Executive Summary

The NDC Partnership

The NDC Partnership (the Partnership) was launched at the 22nd meeting of the Conference of the Parties (COP) in Marrakesh (November 2016) to ensure that countries have access to the technical assistance, knowledge, and financial support to implement their Nationally Determined Contributions (NDCs) and related Sustainable Development Goals. The Partnership works as a global coalition of countries and institutions (Partnership Members), following three approaches: (1) technical assistance and capacity building, (2) knowledge and information sharing, and (3) access to finance. These approaches link needs to solutions and advance alignment, coordination, and access to resources to enable countries to implement climate action and NDCs. The Partnership takes a country-driven approach, operating through two key areas of support: (1) in-country engagement and (2) global knowledge-sharing and country exchange. The Partnership is governed by a Steering Committee (currently composed of two co-chairs, six developed countries, five developing countries, four Institutional Members, and the three ex-officio organizations hosting the Partnership), and it is supported by a Secretariat, known as the Support Unit. The Support Unit works with Partnership Members to facilitate technical, financial, and knowledge support to accelerate NDC implementation. The Partnership has three types of Members: Country Members, Institutional Members, and Associate Members. The Partnership conducts its work by providing support to Developing Country Members through Implementing and Development Partners (members or non-members of the Partnership). At the country level, the Partnership is coordinated and functions through two Focal Points (usually coming from climate/environment and finance/planning ministries) and in-country facilitators (selected by the Focal Points to serve as the Partnership's national level interface).

The first work program of the Partnership, the 2018–2020 Work Program, established four workstreams to support progress towards the Partnership objectives and the expected outcomes and impacts: (1) in-country engagement that drives country support, (2) enabling access to knowledge resources and learning, (3) facilitating access to finance for implementation of NDCs, and (4) member engagement and communications. The Partnership also incorporated two key cross-cutting programmatic themes—gender and youth—in both country engagement and knowledge and learning. In response to emerging country needs, the Partnership embedded two special initiatives in the country engagement process as a complement to the 2018–2020 Work Program. The Climate Action Enhancement Package (CAEP) was launched in July 2019 to help enhance the ambition of countries' NDCs and to fast-track implementation, and the Economic Advisory Initiative (EAI) was launched in June 2020 as a response to the COVID-19 pandemic to support the preparation of climate-compatible recovery packages. In 2020, the Partnership approved the 2021–2025 Work Program, which was designed based on the findings and recommendations of the 2019 Mid-term Review.

The external evaluation

The Partnership called for the external evaluation to assess the extent to which the 2018–2020 Work Program, CAEP, and EAI have achieved—or are on their way to achieving—the expected results. The evaluation was designed to conduct a high-level assessment of what the Partnership has achieved so far and to propose recommendations to further inform enhancements of the current Work Program (2021–2025). The Partnership was assessed against the criteria of the Organisation for Economic Co-operation and Development–Development Assistance Committee (OECD-DAC): that is, relevance, coherence,

effectiveness, efficiency, impact, and sustainability. An Inception Report was prepared in December 2021, data was collected (through a document review, an online survey, interviews, and four country deep dives) between December 2021 and February 2022 and was triangulated and analyzed during February and March. A draft report was presented to the Steering Committee and the Support Unit in mid-March 2022. Regarding the assessment of the strategies, processes, and operational model, data was collected as of December 2020. Regarding the “reach” of the Partnership (i.e., what the Partnership provided), data was collected until December 2021. The recommendations consider new developments in the Partnership within the 2021–2025 Work Program.

Key conclusions

The evaluation reached the following four conclusions:

1. The 2018–2020 Work Program was instrumental in the Partnership being able to position itself as a neutral and open platform for Member Countries to access support for NDC enhancement and implementation and to share experience and lessons.
2. The Partnership’s operational model and approach is effective and efficient.
3. A key valued added of the Partnership is its support for coordination, complementarity, and coherence of climate action at global and national levels.
4. The proposed ambition level of the NDCs supported by the Partnership has certainly increased when compared with previous versions of NDCs. The actual impact will be achieved when the ambitions are realized by making finance available to invest on the proposed actions in the NDCs.

Key achievements

Responding to requests from Developing Country Members—the Partnership’s reach

Since its establishment until December 2021, 77 countries (out of 99 Developing Country Members eligible for support) have submitted at least one request for support to the Partnership with the purposes of implementing the NDCs’ ambition and targets as well as for updating and enhancing NDCs. As of December 2021, the Partnership has facilitated confirmed support to 73 of these countries, responding to 60 percent of the submitted requests. The requests vary in size and need, have several purposes, and are aligned with different initiatives. As of December 2021, 41 countries requested support to develop and prepare Partnership Plans to implement the NDCs (38 Partnership Plans have been completed and are being implemented), 67 countries requested support to enhance and update their NDCs through CAEP, 51 requested an in-country facilitator, 34 countries requested an economic advisor under EAI, and 41 submitted request for support letters. The topics of these requests are diverse, with 82 percent of the countries requesting support for mitigation, 74 percent for adaptation, and 100 percent for cross-cutting (adaptation and mitigation). The requests focus on the following sectors: agriculture, forestry / land use, water, energy, waste, and transport. The most sought-after activity is capacity building to develop and implement the NDCs (with at least one request received from 92 percent of countries for this purpose). Support has been provided by 153 organizations (56 percent of which are non-members). Four Members have provided support to 30 percent of the requests: the World Bank, the United Nations Development Program (UNDP), Germany, and the Food and Agriculture Organization. In most countries, more than one organization is supporting their requests.

Generating knowledge for Members' capacity

In addition to responding to requests through Implementing and Development Partners, the Partnership provides support by facilitating learning among Partnership Members. This includes shared knowledge products, peer learning activities, and online platforms. Between 2018 and 2020, the Support Unit published 117 knowledge and outreach products, which have been widely consulted. Some of the NDC-related knowledge products created by Partnership members are also included in the Partnership's Knowledge Portal, which provides a wide array of information sources and tools to facilitate member's work on NDCs. According to the respondents of the 2021 and 2022 Annual Members Surveys, use of the Knowledge Portal by Partnership Members has been limited, although it improved in 2022. The evaluation did not analyze the global use of the Knowledge Portal, beyond the Partnership Members.

During the 2018-2020 period, the Support Unit organized 52 events (e.g., conferences, webinars, and workshops) with broad attendance, many of them organized during COP 24 and COP 25. Given the timing of the interviews for this evaluation, which occurred directly after COP 26, Members praised the events within the pavilion organized by the Partnership at COP 26 (Glasgow, November 2021) as some of the most important events giving countries an opportunity to globally showcase their NDCs, share experiences, connect with peers, and engage in south-south and north-south knowledge exchange and learning. The two most frequently mentioned knowledge and learning activities appreciated by Members that the evaluation identified were (1) peer-to-peer exchanges and (2) events (i.e., conferences, webinars, etc.).

The capacity of Developing Country Members has been improved by the Partnership's support in different ways and at different levels. The presence of the economic advisors, for example, has further enhanced cross-sectoral capacity. According to the respondents to the 2022 Annual Members Survey, the events organized by the Partnership have contributed to practical improvements or changes to planning or implementation of the NDCs. In contrast, although the readership of knowledge products has grown from previous years, the respondents considered the effect of these products on adjustments or changes to the planning and implementing of NDCs to be less significant than the effect of events.

Efficiency on delivering results

The efficiency of the Partnership was assessed by reviewing how efficient Partnership operations and its key actors are in delivering results. The evaluation found that the Support Unit is perceived to be highly responsive to members. Its staff and budget have increased to meet the expanding demands from Country Members and new initiatives developed. Developing Country Members have embraced the Partnership Plans and other framework tools supported by the Partnership (e.g., the Terms of Reference for CAEP) and have highlighted these as efficient pathways to presenting or organizing the actions necessary to update and implement their NDCs and raise ambition. For some Implementing Partners, responding quickly to country requests is challenging given their own planning, budget processes, priorities, and programming cycles; this challenge is one of the key reasons 40 percent of requests have not received confirmed support. Furthermore, efficiency of delivery of requests may have been affected by pre-existing relationships and *modus operandi* of these entities in the countries and the COVID-19 pandemic.

The Steering Committee, which represents the diverse country membership of the Partnership, provides a leadership space for highly engaged member countries and institutions. Although there has been rotation by all other members, two Institutional Member representatives (the World Bank and UNDP) have not changed since the creation of the

Steering Committee. This may have limited the opportunity of bringing up insights from the experience of other types of Institutional Member, such as technical regional ones.

Regarding the operations of the Partnership: on average, it takes two months for the Partnership to respond to a request for support. The Partnership approach consists of (1) receiving requests for support from countries and circulating these to all Members and (2) matching these country requests with offers of support from Implementing or Development Partners following their own processes. This approach seems to be more efficient than those used by other relevant organizations, where providing support to developing countries can take several months to years. In the context of changing circumstances and priorities, the Partnership and the Support Unit have deployed an adaptive management approach to find new ways to maintain the efficiency of operations. For example, the country engagement model is applied flexibly, and it is tailored to the specific country context and needs; the focus of knowledge and learning activities has been gradually adjusted to match the evolution of the Partnership; and CAEP and EAI have been the right initiatives at the right time to respond to country needs and requests.

Finally, the evaluation estimated that two-thirds of the targets of the 2018–2020 Work Program were achieved as of the end of December 2020. Seven additional ones were close to being achieved at that time. The Partnership has undertaken actions in response to the nine recommendations included in the Mid-term Review, achieving substantial progress in addressing them.

Relevance of the Partnership's operations

The evaluation explored the extent to which the Partnership has been relevant in terms of the needs and priorities of its Members within the context of global discussions on the NDCs.

At the national level, the Partnership support has been relevant to the countries' priorities and requests for support. It has helped better establish and set priorities and advanced support for these priorities to be filled. The Partnership approach and type of support have been more relevant, attractive, and useful for "smaller" developing countries that are more vulnerable and have a limited capacity than they have been for larger emitting countries or emerging economies countries with more complex NDCs and existing systems for developing and implementing the NDCs. The Partnership approach to enhance the ambition and implementation of NDCs while linking them to long-term sustainable development strategies is also relevant to the interests of Development Partners and allows for more efficient planning of aid and investments. This is because it helps to strategically allocate support in line with country needs and avoid duplications of efforts across Partners.

At the global level, the Partnership takes a frontrunner position on emerging issues on NDCs and has remained relevant during its 2018–2020 Work Program by adapting its focus according to the global discussions on climate change in the context of the Paris Agreement. For example, the inclusion of gender and youth mainstreaming, improvement in NDC quality through CAEP, and the deployment of the economic advisors for the EAI in response to COVID-19 have been central to the Partnership's evolution in response to themes emerging from global discussions and context. The themes and subjects shared through its knowledge-sharing platform are relevant to the global discussion, but the Partnership could consider additional topics, such as the links of climate change with disaster risk planning and reduction, humanitarian sector and private sector engagement, and integration of Article 6.

The Partnership was considered, by those interviewed for this evaluation, to be a neutral broker for NDC discussions and coordination, surfacing country needs, mobilizing technical and financial support from donors, and sharing experience and knowledge to help enhance

and ensure NDC implementation. This position as a neutral broker is recognized as one of the Partnership's most relevant roles and accomplishments. Furthermore, this role was frequently recognized by all interviewed as having helped raise the visibility and awareness of NDCs, both at the global and country level.

Complementarity and coherence of the Partnership

One of the central objectives of the Partnership is to establish synergies and enhance coherence, complementarity, and coordination of the NDC process and implementation, not only at the global level but also nationally. The evaluation found clear indications that countries are fully applying and embracing the Partnership's "whole-of-government" approach through broadening the involvement of sectoral, finance, and planning ministries in climate action, which has helped countries raise cross-sectoral awareness of the NDC. Developing Country Members' Focal Points reported that NDCs are steadily becoming the "all-in-one climate plan," which has been promoted by the Partnership. Another important approach encouraged by the Partnership that has helped coordination is the request for Country Members to have two Focal Points, usually from the ministries of environment and finance. This is an innovative and efficient way to ensure enhanced cross-sectoral coordination. In particular, it helps set the stage for scaling-up implementation through early planning for financing needs and potential influx of domestic and foreign investments for climate action. However, its success is dependent on the existing and consistent collaboration and communication between these Focal Points (and other key actors) to ensure coordination of NDC activities. This is one of the key roles of the Partnership's in-country facilitators.

The coordination at the sub-national level has not been promoted explicitly by the Partnership. The evaluation found some cases in which the Partnership provided support to national governments in sub-national engagement when requested. Local level action to include sub-national actors in planning, updating, and implementing the NDCs is critical to fast-tracking ambitious climate targets. Ultimately, many actions and targets defined in the NDCs, while developed at the national level, will have to be implemented at the local level. Cases where this coordination has happened include those countries where vertical structures and protocols are already in place.

The Partnership—through the Partnership Plans, Terms of Reference for CAEP, Focal Points, and in-country facilitators—has established a coordination mechanism that helps increase coherence, coordination, and clarity of roles among Implementing and Development Partners within countries. However, there is still opportunity to further enhance collaboration to minimize duplication of work and break with past legacies of competitive behavior. The improved coordination within governments and Partners is seen broadly as having brought about more organized and targeted support to NDCs. However, the use of the Partnership Plans to inform the country programs of the Implementing and Development Partners remains mixed; in several of the cases reviewed, these were not known throughout the organization or were not utilized.

Tracking the activities of the Implementing and Development Partners within or outside of the Partnership work becomes difficult when these Partners support countries with their own funds after the Partnerships' match-making process or within their regular programs. This tracking is important for increasing transparency and coordination on what support is being provided by whom and for Partners to keep NDC priorities in mind for future programming opportunities. There is no structured way of communicating this support to the Support Unit, other than on a voluntary basis, which diminishes the understanding of the full impact of the Partnership and its Members at the country level. Several in-country facilitators also expressed that there is a

need for closer conversations with Implementing and Development Partners so that implementation remains aligned with what has been requested.

The Partnership aligns itself well with other global programs offering support to development and implementation NDCs, many of them located within Members. The Partnership is seen as having good convening power for coordinating across these global programs, but the organizations hosting these programs do not methods and avenues for coordination could improve. For example, interviewees indicated that Partnership Plans are not shared in a consistent or predictable way with these global programs. The Members that host these programs could bring the experience from these programs with private sector and larger emitters to the Partnership.

Effectiveness of the Partnership's operations

The evaluation found that the Partnership has delivered in all aspects of effectiveness. The effectiveness has improved and was achieved through support to Members that is considered flexible, neutral, and trustful and through a model that is country-driven and “whole-of-government.” The deployment of this approach has helped advance country ownership of NDCs through the integration of NDC processes within national development plans, strategies, and policies of line ministries (e.g., energy) and national policies and goals (Long-Term Strategies, Sustainable Development Goals, etc.). Responding to requests for support has helped develop and strengthen the mechanisms necessary to update, enhance, and implement the NDCs. The 2022 Annual Members Survey also indicated that CAEP support was effective in helping countries update their NDCs.

By participating and receiving support from the Partnership, countries are encouraged to establish a framework that aligns and integrates climate change processes and priorities in the NDCs with national planning and implementation processes, as well as policies and strategies. Cross-sectoral integration of climate change in sector-specific policies and strategies is not new to most Implementing and Development Partners. However, one of the key values added from the Partnership approach was to foster the integration of support through a single framework (e.g., Partnership Plans, CAEP's Terms of Reference, implementation plans) developed through coordination and complementarity. These tools have been valued by all members in the Partnership as an effective way to organize and signal the support needed to update and implement NDCs. This integration has also been achieved by encouraging the mainstreaming of the climate and development agendas of different actors—particularly sectoral, finance, and planning ministries—to NDC processes and implementation plans. One example of this is climate change mainstreaming in the processes of economic recovery from the COVID-19 pandemic, supported by the Partnership in many countries through EAI.

The integration of NDC-related processes and actions within government processes has increased country ownership of the NDC process. Interviews with both Developed and Developing Country Members as well as Implementing Partners confirmed that the most recent revisions of the NDCs were more country-driven compared with prior experiences on NDCs. Conversely, existing development plans and agendas within countries as well as plans to implement the Sustainable Development Goals have been incorporated in the Partnership Plans and NDC Implementation Plans. Despite progress in embedding climate change and the NDCs in broader development plans and policies, the integration of specific climate change actions and NDC targets in sectoral budget lines and procedures is not as widespread. Furthermore, few if any NDCs contain an assessment of the risk of some of the actions not being implemented or of the cost of necessary policies to be developed and implemented.

The evaluation found that the quality of NDCs has improved, which in turn has enhanced ambition. There is evidence that the NDCs have improved in quality because of Partnership support, which has led to NDCs that are better informed and more credible, that have stronger ownership, and that are more integrated across the development agenda, with the inclusion of cross-sectoral issues (particularly gender and youth engagement), the identification of co-benefits of climate change between mitigation and adaptation, and the development of action plans to implement them. This increased quality that the evaluation found in the NDCs is supported by two studies that were commissioned by the Support Unit and the United Nations Framework Convention on Climate Change (UNFCCC) Secretariat.

The Partnership has made efforts to effectively guide the mainstreaming of gender in NDCs. As part of the mission to promote gender equality—one of the ten principles of the Partnership—a Gender Strategy was adopted in 2019 to advance gender mainstreaming in member countries' NDCs and climate action. The topic of gender in the context of climate change is not unique to the Partnership, as it is part of Agenda 2030, the SDGs, the UNFCCC, and the Paris Agreement. The value added of the Partnership has been the support and the tools offered to countries to integrate gender into NDC processes and targets, which are considered clear and useful. The Partnership's approach is that the application of the Gender Strategy is desirable, but not mandatory. Another topic the Partnership has recently promoted within NDCs is youth engagement, but it is too early to assess its effect in NDCs. The ultimate success of these strategies will be that investments coming out of the NDC implementation plans will be developed and implemented with a gender and youth lens and will include the active participation of these two groups.

Raising ambition and access to finance—Impact

The NDCs are key instruments to set up the countries' ambitions on how to contribute to the Paris Agreement. No single country or institution (including the Partnership) is fully responsible for achieving the Paris Agreement's goals; rather, it is the aggregate work of all Parties. The evaluation has offered insight into how Partnership support has produced NDCs that, when compared with previous NDCs, are more ambitious, more integrated, and higher quality, with improved coordination and containing clearer targets to be financed and implemented. In these ways the Partnership is contributing to the goals of the Paris Agreement.

An important and crucial aspect of achieving the ambitious targets established in the NDCs is to have the financing to implement the measures and actions in the NDCs, both conditional and unconditional. The Partnership has responded to requests for support to start implementation of NDCs and its actions. Most members interviewed, from all categories, indicated that boosting resource mobilization for NDC implementation should remain a priority for the Partnership. One key question to be discussed by the Partnership is how far it goes in the investment cycle given its capacity and mandate. On the one hand, there are many organizations that are and have been working on mobilizing finance for investment in climate change for several years but that are not Members of the Partnership. On the other hand, interviewees agreed that there is still a need for developing quality project pipelines, particularly for smaller or middle-income countries where investment opportunities are less attractive than in the larger economies. There is an ongoing need to build capacity to develop these bankable and finance-ready projects.

The Support Unit is taking active steps to strengthen its finance-related capacity to support the Partnership in four main areas: (1) responding to country requests and sharing knowledge; (2) amplifying the political engagement with finance and planning ministries; (3) supporting the drafting a Finance Strategy; and (4) developing Project Information Notes (PINs) to assist the matching of project ideas with public and private investors. The development of a Finance

Strategy is the right move for the Partnership to continue its involvement in the implementation of NDCs. Almost all Developing Country Members (96 percent) have submitted at least one request for support related to finance. The PIN initiative, which commenced in 2020, is a good solution to support the development of bankable projects and to promote climate change investment projects that are in line with NDC and development priorities. As of February 2022, three PINs were selected by Implementing Partners for further preparation. The evaluation team found a few examples of activities that some developing countries members have undertaken to the implementation of the NDCs based on the support received from the Partnership, such as the development of NDC investment plans and proposals.

Areas of recommendation

Based on the evaluative findings and conclusions, the evaluation team is proposing six overarching recommendations to improve and enhance the Partnership operations. These six recommendations are further divided by sub-recommendations targeting each Partnership Member group: the Steering Committee, the Support Unit, Implementing and Development Partners, and Developing Country Members.

Recommendation 1. The breadth and engagement of Members and Partners should be increased to better respond to global ambition and the Paris Agreement (i.e., engaging larger emitters and emerging economies) and to meet country needs and priorities to access finance for NDC implementation (i.e., private sector and innovative investment sources).

Steering Committee

- A. Raise the visibility of the Partnership's benefits to larger emitters and emerging economies with the goal of bringing them into the Partnership.
- B. Follow the agreed rotation protocol in the Steering Committee's TORs for Institutional Members to get a wider representation from this group.

Implementing and Development Partners

- C. Further engage Major Emerging Economies (MEEs) in support of the Partnership's MEE Strategy.

Support Unit

- D. Review the membership to assess its relevance for supporting the implementation of the Partnership's current Work Program as well as emerging requests based on updated NDCs and associated implementation action plans.

Recommendation 2. The Partnership should implement a two-way process that helps improve alignment between Partnership Plans, Knowledge Products and requests, and the Implementing and Development Partners' planning and budgeting processes.

Implementing and Development Partners

- A. Use the Partnership Plans and NDC implementation frameworks to mainstream country priorities and needs within Implementing and Development Partners' country support programs (and budgeting processes) across climate-relevant sectors and programs.
- B. Development Partners should inform and work with the Partnership Members about available grant opportunities that could support country requests and could be used by Implementing Partners that need the financing to respond to requests.

Support Unit

- C. Consider adding “time to respond to requests for support” as a Key Performance Indicators (KPI) in the results framework to monitor match-making processes and provide some level of accountability towards Developing Country Members.

***Recommendation 3.** The Partnership should become a knowledge leader on NDCs. Knowledge products should be developed to improve the capacity of Members on urgent climate change issues as well as related to the trends in requests from countries.*

Support Unit

- A. Conduct a knowledge gap analysis on priority topics and issues from the global and national discussions on NDCs. These topics and issues could be included in the current revision of the Knowledge and Learning Strategy. Priority should be given to addressing gaps shared across several countries in synergy with country engagement processes.
- B. Provide orientation to countries so that Partnership Plans and Request for Support letters clearly define knowledge and learning needs.
- C. Systematize and disseminate the emerging good practices from the Partnership’s intervention model to foster its adoption and adaptation.

***Recommendation 4.** The Partnership should continue to build on its experiences and success in facilitating coordination and complementarity at both national and global levels. Two aspects that Partnership Members should be encouraged to consider are (1) to enhance sub-national engagement on NDC implementation and (2) to increase coherence between the Partnership and other global and regional NDC support programs.*

Steering Committee

- A. Build on the whole-of-government and whole-of-society approaches by developing a strategy or a plan for how the Partnership could better support enhancements in vertical integration in NDC implementation. This will foster increased engagement of sub-national level actors (regional and provincial governments, civil society groups, and Indigenous populations, for example) and ensure they are included in the planning and most importantly in the development and implementation of investments.

Implementing and Development Partners

- B. Increase peer-to-peer exchanges between those Members providing services to developing countries to optimize their diverse expertise and to better coordinate support to countries.
- C. Actively bring the NDCs and the Partnership work to the regular discussion with ministries of finance and/or planning, involving the Partnership’s Focal Points in these conversations.

Developing Country Members

- D. Continue to seek strong engagement from ministries of finance and/or planning from start to finish in country engagements, as well as dialogue and coordination between Focal Points from different ministries.

Support Unit

- E. Conduct a review of all existing and forthcoming global and regional programs and initiatives working on NDC planning and implementation to map alignment and set up regular conversations with these global support initiatives.

Recommendation 5. *The Partnership should foster the implementation of the NDCs by providing strategic support on how to engage new actors (such as the private sector and investors), considering broader scope solutions to requests (such as regional approaches and longer-term horizons), and incorporating the Partnership Plans into the Partners organizations.*

Implementing and Development Partners

- A. Set up systems that allow for enhanced promotion of the Partnership work and objectives within their organizations as well as methods for better sharing Partnership Plans or other NDC implementation frameworks across the organizations (particularly within country offices or sector units).
- B. Step up responding to requests for support and take the lead in engaging with member countries to facilitate the implementation of Partnership Plans or other NDC implementation frameworks. There is a need for all members to support the transformative action needed to implement NDCs.
- C. Consider assessing ways of embedding expertise (e.g., in-country facilitators, economic advisors, climate finance experts, etc.) within governments for a longer period. This will better align with some of the longer-term issues brought up in the NDC implementation plans and allow for enhanced capacity building and spreading of institutional knowledge.

Developing Country Members

- D. Continue to ensure and promote a high level of engagement from key line ministries and sub-national governments going forward.
- E. Enhance integration of sectors that currently feature less prominently in the NDC planning process, but which are important key issues to foster climate change mitigation and ensure adaptation: this includes e.g., health, industry, transport, private sector, transport sector, humanitarian sector, and disaster risk management.

Support Unit

- F. Advise developing countries and Implementing and Development Partners to develop planning and framework tools for Partnership support that include longer-term horizons and actions since investments in many actions in the NDC implementation will be long-term. This longer-term horizon will also better link to the Long-Term Strategies, which are currently being developed or are in planned development by countries in the context of the Paris Agreement.

Recommendation 6. *The Partnership should increase its contribution to the Paris Agreement, going beyond the contribution to ambition at the country level, by considering the contribution from all Members, encourage larger emitters and emerging economies to join, and implement the Finance Strategy, which should encourage innovative climate financing for NDC implementation to respond to the urgency of the climate crisis.*

Steering Committee

- A. Encourage Partnership members to showcase their contributions to the Paris Agreement and how they are following the Partnership's Guiding Principles. All Members of the Partnership should contribute to the Partnership goal and declare their committed contributions.
- B. Continue to work on engaging more "large emitters" and MMEs through the MEE Strategy of the 2021–2025 Work Program.
- C. Approve the draft Finance Strategy to accelerate support implementation of NDCs.

Implementing and Development Partners

- D. Step up to provide further and faster support in response to the urgent climate crisis.
- E. Explore alternative and innovative ways of financing the urgent needs identified in the NDC implementation plans, going beyond traditional development projects, to support the implementation of NDCs.

Developing Country Members

- F. Engage in dialogue with Development and Implementing Partners to demand innovative alternative financial avenues that can provide financing to the implementation of NDCs.

Support Unit

- G. Build indicators to track how support from the Partnership drives emission reductions and other related outcomes, including policy improvements, in line with Steering Committee recommendations.
- H. Explore how knowledge and learning tools can be used to share and disseminate experiences of innovative ways to bring financial resources.

1. The NDC Partnership

1.1 Objectives and approach

The NDC Partnership (the Partnership) was launched at the 22nd meeting of the Conference of the Parties (COP) in Marrakesh (November 2016) to ensure that countries have access to the technical assistance, knowledge, and financial support they need to implement their Nationally Determined Contributions (NDCs) and related Sustainable Development Goals (SDGs).

The Partnership aims to increase alignment, coordination, and access to resources by linking needs to solutions through the following approaches:¹

1. **Technical assistance and capacity building:** The Partnership supports governments in defining the processes, policies, and plans required to deliver NDCs, alongside other development objectives.
2. **Knowledge and information sharing:** The Partnership enables countries to learn from and support each other through knowledge tools and peer-to-peer exchanges.
3. **Access to finance:** The Partnership helps countries access financial resources through projects and programs from its network of members.

The Partnership works as a global coalition of countries and institutions (Partnership Members) that collaborate to advance climate action and sustainable development and share a set of guiding principles (Figure 1).

Figure 1: The ten guiding principles of the Partnership



The work of the Partnership is conducted by its Members. The Partnership operates through a country-driven approach working directly with national governments, international institutions, civil society, researchers, and the private sector to fast-track climate and development action through two key areas of support:

1. **In-country engagement:** The country engagement process is a step-by-step (5-stages) approach for facilitating the coordination, execution and tracking of Partnership activities at the country level (see Section 1.2).

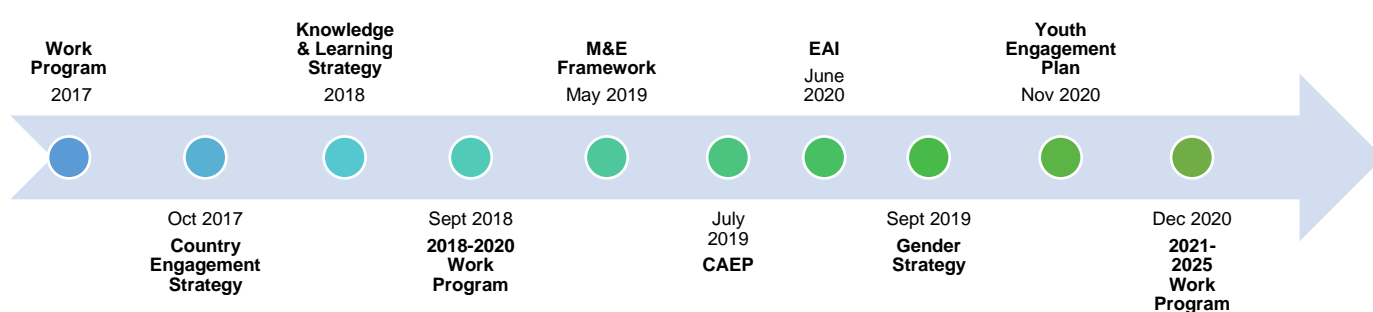
¹ NDC Partnership Country Engagement Tool / [All about the NDC Partnership module](#)

2. **Global knowledge-sharing and country exchange:** The Partnership takes lessons learned from its in-country work, as well as insights from its broad network of institutions, and shares them to accelerate NDC implementation across its membership and beyond.

1.2 Strategic framework and planning process

Since the Partnership initiated its operations in September 2017, it has gradually developed a set of strategic planning instruments to guide its activities. This includes two work programs (2018-2020 and 2021-2025), their corresponding Monitoring and Evaluation (M&E) Frameworks, two strategies that outline the approach for country engagement and knowledge and learning, and two crosscutting strategies on gender and youth engagement (Figure 2).

Figure 2: Strategic planning process 2017-2020



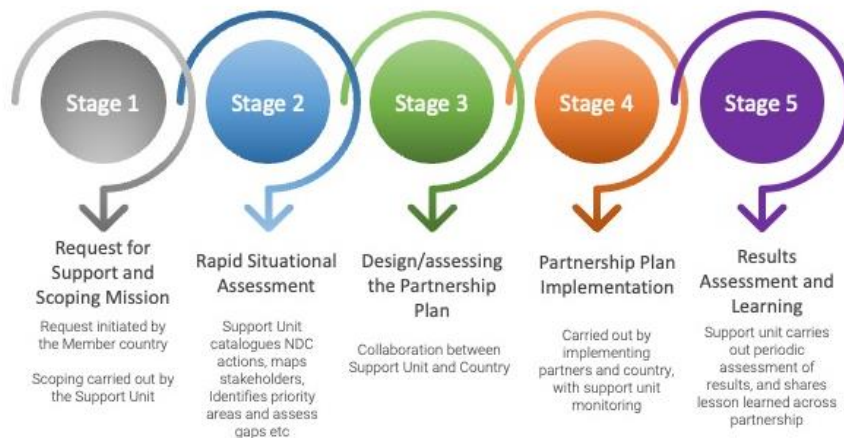
Source: Evaluation team

The [2018-2020 Work Program](#) established four workstreams to support progress towards the Partnership objectives and the expected outcomes and impacts set out in its theory of change (Annex 1: Theory of Change). It is complemented by several strategies:

1. The **in-country engagement** workstream follows the process detailed in the [Country Engagement Strategy](#) (CES, 2017). The CES drives country support by providing an adaptive five-step cycle through which priority needs of member countries are matched against the support of the Partnership's members and beyond. **Error! Reference source not found.** (Figure 3). In a typical country engagement process, once a country has initiated a **request for support**, the Support Unit commences the process of facilitation, undertakes a **scoping mission**, carries out a **Rapid Situational Assessment** to catalogue requests from the Member country, and commences the development of a **Partnership Plan**, which lays out country needs and acts as a monitoring framework for targeting results. The Partnership Plan is then shared and matched with Implementing Partners, who offer a value chain of services in coordination with member countries and the Support Unit. While the CES provides a blueprint for country engagement processes, these are tailored by the Support Unit according to country needs and preferences. Partnership Plans are not mandatory to engage with the Partnership and countries can choose to engage the Partnership on different services, either sequentially or separately.
2. The workstream for **enabling access to NDC knowledge resources and learning** draws on the [Knowledge and Learning Strategy](#) (2018-2020). It focuses on improving access to information and tools via the Partnership's Knowledge Portal, the establishment

of a knowledge management system, organizing dialogue and exchange activities, building a more detailed shared knowledge base in four focus areas,² and elaborating outreach and public information products (including the annual Partnership in Action Reports, among others).

Figure 3: Stages of the Country Engagement Process



Source: Evaluation team's elaboration based on Country Engagement Tool.

3. The workstream for **facilitating access to finance for NDC implementation** involves matching projects and investors, providing improved tools to access finance (including the Climate Finance Explorer³), and engaging with networks of investors and private-sector actors to build interest in NDCs as a blueprint for investment. The Partnership supports Members in three ways: (1) Members can support countries in developing comprehensive strategies and implementing policies and actions that build effective enabling environments; (2) the Partnership deepens country processes to capture and communicate relevant investment opportunities to its network and can also engage a wider range of potential public and private partners; and (3) the Partnership offers a condensed and organized set of informational resources and tools for countries to learn how to access finance from diverse sources. The Partnership Finance Strategy, for the implementation of the Work Program 2021-2025 is currently being finalized and should be discussed, for approval, at the April 2022 Steering Committee meeting.
4. The **Member engagement and communications** workstream encompasses internal communication channels and feedback mechanisms to increase collaboration (including through an annual forum and member survey), as well as outreach activities to disseminate the experiences and knowledge generated by the Partnership. The Partnership also incorporates key cross-cutting programmatic themes in both country engagement and knowledge and learning through the following instruments and frameworks:
 - The **Gender Strategy** adopted by the Steering Committee in September 2019 with the purpose of advancing gender equality considerations in climate action in member countries.

² These are: (1) understanding how countries access and use knowledge tools and resources on NDC implementation; (2) mainstreaming NDCs into budgetary and planning processes; (3) gender-responsive NDC implementation and (4) access to NDC implementation financing.

³ The name of this tool will be changed to Climate Funds Explorer.

- The [Youth Engagement Plan \(YEP\)](#), adopted by the Partnership's Steering Committee in November 2020 to acknowledge the critical role of the youth in facing climate change.

In response to emerging country needs, two special initiatives were embedded in the country engagement process as a complement to the 2018-2020 Work Program:

- The **Climate Action Enhancement Package (CAEP)**, launched in July 2019, with two objectives: 1) enhance countries' NDCs by raising ambition, as part of the Paris Agreement's NDC update process; and 2) fast-track implementation of NDCs by providing in-country technical expertise and capacity building. Developing Country Members of the Partnership were invited to submit requests for support in August 2019 and January 2020, with a subsequent call for supplemental requests. Support was delivered based on country-specific CAEP Terms of References (TORs) jointly developed by national governments and Implementing Partners. The TORs were a limited and specific time-bound set of support on NDC enhancement. Within CAEP, the Partnership launched a Technical Assistance Fund (TAF), which was a dedicated source of financing for CAEP activities when existing support was not enough to meet country needs. All Institutional and Associate Members of the Partnership were eligible to apply for funding through the TAF.
- The **Economic Advisory Initiative (EAI)**, launched in June 2020 in the context of the COVID-19 pandemic, supports the preparation of climate-compatible recovery packages by embedding economic advisors into finance and planning ministries. This initiative seeks to address the needs identified in a survey of 54 Developing Country Members carried out in May 2020 to understand how COVID-19 was impacting NDC updating and implementation, and how the Partnership could best support recovery efforts. EAI includes two broad categories of advisory support: 1) economic planning, which focuses on incorporating climate considerations in COVID-19 economic recovery plans and ensuring their alignment with NDCs; and 2) climate finance, which focuses on identifying climate financing projects and initiatives, developing resource mobilization strategies, and establishing the related financial instruments and mechanisms.

While the 2018-2020 Work Program includes tentative milestones and indicators, a **Monitoring and Evaluation (M&E) Framework** was approved in May 2019 to outline a set of indicators to monitor progress, including a Mid-Term Review and the present evaluation. This framework originally set out 28 indicators - four at the impact level, six at the outcome level, and 18 at the output level, which were later complemented with additional indicators to reflect the evolution of the Partnership's work.

In 2020, the Partnership approved the [2021-2025 Work Program](#), which was designed based on the findings and recommendations of the 2019 Mid-Term Review, and reflects the lessons learned in the 2018-2020 period. The new Work Program focuses on both NDC implementation and raising ambition, and includes a stronger focus on mobilizing Members, and increased efforts to mobilize finance.

1.3 Governance and management

The Partnership is governed by a [Steering Committee](#) currently comprised of two co-chairs, six developed countries, five developing countries, four Institutional Members, and three ex-officio organizations hosting the Partnership.⁴

The Steering Committee is responsible for: (1) ensuring that the overall objectives of the Partnership are achieved, including defining the Partnership's areas of work, reviewing and approving the Work Program, and setting the draft agenda for Partnership fora; (2) providing strategic direction and oversight to the Support Unit; (3) reviewing progress reports provided by the Support Unit and providing comments as needed; and (4) providing guidance to the communication and planning of Partnership events. Steering Committee decisions are taken by consensus. The Co-Chairs facilitate discussion and guide decision-making processes, ensuring that unanimity is reached among members.

The Partnership is supported by a Secretariat, known as the [Support Unit](#), which works with Partnership Members to facilitate technical, financial and knowledge support to accelerate NDC implementation at the country level. The Support Unit fosters communications between Members, shares information on NDC implementation efforts, and coordinates Partnership resources with specific country needs. While support to countries on NDC implementation is primarily delivered by the Members, the Support Unit may provide fast, short-term technical assistance as part of its objective to motivate larger actions and opportunities. Since the set-up of the Partnership, the Support Unit has been hosted by the World Resources Institute (WRI) in Washington, DC, USA, and by the United Nations Framework Convention on Climate Change (UNFCCC) in Bonn, Germany. In 2022, the United Nations Office for Project Services (UNOPS) has been added as a host to support the implementation of the 2021-2025 Work Program. The Support Unit is accountable to the Steering Committee and its Co-Chairs on substantive and technical matters.

The Support Unit is led by a Global Director, who together with a Management Team is responsible for coordinating the work of the Support Unit and the implementation of its annual work plan and associated budget. The annual work plans define the specific activities that the Support Unit needs to implement to facilitate the effective implementation of the Partnership's Work Program.⁵ The Support Unit has dedicated teams for country engagement, knowledge and learning, membership, communications, and CAEP as well as Regional Managers to engage in all workstreams.

1.4 Membership

Partnership membership has increased steadily from 80 members at the start of 2018 to 201 members in December 2021 (see Figure 4), including 117 Country Members, 48 Institutional Members, and 36 Associate Members. Country Members mostly consist of developing countries (85 percent). They are all party to the Paris Agreement and together accounted for 41 percent of global greenhouse gas emissions (GHG) in 2018.⁶ 83 percent of

⁴ As of March 2022, the Steering Committee is comprised of the following: Co-Chairs: Jamaica and the United Kingdom (since 2021); developed countries: Denmark, Sweden, Germany, Netherlands, Norway, United States; developing countries: Benin, Costa Rica, Indonesia, Jordan, Rwanda; Institutional Members: European Bank for Reconstruction and Development, International Renewable Energy Agency, UNDP, the World Bank Group; and ex-officio: World Resources Institute, UNFCCC and UNOPS.

⁵ Annual Work Plans and budgets have been adopted in 2021 in the context of the 2021-2025 Work Program. The 2018-2020 Work Program had a three-year budget that was adjusted annually as needed.

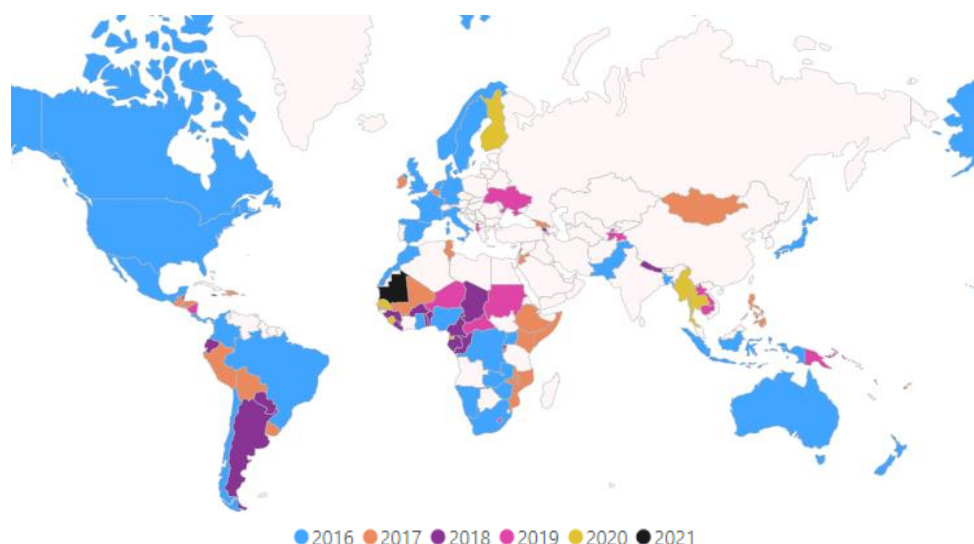
⁶ 2018 GHG emissions: <https://data.worldbank.org/indicator/NY.FM.CO2E.KT>

Country Members had submitted an updated first NDC or a second NDC by December 2021, compared to 62 percent of non-member countries.

Since 2017, the number of Institutional Members has increased from seven to 48. Institutional Members include intergovernmental organizations (48 percent), UN-agencies (31 percent), multilateral development banks (19 percent) and non-state actors (10 percent).⁷ Associated membership was introduced in 2018, and there are currently 36 Associate Members; 67 percent of them are NGOs and are either European, North American, or have an international presence.

Membership is voluntary and open to all countries (developed and developing) as well as institutions and civil society organizations that are committed to ambitious NDC and SDG implementation. By joining the Partnership, Members commit to the 10 principles. They gain access to a global network of knowledge and resources to support their work on climate action. Requests for membership are reviewed by the Steering Committee and the Support Unit and approved by the Partnership's Co-Chairs.

Figure 4: World map of Country Members according to the year of membership



Source: Evaluation team's elaboration based on kNook (cut-off date: December 2021).

There are three types of Partnership Members, all of which appoint Partnership Focal Points:

1. **Country Members.** The Partnership welcomes all countries that are committed to ambitious NDC implementation and long-term, climate-resilient, low-emission development.
2. **Institutional Members.** They are international institutions, including multilateral banks and bilateral development agencies that are committed to ambitious NDC implementation. Associate Members, for purposes outside of governance proceedings, may be referred to as Institutional Members.
3. **Associate Members.** These are non-state actors.

Other key actors in the Partnership's engagement process are presented in Figure 5.

⁷ Seven Institutional Members are classified by the NDC Partnership as both intergovernmental organizations and multilateral development banks. Three Institutional Members (GEF, GIZ and IFAD) are not comprised within the four categories mentioned.

Figure 5: Key Partnership actors in the country engagement process

Developing Countries	<ul style="list-style-type: none">• Share information on country initiatives and coordination• develop aligned NDC implementation and enhancement processes
Implementing Partners	<ul style="list-style-type: none">• Members or non-members• Support member countries' implementation of the Partnership Plan
Development Partners	<ul style="list-style-type: none">• Developed countries (members or non-members)• Provide funding to developing countries and, in some cases, for the operations of the Support Unit
In-Country Facilitators	<ul style="list-style-type: none">• Selected by the Focal Point to serve as the Partnership's national-level interface• 38 in-country facilitators as of December 2021
Embedded Advisors	<ul style="list-style-type: none">• More than 100 embedded advisors deployed to ministries of finance or planning of country members (partly through EAI)

2. The external evaluation

The purpose of this external evaluation was to **assess the extent to which the implementation of the 2018-2020 Work Program, CAEP, and EAI have achieved – or are on their way to achieving –the expected results**. The key objectives of the evaluation are the following:

1. Provide a high-level assessment of the Partnership's 2018-2020 Work Program theory of change and contributions to impact level results, as relevant.
2. Assess the extent to which the 2018-2020 Work Program achieved its stated outcomes and outputs, including an assessment of (a) the goals and objectives in the Partnership's Gender Strategy, Youth Engagement Plan, and climate finance goals per the Work Program; (b) the outcomes of the special initiatives CAEP and EAI; and (c) the extent to which the Mid-Term Review (MTR) findings and recommendations were addressed.
3. Assess the performance of the Partnership and its operational processes in implementing program activities, including a review of the different roles played by the Support Unit and Partnership Members.
4. Propose recommendations to inform the implementation of the 2021-2025 Work Program and highlight potential strategic priority areas for the 2021-2025 period.

The 2018-2020 Work Program was evaluated in the context of the Partnership's evolving strategic framework to shed light on how different Partnership strategies and emerging initiatives have been integrated into the Work Program's workstreams, and on the Partnership's ability to respond to shifting conditions and needs. The evaluation also considered the new 2021-2025 Work Program. While this implied analyzing 2018-2020 Work Program achievements within the broader evolution of the Partnership since its operations started in 2017, the implementation timeframe of each strategy and initiative was considered as a reference when assessing their specific progress.⁸ The evaluation took place right after many of the countries supported by CAEP and EAI submitted their updated NDCs. During most interviews with Member Focal Points, these two initiatives were very much on their minds, so they tended to discuss the achievements of the enhancement and update of NDCs rather than efforts by the Partnership to support the implementation of past NDCs.

2.1 Evaluation criteria and key questions

The Partnership was assessed against the Organisation for Economic Co-operation and Development-Development Assistance Committee (OECD-DAC) criteria of **relevance, coherence, effectiveness, efficiency, impact, and sustainability**, and in line with the key objectives presented above. The key questions considered are included in Table 1, while Annex 2: Evaluation Matrix presents the Evaluation Matrix with more specific questions as well as the sources of information and methods used. The key questions are based on the Theory of Change of the Partnership (Annex 1).

⁸ 2018-2020 Work Program: September 2018-December 2020; CAEP: July 2019-December 2021; Gender Strategy: September 2019-December 2021; EAI: June 2020-December 2021; Youth Engagement Plan: November 2020-December 2021.

Table 1: Evaluation criteria and key questions

Evaluation criteria	Key questions
1. Relevance	To what extent are the Partnership objectives and operational model responding to the global discussion on NDCs preparation and implementation?
2. Coherence	What are the synergies, coordination, and complementarities of the Partnership activities between each other and/or with other relevant activities implemented by the Partnership's members
3. Effectiveness	To what extent has the Partnership achieved its outputs and outcomes in the Work Program 2018-2020 (expected and unexpected)?
4. Efficiency	To what extent has the Partnership delivered results (outputs and outcomes) in a timely and cost-effective way?
5. Impacts	How has the Partnership contributed to the Paris Agreement objectives (including positive or negative contributions, whether intended or unintended)?
6. Sustainability	To what extent are the benefits of the Partnership likely to continue?

2.2 Methodology

The evaluation process started with consultations with the Partnership's Management Team in early December 2021 to build a common understanding of evaluation scope and expectations. This and a review of key documents informed the elaboration of an **Inception Report** (December 2021).

Data collection was carried out between December 2021 and February 2022. The evaluation team conducted **in-depth desk review** of Partnership documents and external resources on NDCs, as well as an **analysis** of the requests for support submitted by member countries through different windows as recorded in the Partnership's knowledge management system (kNook). These were complemented by **42 interviews** with a total of 63 individuals, including the Support Unit's management team and selected staff, Co-Chairs and Steering Committee members, as well as selected Focal Points from developing and developed Country Members, Institutional Members, Associate Members, and non-member supporting partners (Annex 3). **Four country deep dives** were also carried out in Burkina Faso, Colombia, Indonesia, and Rwanda, through desk review of key documents and consultations with many of the key participants in the Partnership at country level. In addition, the evaluation team reviewed the **Annual Members Survey** provided by the Support Unit to the entire membership (including a few questions specific to the evaluation) and **observed three Partnership events**.

Regarding the assessment of the strategies, processes and operational model, data was collected as of December 2020. Regarding the "reach" of the Partnership (i.e., what the Partnership provided), it was decided to extend the data collection until December 2021. The recommendations consider new developments in the Partnership within the 2021-2025 Work Program. The data collected from these multiple sources was then organized by evaluation question with the aid of qualitative analysis software, allowing triangulation of all data sources, and subsequently analyzed to identify relevant findings across the data. The evaluation team then proceeded to draft the evaluation report for discussion at the April 2022 Steering Committee meeting. Annex 3: Methodology provides a more detailed description of the methodology used.

3. Partnership's reach

3.1. Introduction

In the context of this evaluation, the reach of the Partnership is understood to include the activities carried out by the Partnership, including both the requests supported and the knowledge-sharing facilitated by the Support Unit and by other members. This chapter provides an analysis of these elements and highlights key trends, while more detailed information is included in Annex 4: Partnerships' Reach.

3.2. Requests for support

As part of the Partnership's country engagement process, Developing Country Members can submit requests for support to the Partnership (see Chapters 1 and 4 for a description of the process). These requests are compiled and disseminated by the Support Unit across a large network of potential partners (members and non-members). It is expected that these organizations will deliver services in response to the requests. Such services are related to the [Value Chain of Services](#) of the Partnership: (1) policy, strategy and legislation; (2) budgeting and investment; and (3) monitoring and evaluation. Requests for support may relate to many different topics (and the following pages provide some insights on the nature of these requests), but in general they are geared towards the update or enhancement of NDCs or support for their implementation, through the preparation of Partnership Plans or implementation plans. The services requested and provided can include technical assistance, financial support, and knowledge enhancement (see Chapter 0). These requests are tracked in the Partnership's Knowledge Management System (kNook), which is the data source for this section. Analyzing the characteristics of these requests, as presented in this section, provides an indication of the breadth and extent of the Partnership's work, presenting a picture of the demand for services from Member countries. The supply of services and their efficiency, effectiveness, relevance, and impact are discussed in the following chapters. The quantitative analysis is not fully comparable since requests are very diverse. However, it provides a first glance at trends in terms of geographic distribution and country typology, and the nature and programmatic focus of the support requested (e.g., by sector or key topics).

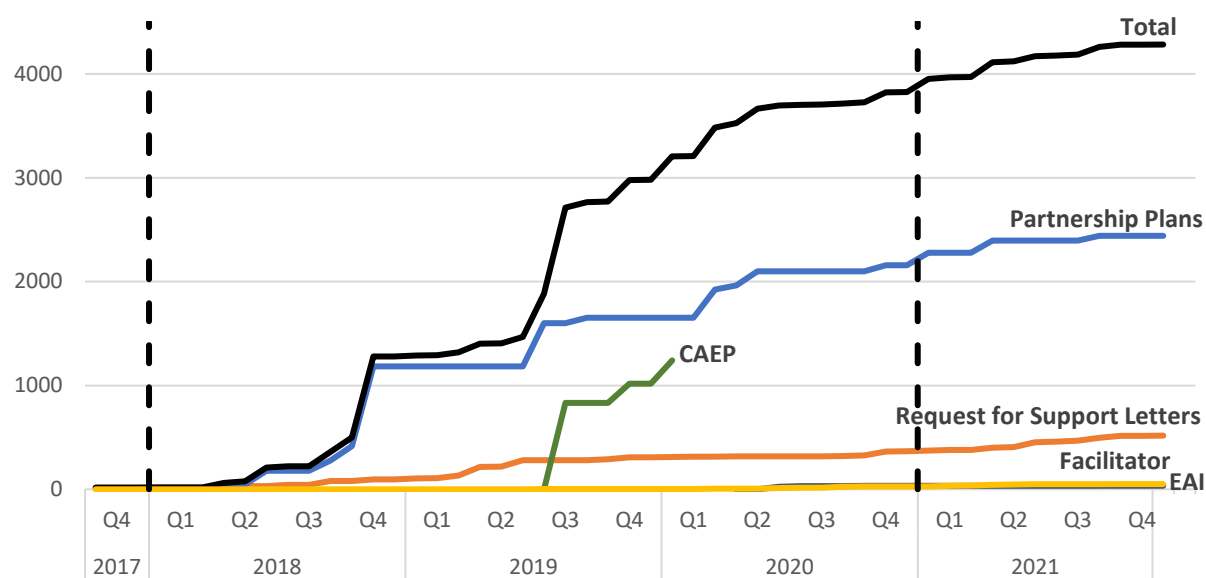
As of December 2021, 78 percent of the Developing Country Members eligible for support (77 out of 99) had submitted at least one request for support to the Partnership. A total of 4,287 requests for support had been submitted since 2017, of which 3,811 were submitted between 2018 and 2020 (Figure 6). Countries make use of various pathways to submit their requests: 40 countries have requested support through Partnership Plans (and 38 have completed a Partnership Plan⁹), 67 countries participated in CAEP, 51 have requested an in-country facilitator, and 34 have requested an economic advisor under the EAI.

Countries requesting support come from across the globe. About 40 percent of the countries are from Africa, with the share of requests coming from this region accounting for nearly half (49 percent) of all support requests. About 29 percent of countries are from Latin America and the Caribbean and 29 percent from Asia and the Pacific, with about 48 percent of support requests split evenly between Asia and the Pacific and Latin America and the Caribbean. Meanwhile, only three percent of the countries submitting requests are from Eastern Europe, and the share of requests from this region is parallel at three percent.

⁹ Partnership Plans are not mandatory, although a good practice, and many countries are implementing NDCs without them

About one third of the countries requesting support are LDCs and 21 percent are SIDS, with the share of requests from LDCs being 39 percent and the share from SIDS 21 percent. Overall, there is a slightly higher concentration of requests from African countries and LDCs. It should also be noted that nearly half of all requests (47 percent) come from 10 countries, including five African countries, five LDCs and two SIDS. This is partly a consequence of the fact that some countries have made extensive and very detailed requests for the preparation and implementation of Partnership Plans; about half of the requests are in the context of Partnership Plans (see Figure 6).

Figure 6: Evolution of requests



Source: kNook (cut-off date: December 2021).

Requests tackle many sectors and areas of interest, including both adaption and mitigation. All Developing Country Members have submitted requests related to crosscutting topics (i.e., they span both mitigation and adaptation) while 82 percent of countries have requested support for mitigation only and 74 percent for adaptation only. With regards to requests, as of the end of December 2021, 25 percent of requests are for adaptation, 26 percent for mitigation and about 49 percent for crosscutting. Requests are grounded in a diverse set of sectors: agriculture (13 percent), energy (13 percent), forestry and other land uses (10 percent), water (10 percent), waste (9 percent), and transport (7 percent),¹⁰ in line with the sectors that are most frequently included in NDCs.¹¹ Only industry, included in about 75 percent of the NDCs, is less frequently represented in the requests submitted to the Partnership, amounting to only four percent.

About one third of requests relate to finance and investment, while 10 percent of requests concern NDC enhancement or revision.¹² There are many requests about access to finance and investment. Most requests in this category relate to the development of pipelines, bankable projects, or the integration of NDCs into national planning and budget; financing projects and programs and resource mobilization only account for 24 percent of requests in this category. A large proportion of countries submitted requests regarding NDC

¹⁰ A request can relate to multiple sectors and about half of the requests are not linked to a specific sector.

¹¹ Nationally Determined Contributions under the Paris Agreement – Revised synthesis report by the Secretariat, UNFCCC, 2021.

¹² Strongly linked but not limited to CAEP.

revision and enhancement (79 percent of the countries) and private sector (75 percent of the countries), but these represent a smaller proportion of total requests (both 10 percent).

The nature of the support being requested most often by countries is capacity building for developing and implementing the NDCs. Requests for support related to capacity building constitute 28 percent of total requests, with at least one request on capacity building coming from 92 percent of countries. Other related activities for which support has been requested include studies and analysis and MRV/M&E systems. Notably, only 26 percent of the countries requested support to enhance gender equality (accounting for only two percent of requests).

3.3. Responding to requests for support

As of December 2021, 73 of 77¹³ countries that submitted requests have received confirmed support; 60 percent of all requests submitted (2,516) have been supported, of which 2,342 received support between 2018 and 2020.¹⁴ This evaluation report discusses in several sections the reasons that 40 percent of the requests have not been answered. The evaluation counted only those requests that were confirmed in the kNook database and not those that were classified as partial or indicative.¹⁵ Adaptation requests receive slightly less support (45 percent) than mitigation (57 percent) and cross-cutting requests (65 percent). Likewise, the rate of supported requests is above average for Latin America and the Caribbean (68 percent) and Africa (61 percent), while it is lower for Asia and the Pacific (49 percent)¹⁶ and Europe (35 percent). Requests from LDCs and non-LDCs are equally supported (59 percent), while SIDS (67 percent) receive in general more support than non-SIDS (57 percent).

Response rates to requests vary depending on the way a request is made and the topic of the request (Table 2). In general terms, there has been a high rate of responses, particularly according to countries, most countries have received support, as indicated above.

Table 2. Rate of responses according to different topics and pathways (percentage)

Topic of request	According to number of requests	According to number of countries
Economic advisors	100	100
In-country facilitators	87	86
Within CAEP	78	100
Partnership Plans	47	95
Related to capacity building ¹⁷	61	96
NDC implementation ¹⁸	56	99

Source: kNook (cut-off date: December 2021).

¹³ According to the kNook database, as of early January 2022, four countries, Brazil, Dominica, Democratic Republic of the Congo and Nauru, had not yet received support. According to the Support Unit, as of March 2022, all 77 countries that submitted requests have received responses to at least some of their requests for support.

¹⁴ This percentage increases to 66 percent when also considering partial and indicative (not confirmed) support.

¹⁵ Confirmed support does not necessarily mean that it has been delivered but means that a partner has committed to provide support. If all responses, confirmed, partial and indicate, are considered, 68 percent of requests have been supported.

¹⁶ It should be noted, however, that South Asia has a very high response rate, while this is low for Middle East.

¹⁷ Topic of 'technical training'.

¹⁸ Topics of 'finance and investment', 'energy' and 'disaster risk reduction'.

While 153 Development and Implementing Partners have supported country requests, four Partners have addressed 30 percent of all the requests. These four Partners are the UNDP (11 percent), World Bank (10 percent), Germany (including GIZ) (10 percent), and FAO (7 percent).¹⁹ A little more than half (56 percent) of the Partners responding to requests are not members of the Partnership.

3.4. Knowledge management and outreach

Another important area of Partnership support is to facilitate learning among Partnership Members. This includes sharing knowledge products, peer-to-peer learning activities, and access to an online platform with relevant information on updating and implementation of NDCs.

Between 2018 and 2020, the Support Unit published 117 knowledge and outreach products, which though widely consulted, have been used to a limited extent by members. These knowledge products include annual Partnership in Action Reports (three percent), case studies (two percent), insights briefs and other articles (15 percent), blogs (76 percent), and press releases (five percent). Most of the blogs are produced by the Support Unit, with only 19 percent produced by Members.

In the same period, the Support Unit organized 52 knowledge-sharing events (peer-to-peer exchanges, webinars, etc.), with broad attendance from Members. Many of these were held during COP-24 and COP-25. Reflecting the timing of the interviews for this evaluation directly after COP-26, Members praised the pavilion organized by the Partnership at COP-26 (Glasgow, November 2021) as one of the most important events giving countries an opportunity to globally showcase their NDCs, share experiences, connect with peers, and engage in south-south and north-south knowledge exchange and learning. The number of peer-to-peer exchanges decreased over time, mainly as in-person meetings decreased due to the COVID-19 pandemic. This has allowed for a growth in virtual peer-to-peer exchanges. The 2021 Annual Members' Survey showed that 77 percent of respondents had participated in a peer-to-peer consultation or webinar. In the 2022 Annual Members' Survey, 81 percent of all members and 85 percent of Country Members eligible for support indicated that their participation in knowledge-sharing activities improved NDC implementation, raised NDC ambition, or inspired new climate action.

The Partnership's Knowledge Portal was redesigned in 2018 and includes a wide array of tools and information to facilitate Member's access to knowledge, with limited but growing use by Members. The Knowledge Portal includes the Good Practice Database, the Climate Toolbox, the Climate Finance Explorer, the NDC Content Explorer, as well as modules on NDC-SDG linkages, historical GHG emissions, and action areas. The Climate Funds Explorer, the Climate Toolbox, and the Good Practice Database are the most consulted modules according to the 2022 Annual Members' Survey. According to the Work Program final progress report, an average of 3,374 users per month accessed the Knowledge Portal between 2018 and 2020. According to the Annual Members' Survey, the proportion of Members using the Knowledge Portal has grown, from 35 percent in 2021 to 67 percent in 2022. Users are mostly Country Members.

The Knowledge Management System (kNook) is still underutilized by members. kNook was set up in 2019 to track country requests and analyze trends in country needs, soon becoming a key management tool for the Support Unit. However, kNook remains underutilized by Institutional and Developed Country Members: 47 percent of Institutional and Developed

¹⁹ One request can have multiple supporting partners.

Country respondents used kNook to understand trends in country requests (2021 Annual Members' Survey) and only 18 percent of members providing support used kNook to program support for NDC Action Plans (2022 Annual Members' survey).

4. Efficiency: Delivering results in a timely and cost-effective way

4.1. Introduction

The efficiency of the Partnership was assessed by reviewing how its key actors and their operations are delivering results. The evaluation also looked at the progress achieved against Key Performance Indicators (KPIs) of the 2018-2020 Work Program (see Annex 5: KPI progress analysis: KPI progress analysis) and how the Partnership responded to the recommendations of the Mid-Term Review (see Annex 6: Progress in implementing MTR recommendations: Progress in implementing MTR recommendations). An additional aspect that was assessed was how the Partnership implemented solutions to contextual changes through an adaptive management approach.

4.2. Efficiency of key actors

4.2.1. Support Unit

The Support Unit is perceived as highly responsive to Members. In line with the findings from the MTR, interviews carried out for this evaluation indicate that the Support Unit has provided a constant line of communication with Members, proactively shared information and expertise, and quickly responded to country requests. However, interviews indicate that there is a need for the Support Unit and the in-country facilitators to play a greater role in a variety of key areas to raise efficiency: (i) onboarding new country Focal Points and Implementing Partners, (ii) bridging coordination gaps caused by country Focal Point rotation, (iii) facilitating coordination between governments and Implementing Partners at the implementation stage, and (iv) supporting the engagement of countries, especially SIDS, where limited institutional capacities make it challenging to approach the Partnership and prepare requests for support.

The relationship between the Support Unit and its hosts has evolved over time to improve efficiency. Since the launch of the Partnership, the Support Unit has been co-hosted by the WRI and the UNFCCC Secretariat –two early supporters of the Partnership. This has posed some challenges to the UNFCCC Secretariat, since the Partnership does not have a formal mandate from the UNFCCC, and not all UNFCCC signatories are Partnership Members. Likewise, while the Support Unit has been increasingly independent from WRI's Climate Program, WRI has had to manage possible conflicts of interest and trade-offs given its double status as host and Implementing Partner. It is also outside the scope of both organizations to move large amounts of money quickly, which has become a priority for the Partnership as its operations have scaled up. In this context, UNOPS, a UN agency that specializes in expanding implementation capacity and efficiency by providing infrastructure, procurement, and project management services, was brought in as an additional host in 2021 to support the 2021-2025 Work Program and act as a grant manager for the Partnership Action Fund (PAF) together with WRI.

The Support Unit staff has increased considerably to meet demand, but there are some opportunities to improve efficiency in operations. The Management Team has been responsive to human resources needs from increased country demand and new initiatives, with Support Unit staff growing from 15 people in 2018 to 67 in February 2022. Beyond the Support Unit, in-country facilitators (44 by the end of 2020) have also proved to be key in managing workloads, as they take up coordinating roles at the country level from regional Support Unit teams. Interviews indicate, however, that there exist opportunities to improve

efficiency in operations to reduce workloads, in particular by a) streamlining revision and approval processes within the Support Unit, which are said to be time-consuming; b) achieving a better balance between country engagement work and demands related with other Support Unit activities, and c) developing long-term relationships with external providers or build internal capacity for key services.

The Support Unit’s budget was increased to support growing country demand and new initiatives. The original budget for the Support Unit under the 2018-2020 Work Program amounted to USD 27.2 million for this period, increased to USD 28.6 million in 2019, with additional allocations to respond to the quickly growing country demand to initiate country engagement processes, Partnership pavilions at COP-25 and COP-26, and temporary staff for CAEP (Table 3). The main donors to the Support Unit have been Germany, Denmark, the United Kingdom, Australia, France, Sweden, the Netherlands, and Ireland.

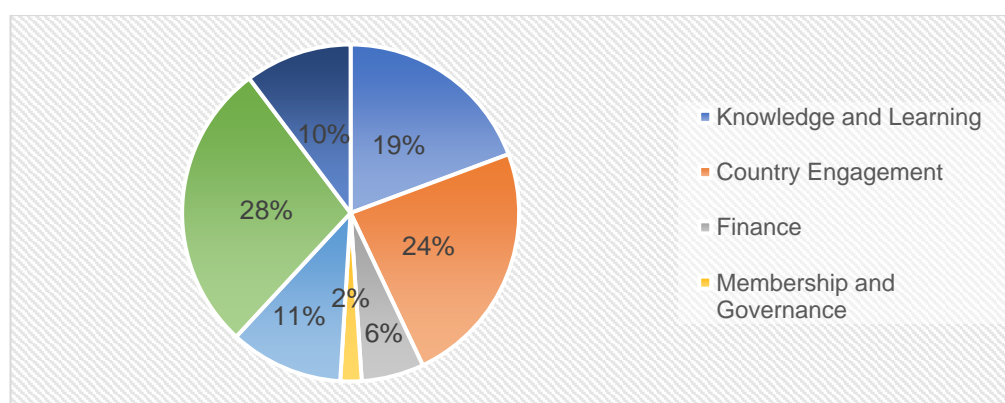
Table 3: Budget for the 2018-2020 Work Program (year allocation)

Year	Original Support Unit annual budget (USD)	2019 Addendum (USD)	Difference (USD)
2018	6,863,000	6,483,000	-400,000
2019	9,978,275	11,202,775	+1,224,500
2020	10,341,500	10,911,500	+570,000
2018-2020	27,182,775	28,597,275	+1,414,500

Source: Support Unit 3-year Budget Addendum (July 2019).

The budgeting process for 2018-2020 was carried out by the Support Unit’s Management Team, in consultation with the Steering Committee’s Co-Chairs, according to the estimated costs of the Work Program’s workstreams. The workstreams that were allocated the largest share of the budget were the Support Unit Operations (28 percent), Country Engagement (24 percent) and Knowledge and Learning (19 percent) (Figure 7).²⁰ **While the evaluation team did not have access to expenditure data, interviews indicate that no workstream overspent their budget, with some underspending in the Knowledge and Learning workstream, partly due the shift to virtual knowledge-sharing during the COVID-19 pandemic.**

Figure 7: 2018-2020 budget allocation by workstream



Source: Support Unit 3-year Budget Addendum (July 2019).

²⁰ A different process of allocating and approving the budget for the 2021-2025 Work Program was followed but not reviewed in this evaluation.

4.2.2. Developing Country Members

Partnership Plans or other framework planning tools have been highlighted by many countries as an efficient way of presenting or organizing the work necessary to update and implement NDCs. In general, the evaluation team found that countries with a Partnership Plan or other type of working plan (e.g., CAEP TORs) seem to have a more efficient allocation of requests and smoother implementation. **Some countries have opted for *ad hoc* requests for support;** this seems to be linked with the country's own experience with cross-sectoral coordination. For example, while in Colombia the Partnership has supported government efforts to coordinate climate finance flows and link them to policy objectives, fragmentation persists, with eight Request for Support Letters submitted since December 2018, for a total of 90 requests in kNook. Key challenges have been the lack of a unified government window for climate finance and high dependence on international funding to hire government staff. While *ad hoc* requests are considered efficient to address specific funding gaps, their long-term efficiency is questioned by some stakeholders, in addition to being unattractive for some Development Partners that seek to allocate funding strategically to achieve higher impact.

Lack of government coordination, as well as Focal Point turnover, have caused delays and lost opportunities in some countries. In Colombia, government validation processes for Partnership support used to be lengthy as they involved several layers of approval in the two Focal Point ministries, but these processes have recently been streamlined. In Burkina Faso, there are coordination issues among the three departments that share NDC Focal Point responsibilities. In Indonesia, the Partnership provided encouragement to further facilitate coordination, which still faces challenges, particularly around the unclear understanding by the different Focal Points on what services the Support Unit and the Partnership can provide. Focal Point turnover in some countries has also led to challenges in coordination both between Focal Points and with Implementing Partners, leading to limited engagement or lengthy processes to review planned activities.

4.2.3. Implementing and Development Partners

The internal administrative processes of Implementing and Development Partners have resulted in delayed support, and the time gap between pledging support and delivered support can be substantial, clashing with the Partnership's mandate to provide timely support to countries. Both in Colombia and Burkina Faso this caused delays in some activities, resulting in increased time pressure to submit the updated NDC on time. As mentioned above, many Implementing Partners do not have the flexibility to respond to requests quickly, as promoted by the Partnership and requested by the developing country governments. The specific topic or the country requesting support may not be within the current work programs and budget allocation of the Implementing Partner at the time of the request.

Some Implementing Partners have tried to foster their own agendas with country governments, leading to conflict and, ultimately, delays in CAEP support. Interviews suggest that these situations have been caused both by the pre-existing *modus operandi* of Implementing Partners with previous presence in the countries, as well as by the lack of accountability to the Partnership (especially for support provided directly, as opposed to that provided through TAF). This was sometimes seen as a downside of CAEP's flexibility. While the Support Unit's regional teams have addressed some of these situations when raised by country governments, their scope of action is limited. Likewise, accounting for funds directly channeled from members to countries with Partnership facilitation is not clear. For example, the systematization report of the NDC updating process in Burkina Faso highlights that the

total cost of the NDC revision is unknown, since each organization provided financing independently. Similarly, the information available on the funding mobilized by the Partnership in Colombia is piecemeal.

4.2.4. The Partnership's governance system

The main governance body of the Partnership is the Steering Committee, with the Support Unit acting as its Secretariat. The Steering Committee is responsible for providing strategic direction and oversight to the Support Unit and helping ensure that the objectives of the Partnership are achieved (see Chapter 1).

The Steering Committee represents the diverse country membership of the Partnership, providing a leadership space for highly engaged member countries and institutions. The Steering Committee currently comprises a good balance of representation between developed and developing countries and Institutional Members. While a balanced composition was in place since the Steering Committee was set up in 2017, the number of seats was increased in 2022 to reflect the expanded membership of the Partnership and the addition of UNOPS as a host.²¹ Steering Committee members have played an important role in making the Partnership visible in their discussions with institutions and countries, and in leading by example.

Steering Committee members commit to serve two-year periods (in staggered sequence) in accordance with the Steering Committee's Terms of Reference. Co-Chairs, representing one developing and one developed country, rotate every two years. Most developing countries have also rotated every two years, with only Costa Rica holding a seat for six years (during two of which it served as a Co-Chair). Regional representation among developing countries has been balanced. Developed countries have rotated to a lesser extent, with Germany, the Netherlands, and Denmark each holding a seat for six years,²² followed by Sweden and the United Kingdom for four years each. Their permanence on the Steering Committee reflects the fact that these countries have been the main funders of the Support Unit and major donors (see Section 7.2 below). Likewise, two Institutional Members, the World Bank and UNDP, have been on the Steering Committee since the beginning as the two largest Implementing Partners. Although Institutional Members sitting on the Steering Committee are not expected to be representative (the Steering Committee's TORs require a member from multilateral development banks and one from the United Nations), a large group of Institutional and Associate Members who are actively engaged with the Partnership are not represented in the Steering Committee. Associate Members, for example, are not represented in the Steering Committee although they make up 43 percent of non-country members responding to country requests. Likewise, while a large portion of Institutional Members are regional organizations, only the regional development banks have been represented by the IDB and EBRD, with no technical regional member participating in the Steering Committee so far.

The Steering Committee operates in accordance with its TORs, but the shift to virtual meetings due to the COVID-19 pandemic has hindered strategic discussions. The Steering Committee has been meeting at least twice a year as established in its TORs, with overall high attendance of representatives from different member types. Interviews indicate that it is managed efficiently by the Support Unit and that it has provided a space for discussing strategic issues; however, this has been limited since the transition to highly structured, virtual meetings at the onset of the COVID-19 pandemic. Interviews also suggest that the Steering

²¹ A seat had already been added in 2019 for Institutional Members.

²² It should be noted that Denmark holds a shared seat.

Committee's agenda is mainly driven by the co-chairs, while other Steering Committee members mostly play a validating role.

4.3. Efficiency of key processes and initiatives

4.3.1. Response to requests

On average, it takes two months for the Partnership to respond to a request for support. The Support Unit consolidates country requests, shares them by email once a month with the entire membership, and gathers responses from potential Implementing and Development Partners within one month. It takes an additional month for the Support Unit to consolidate partners responses, clarify country requests, and seek feedback and approval from the government, which makes the final decision. Several Institutional and Associate Members consulted for this evaluation indicated that these regular updates are an efficient way of getting to know country needs.

The Partnership approach consists of (1) receiving requests for support from countries and circulating these to all Members and (2) matching these country requests with offers of support from Implementing or Development Partners following its own processes. This approach seems to be more efficient than those used by other relevant organizations, whose support to developing countries can take anywhere from several months to years to be deployed.²³ Once a government selects an Implementing or Development Partner, the Partner uses its own internal systems and processes to implement the support. This is more efficient, especially for smaller values of Partner assistance, particularly when other institutions have lengthy accreditation processes before countries can prepare a proposal or request and receive funding.

The short timeframe for responding to requests has made it challenging for some Institutional and Associate Members to offer support. In line with the MTR, interviews indicate that the selection of Implementing and Development Partners is not always based on comparative advantage in terms of technical expertise, but on short-term funding availability and how quickly a Partner can respond to requests. Some members have faced challenges in aligning their work programs with country needs in a short timeframe, given that the timing of requests – both through CAEP and Partnership Plans – is not necessarily aligned with their budgeting and programming cycles. In addition, while requests are widely disseminated across Members by email and through bi-monthly meetings, the latter have not provided a space for dialogue between potential Implementing and Development Partners to match expertise with funding. On the other hand, **there was no evidence that Implementing and Development Partners have tried to change their processes to accommodate this efficient way of responding to urgent needs from countries.**

Issues with clarity regarding the support needed have caused delays in implementation. According to some interviewees, the information on requests provided monthly by email is at times too short on details to allow understanding of country needs and correctly estimate the budget needed to address them. This, coupled with the lack of dialogue between potential Implementing Partners and country Focal Points before the matching occurs, has on occasions led to lengthy processes to agree on clear workplans and deliverables. This has also led to lost opportunities to optimize support, for instance by organizing different Implementing Partners in a consortium format. Furthermore, Members

²³ For example, the Independent Evaluation of the Green Climate Fund's Readiness and Preparatory Support Program (2018, p. 71-72) estimated a median time of about 172 days (almost 6 months) from the submission of a grant proposal to the first disbursement in 2017, with about 130 days (i.e., over four months) from submission to approval. These readiness GCF proposal may be more complex than the requests in the NDC Partnership so direct comparison is not fully applicable.

that offer support but are not selected do not receive feedback from the requesting country or the Support Unit, thus losing an opportunity for understanding how to better meet country needs in the future.

Partnership Plans are an efficient tool to coordinate the matching but may lose efficiency when implementation starts, partially due to limited capacity of some governments to coordinate the implementation of the requests and excessive fragmentation of interlinked requests across different Implementing Partners.

CAEP is particularly acknowledged to have addressed a large number of requests for support in a compressed timeframe. **The fragmentation of CAEP support across several Implementing Partners has caused coordination challenges in some countries.** In many cases, there are two or more Members responding to a requests. For instance, in Burkina Faso, while pooling of resources from different CAEP Development and Implementing Partners allowed their more efficient use for NDC updating, there was insufficient coordination across the multiple Implementing Partners in the approaches used, and the administrative processes of the different organizations involved caused delays, adding time pressure to the process.

The Support Unit is taking promising steps to address these challenges. For example, a template was developed for standardize Request for Support Letters, and improvements are planned for the next iteration of CAEP 2.0 to ensure that: a) requests are clearly articulated in terms of what support the country is seeking and how it fits within their plans for the NDC revision; b) potential Implementing Partners are involved earlier in the matching process; and c) CAEP is launched well ahead of countries' anticipated submission dates.

4.3.2. CAEP/TAF

The TAF proved to be an efficient mechanism for last-resort funding. TAF is a financial delivery instrument supporting the CAEP's objectives. It is a pooled funding mechanism that receives contributions from multiple Development Partners and allocate resources to multiple Implementing Partners to respond to NDC updating and implementation requests, coordinated by the Support Unit. The resources quickly grew to USD 27.6 million. TAF donors included Germany, Denmark, the Netherlands, Norway, Sweden, and the United Kingdom. TAF was used only if a specific country request could not be met by the Partners own resources. In cases where no expressed interest is received from any Member to respond to a specific country request, the Support Unit had the option to deploy external consultancy assistance, embedded advisors or in-country facilitators from TAF funding. USD 24.4 million was allocated to countries through TAF, while the overhead and administrative costs amounted to USD 3 million (11 percent).²⁴ CAEP also mobilized USD seven million in co-financing, in addition to 19.5 million in direct financing by partners. TAF finalized its operations in 2021 as CAEP ended, but its success inspired the creation of the Partnership Action Fund (PAF), which is expected to function as a last-resort funding window under the 2021-2025 Work Program and starting operations in 2022.

4.4. Adaptive management: Responding to changing context and priorities

The country engagement model is tailored to specific country contexts and needs. While the engagement model applies to any country in general terms, it follows different paths based on country needs and preferences. For example, some countries have opted to develop

²⁴ There was a remainder of 214,978 million USD.

a Partnership Plan or TORs for CAEP while others have not, and the scope of Partnership Plans can vary greatly across countries.

The focus of knowledge and learning activities has been gradually adjusted to match the evolution of the Partnership. In a first phase, the Support Unit focused on leveraging Member expertise with knowledge activities; in a second phase the focus shifted to organize the large amount of information on country requests by setting up a knowledge management system (kNook). At the time of this evaluation, the focus had shifted to knowledge products directly aimed at reinforcing the country engagement process to better align these two areas of work. The use of the different knowledge products is analyzed in Chapters 3 and 6. The kNook proved to also be a very important source of information about the needs of countries as well as response capacity by Implementing Partners. The Support Unit constantly conducts analysis on trends within the requests to flag them to Institutional Members for opportunities. Chapter 5 on relevance and Chapter 6 on effectiveness provide suggestions of relevant topics to be analyzed based the 2022 Annual Members Survey.

CAEP has been the right initiative at the right time. It was an efficient way to respond to country needs to enhance their NDCs before submission prior to COP26. This initiative was launched in a very short time to address Members' unmet needs for support on NDC updating and was able to respond to a large number of requests despite the constraints posed by the COVID-19 pandemic and the short time windows for NDC updating. CAEP has also been flexible to best match support to evolving country needs, including by adjusting timelines, delivery models, and scopes of work. In addition, TAF provided an efficient platform for Development Partners to quickly channel funds to Implementing Partners.

Through EAI, the Partnership has provided an efficient response to the emerging needs of Developing Country Members because of the COVID-19 pandemic and has successfully positioned green recovery. In March 2020, the Steering Committee noted that COVID-19 might cause a risk of lower political will, lower capacity, and lower budget for climate action, and that the reaction to the pandemic presented an opportunity to reinforce green investment and development and "build back better." A survey on the impact of COVID-19 was sent to Member countries in April 2020, which helped identify emerging challenges and opportunities. Based in this input, in May 2020 the Partnership proposed an action plan to address the impact of COVID-19 by maintaining political focus on climate change, supporting the alignment of COVID-19 response with climate change objectives, and supporting NDC implementation and enhancement during COVID-19 response. EAI was then launched in June 2020, and in September 2020 it was reported that the Partnership had taken less than 60 days to begin the deployment of advisors on the ground. In some countries, such as Burkina Faso and Colombia, the quick deployment of advisors made it possible for their input to be used in the fast-moving policy processes to design recovery packages.

With the COVID-19 pandemic, the Support Unit has shifted to virtual activities and kept up the pace of work. However, Implementing Partners have reported challenges on the ground, which have resulted in delays. For example, nearly every respondent to the 2021 Annual Members' Survey noted COVID-19 as a primary challenge in delivery of support through CAEP. The survey showed that COVID-19 posed challenges to the ability of Implementing Partners to access on-the-ground data and coordinate with in-country stakeholders, as well as affecting government capacity, leading to delays in project deliverables and timelines. These findings are in line with those of this evaluation and with the experience of other organizations in the development space.

4.5. Progress in KPIs of the 2018-2020 Work Program

Two-thirds of the targets of the 2018-2020 Work Program were achieved. Together, this Work Program, the Gender Strategy, and CAEP used 56 KPI to monitor progress.²⁵ At the end of 2020, 66 percent of the targets were achieved (37 out of 56), while progress on seven indicators was close to the target (see Table 4). Annex 5 provides a more detailed analysis, indicator by indicator.

The indicators that achieved or exceeded the target are mainly related with country engagement, gender mainstreaming in NDC processes, improved coordination, knowledge and outreach resources, and support provided to access to climate finance. In a few cases, when the unit of measurement was the number of countries, it is likely that target achievement was driven, at least in part, by the increase in membership, which was one of the goals of the Partnership. At least 11 of the 56 indicators use “number of member countries” as the unit of measurement and they were not modified as the membership grew.

Table 4: Key performance indicators per result level

Result Level	Total number of indicators	Target achieved	Close to target	Not achieved	Not applicable/ Not available
Impact	6	5	0	0	1
Outcome	6	3	2	1	0
Outputs	44	29	5	9	1
Total	56	37	7	10	2

Source: Annex 5: KPI progress analysis: KPI progress analysis

10 indicators were short of the expected target, including one outcome indicator and nine output indicators. These are related with gender mainstreaming in NDCs and Partnership Plans, placement of in-country facilitators, evaluation of Partnership Plans implementation, NDC mainstreaming in national planning, use of Partnership Plans by Member Institutions to inform updates to their medium-term country strategies and project portfolios (see Section 5.3.1), convenings, and support to investment planning. It is likely that some indicators were not fully achieved partly because country-driven priorities did not align with the targets. Likewise, the number of in-country facilitators (indicator 3.1.7) depended on country requests and on the funding provided by Development and Implementing Partners, which was later complemented by PAF to close the gap.

4.6. Response to MTR findings and recommendations

The Partnership has undertaken actions in response to all nine recommendations included in the MTR, achieving substantial progress in addressing them. A full analysis of these actions is included in Annex 6: Progress in implementing MTR recommendations: Progress in implementing MTR Recommendations. Four recommendations were fully addressed by the actions taken:

²⁵ It should be noted that several indicators were added to the original set of indicators included in the 2019 M&E framework.

1. The implementation of the 2018-2020 Work Program continued, and most targets were exceeded.
2. Based on the successful experience with TAF in the context of CAEP, the Steering Committee approved the creation of the PAF, and it was launched in November 2021.
3. The 2021-2025 Work Program includes an updated theory of change and M&E framework with a greater focus on outcomes. In addition, four impact pathways were mapped out to show how Partnership member inputs and Support Unit activities are expected to contribute to impact-level results.
4. The 2021-2025 Work Program contemplates a dedicated window for facilitation support in the PAF, and since the July 2021, online training has been planned for in-country facilitators to strengthen technical and soft skills such as Result-Based Management, facilitation, and finance mobilization. These trainings are scheduled for delivery in 2022.

Five recommendations were partially addressed or are in the process of being addressed:

5. While the Support Unit has considerably increased its staff, it is still experiencing high workloads given the increase in country demand as well as emerging initiatives and areas of work.
6. Some knowledge activities were retargeted to better meet demand. However, integration of knowledge and learning activities with country engagement processes is at an initial stage and assessing the influence of knowledge and learning activities to inform their planning is a persisting challenge.
7. Progress has been made in mainstreaming gender in the Partnership's principles and programming, and the Support Unit now has a dedicated staff. However, there has been mixed progress in mainstreaming gender in country engagement processes and Partnership initiatives, with some targets not being achieved.
8. Recently, the Partnership has taken steps to operationalize Partnership Plans more effectively, for example the PIN Initiative and the Finance Strategy under development, but interviews suggest that moving from implementation planning to project preparation and financing is still a pending agenda and different perspectives exist as to the role the Partnership can and should play.
9. The Support Unit has engaged in dialogue with Implementing Partners through bilateral discussions and by planning meetings for 2022, called Stop and Reflect exercises. Efforts were also made to use Partnership Plans as an accountability document, and an online tool was introduced to simplify the quarterly reporting process. However, there is evidence of persisting issues with Implementing Partners at the country level, as well as of pushback on proposals to strengthen accountability at the Partnership level.

5. Relevance, complementarity, and coherence of the Partnership operations

5.1. Introduction

One of the key objectives of the Partnership is to develop a platform for supporting the advancement of NDC action (development and implementation) as well as sharing of experiences and knowledge in response to country needs based on the global discussions surrounding the NDCs. As indicated in the 2018-2020 Work Program, the Partnership aims to make a “critical contribution to the process of translating the political framework of the Paris Agreement into sustained climate action.”²⁶ As such, the Partnership must remain relevant to, and coherent with, the global NDC discussions.

This section on relevance and coherence explores whether the Partnership has been relevant in terms of the needs and priorities of its members within the context of the global discussions on the NDCs and whether it has enhanced coherence, complementarity, and coordination, both globally and nationally. From a relevance perspective the evaluation explored key contributions of the Partnership to enhancing the global discussion on the NDCs, advance the ambition of NDCs, and providing support to members based on emerging themes and issues from global discussions. From a coherence perspective, the evaluation assessed the Partnership’s contribution to building coherence and complementarity and increasing coordination at the national level across line ministries and with Implementing Partners, as well as between Implementing Partners. At the global level, it explores whether the Partnership is coherent with other similar global programs implemented.

5.2. Relevance of the Partnership in the global discussion on NDCs

5.2.1. Relevance towards Member needs and priorities

Partnership support has been relevant to country priorities and requests for support. The initial concept of the Partnership was to facilitate matchmaking and coordinate support for NDC action and implementation. In this area, interviews with Focal Points confirm that the Partnership has performed very well and been useful; it has helped better establish and set priorities and advanced support for these priorities to be fulfilled. Several countries confirm that they have received the support requested based on their priorities both in terms of implementation of NDC action, and enhancement of NDCs (see Chapter 3).

The Partnership has been more relevant and useful for smaller developing countries than larger emitting countries with more complex NDCs. Global discussion and negotiations on climate change have focused on larger greenhouse gases emitters and less on adaptation. The Partnership reports that they attempt to bridge that gap by focusing support to smaller emitters, which express higher needs for Partnership services. Globally, the Partnership has provided visibility to the NDCs of smaller emitters, which at the aggregate level are also important in achieving the Paris Agreement objectives. Supported by interviews with Implementing and Development Partners, the evaluation confirmed that the Partnership has successfully adopted the “leave no one behind” approach fostered by the 2030 Agenda for Sustainable Development.²⁷ For example, SIDS and smaller LDCs, with less capacity, which have historically been less involved in the discussions, access Partnership support to produce higher quality NDCs, developing clearer implementation strategies, implementing action, and partaking in discussions on the NDCs. In small countries, the Partnership has had a larger impact through placement of advisors. Larger emitters are less prevalent in the

²⁶ NDC Partnership (2018). Work Program 2018 – 2020.

²⁷ <https://sdgs.un.org/goals>.

Partnership portfolio as noted above (see Chapter 3), which according to interviews with Implementing Partners, Development Partners, and Steering Committee members may be due to existing and complex NDC implementation mechanisms within these countries.

The Partnership’s activities and services are also relevant to Development Partner interests, and the Partnership allows for efficient planning of aid and investments.

Danish support to the Partnership, for example, is predicated on its alignment with the Danish climate change and development agenda and strategy, which focuses on the ambition, emission reductions, adaptation and resilience, climate finance, and private sector engagement. In an assessment of its support to the Partnership, DANIDA concluded that “the Partnership approach ensures that support addresses poverty reduction, equity, social inclusion, job creation and gender, and promotes the interests of disadvantaged and underserved populations, who are most vulnerable to climate impact.”²⁸ For Belgium, a particular concern is assistance to LDCs, which receives substantial support from the Partnership. The Partnership is seen as a vehicle for Belgium to offer the support needed in their focus areas and countries. Germany and the Netherlands also confirmed that the Partnership provides a single, more efficient venue for them to provide support to the NDCs.

5.2.2. Relevance to emerging issues and concerns in the global discussions on NDCs

The Partnership takes a frontrunner position on emerging issues and has remained relevant during its 2018-2020 Work Program, evolving its focus to align with global discussions on climate change and the Paris Agreement. Interviews with Focal Points along with findings from the evaluation’s country case studies confirm that the Partnership integrated key themes and issues in its work to stay relevant to the potential needs of its Members. The Partnership has, for example, done well in developing mechanisms and tools that supports member countries with mainstreaming gender in the NDCs. The integration of gender co-benefits and consideration of specific gender impacts from climate change have become central to international climate change and NDC discussions. (See Chapter 6 for a discussion of the Gender Strategy.) Furthermore, actions taken during the COVID-19 pandemic have also revealed how the Partnership is quick to evolve to suit member needs with the deployment of the Economic Advisory Initiative. Interviews noted that if this frontrunner characteristic disappears, the entire purpose of the Partnership would come into question. Another area in which the Partnership has evolved is in including adaptation. This is especially evident in the enhancements of the NDCs. Early on, NDCs primarily focused on mitigation, but over time the global discussion on climate change has shifted to adaptation and co-benefits. The discussion and shifting focus on adaptation was evident through the recently improved NDCs and the increasing number of requests to the Partnership for adaptation.

Interviews indicated that there is room for increased focus of the Partnership on some agenda items to cover sustainable development gaps and the NDC global agenda. These included:

- **Youth:** A more recent area of focus in the global arena is the integration of youth in the climate change agenda (globally and locally). Though the Partnership was quick to launch a youth initiative, it is still in its very early stages and has not had much impact. Interviews conducted for this evaluation did not indicate much engagement of youth within the Partnership Members (see Chapter 6 for a discussion on YEP).
- **Disaster Risk Reduction and humanitarian sector:** Interviews note that in disaster risk reduction the Partnership fares well regarding long-term risks, but not regarding short-term

²⁸ (Danish support to NDC-P).

risks related, for example, to health and humanitarian assistance. The importance of linking the humanitarian sector and climate change has been raised through Steering Committee meetings. However, the subject is largely left off the agenda. As noted in a study by the Partnership and the Red Cross Crescent Climate Centre, “there is often a disconnect at the donor level between humanitarian departments, which often address immediate humanitarian needs arising from disasters, and development departments, which are traditionally tasked with reducing poverty and promoting sustainable development in the long term.” This finding was echoed in Interviews with Implementing Partners who noted the importance of bringing in the humanitarian sector to expand reach and work across development aid agendas.²⁹

- **Private Sector:** Private sector players cannot be Members of the Partnership and as such; the Partnership does not work directly with the private sector but engages Small and Medium Enterprises (SMEs) as well as other private sector players through knowledge-sharing platforms and technical assistance. The importance of the private sector to help unlock climate finance and diversify project portfolios, promote social inclusion, and ensure long-term prospects for transformational change toward sustainable development is recognized by the Partnership and expressed in its annual reports, the draft Finance Strategy, and the new work program. However, the need for continued enhanced engagement and integration of the private sector in the Partnership was frequently mentioned in interviews.
- **Integration of Article 6.** Several interviews with Focal Points noted the need for understanding Article 6 on carbon markets post-COP-26, and how to align this issue in the NDC agenda.

5.2.3. The Partnership as a neutral global platform for NDC discussions, sharing and mobilizing support for country needs.

The Partnership is seen as a neutral broker in the context of NDCs, which is recognized as one of its most relevant roles and accomplishments. One of the key contributions of the Partnership is its presence as a global neutral platform for sharing experience and identifying and mobilizing support for country needs. A majority of those interviewed across all stakeholder groups³⁰ agreed that the Partnership is an alliance that allows for an open space where members prioritize, coordinate, and increase transparency about climate change programs across donors and other countries, and where key emerging concerns on NDC requirements can be shared without the threat of competition. It has given rise to exchange of experience across the entire spectrum of country development categories (south-south, south-north and north-north). Interviews confirm that the Partnership was not created to serve a political agenda but rather sought practical mechanisms to implement NDCs and integrate climate change effectively into sustainable development. For example, even though the Partnership is present and highly visible at COPs, it remains outside political discussions and negotiations to keep its neutral position.

The themes and subjects shared through the Partnership’s knowledge-sharing tools (webinars, peer exchanges, knowledge products, blogs, and public communications, etc.) are relevant to global discussions. Evaluative evidence shows that the Partnership is used as a platform for discussion and knowledge-sharing through its events and knowledge products on themes and requirements emerging from the global discussions on the climate

²⁹ NDC Partnership and Red Cross Crescent Climate Centre (2022). “Analysis of Disaster Risk Reduction-related requests to the NDC partnership”. Insight Brief.

³⁰ Implementing Partners (national and country-specific), Donors and steering committee members, Country Focal Points and NDC Partnership staff.

change and NDC agenda. It was noted by several member countries and Implementing Partners that discussion and knowledge-sharing on gender, youth, and adaptation have been central to the Partnership activities.

5.3. Complementarity and coordination of the Partnership at global and country level

One of the central objectives of the Partnership is to establish synergies and enhance coherence, complementarity, and coordination of the NDC processes, not only at the global level, but also nationally. It is meant to help eliminate duplication of processes by encouraging better collaboration across countries, within countries, and across Implementing Partner support to countries. There is growing recognition that effective climate actions need to be mainstreamed into various policy areas and sector-specific budgetary processes to ensure whole-of-government buy-in and support of the climate change and NDC agenda. Furthermore, many Implementing and Development Partners, not only at the country level, but also globally, have developed their own approaches and programs to aid and support countries' NDC planning and processes. Ensuring synergies, coherence, and coordination across these programs and within countries will allow for much more strategic and targeted planning of the climate change and NDC agenda.

5.3.1. Coordination and Coherence of NDC development and implementation nationally and sub-nationally

Countries are expanding their whole-of-government approaches by broadening the involvement of sectoral ministries in climate action, which has helped countries raise cross-sectoral awareness of the NDC. While the NDC process usually rests within the Ministry of Environment, interviews across the Partnership members confirm that the support and whole-of-government approach encouraged by the Partnership helps bring ministries of finance, planning, economics, energy, environment, agriculture, forestry, and health into the NDC process. Focal Points and Implementing and Development Partners report that the NDC is steadily becoming the “all-in-one climate plan,” which has been promoted by the Partnership. The Partnership has brought attention to countries' NDCs and brought together different sectoral priorities and perspectives. Furthermore, even though countries have several other climate change plans, action, and strategies, it appears that the NDCs are becoming the key go-to document on climate at country level. It is recognized that the Partnership, through its CAEP support, has played an amplifying role to make sure that countries understand the power of NDCs and how they can be leveraged. This finding echoes the Annual Members' Survey (2022) in which 96 percent of respondents (43 out of 45) reported improvement in coordination across government agencies, line ministries, and country support systems and strategies. Some key examples emerging from interviews include:

- In Jordan, NDC implementation has been promoted at the highest political level. Jordan's Prime Minister, H.E. Dr. Bisher Al Khasawneh, issued a letter on January 26th, 2021, calling all ministries and national institutions to include the NDC Action Plan and Green Growth Action Plan in their respective ministerial strategies and action plans, thereby aiding cross-sectoral coordination and mainstreaming across line ministries.
- In Rwanda, coordination is carried out bottom-up from line-ministries to the Focal Point (Ministry of the Environment). That is, the activities integrated in the present NDC implementation framework come directly from the different line ministries and sectors. To keep the framework updated, coordination goes from the Ministry of the Environment to sectoral line ministries and vice versa.
- In Liberia, the development of the NDC, which was supported by the Partnership, encouraged cross-sectoral discussions. This included, for example, discussions with the

health ministry to mainstream climate change-relevant impacts in health as well as enhance understanding of relationships between climate activities and public health -- such as the positive co-benefits of decreasing local air pollution through mitigation measures (solar, cook stoves) that decrease emissions. Discussions were also held in the transport sector on climate proofing road construction and the agricultural sector was brought in to discuss mainstreaming climate change in agriculture.

- In Colombia, initial efforts supported through the Partnership were driven by the Ministry of the Environment. However, to map out and better coordinate ongoing international cooperation on climate change coordination on the development of the NDC was done within and across line ministries.

The two Focal Point strategy is an innovative and efficient way of ensuring enhanced cross-sectoral coordination, but it is dependent on consistent collaboration and communication between the two Focal Points to ensure updated coordination of NDC activities. Coordination across ministries is supported and encouraged by the Partnership's country-led approach and requires the nomination of two Focal Points. This differs from other international funds and programs, which often only have one Focal Point within countries. Bringing the finance ministry into the mix as a Focal Point is an innovative way to link climate change planning with the potential future influx of climate finance since this ministry controls the incoming foreign aid and investments. Furthermore, Development Partners coordinate and work with finance ministries. However, some interviews with Focal Points and Implementing Partners carried out for this evaluation indicated that some power struggles continue to affect country coordination, and it was clear that there had, at times, been limited communication between the two Focal Points. Another area of discussion that needs coordination is related to the pathway for costing and achieving the targets proposed in the updated NDCs.

There is some coordination with the sub-national level, but the Partnership has not explicitly promoted this level of coordination (and integration). The Partnership has provided support to national government requests in sub-national engagement, but most countries are not engaging with this level. Evaluative evidence shows that vertical coordination is not as prevalent as horizontal coordination within government, and discussion on national to local coordination on NDC implementation needs to be further enhanced. Local level action to include sub-national actors in the NDC update and planning process for implementation is critical to fast-tracking ambitious climate targets. Ultimately, many NDC actions, while developed at the national level, will have to be implemented at the local level. Considering the sub-national aspects of the NDCs is important to demonstrate how regions or cities, for example, can contribute to meeting national targets. Interviews with Implementing Partners indicated that most countries have limited knowledge and capacity on the needs and priorities at the sub-national level. In countries where some coordination has taken place, existing vertical structures, and protocols on budgetary and planning processes between national and sub-national levels were noted to have played a key role. This is indicated in the data collected through the 2022 Annual Members' Survey, where only 20 percent of respondents reported regular consultations with sub-national governments. The Partnership has conducted analysis of trends and gaps in country requests for sub-national action. In addition, Local Governments for Sustainability (ICLEI) has been working with the Partnership to identify strategies to enhance vertical coordination. In addition, interviews with Implementing Partners indicated that the role of in-country facilitators should be encouraged in this process and explore the pathways for deeper vertical coordination and integration.

Through its Partnership Plans and in-country facilitators, the Partnership has established a coordination mechanism that helps increase coherence and coordination among Implementing and Development Partners within countries, but there is still

opportunity to further enhance collaboration to minimize duplication of work and break with competitive behaviour. Collaboration between large Implementing and Development partners is often not a common model used for carrying out activities on the ground. Each Partner often develops its own country strategies without consulting with other key Partners working in the countries. Interviews with country Focal Points indicated that this kind of coordination among Implementing Partners is often an afterthought. The model used by the Partnership was established to support alignment of its Partners' portfolios with NDC actions and activities and to decrease duplication. Survey respondents in the 2021 Annual Members' Survey noted that Partnership support has helped decrease overlaps in work and increase synergies between Partners and the country activities. This was echoed in the evaluation case studies. However, as noted in the 2019 MTR, while the Partnership has provided opportunities for donor coordination, Implementing and Development Partners are not acting in concert in many contexts, due to institutional constraints and existing relationships with governments among other factors. This is amplified by the fact that there are usually many Partners doing small activities, which become difficult to align, instead of a few partners doing large activities. In addition, interviews with Implementing Partners explain that overlaps also happen when the TORs for the activities are not clear and thus sometimes change after an Implementing Partner has accepted a request for support. Finally, the challenge of competition remains as some Implementing and Development Partners continue to feel that there is competition for visibility and credit for implementation of activities. That is, often there is confusion about the Partner that supported an initiative and about whether attribution of the support received should be to the Implementing Partners or the Partnership.

CAEP and the development of Partnership Plans as well as the embedded advisors and in-country facilitators have been recognized as playing instrumental roles in creating a common understanding within the countries on the NDC and coordinating support across line ministries, but also with Implementing and Development Partners. This was noted by interviewees for the present evaluation, but also echoes the findings of the 2021 Annual Members' Survey, where respondents noted that embedded advisors have played a central role in ensuring coordination and assisting with bringing the right people to the table. The 2019 MTR also made the same observation, recognizing the key role of in-country facilitators in assisting with the coordination across line ministries, as well as bringing the right Implementing Partners into the discussions. Examples noted in this evaluation include amongst others:

- In Palestine, the Partnership Plan provided a platform for identifying what is necessary to implement the NDC. National actors and Implementing and Development Partners are now aware of what is necessary, in a clear and transparent way, so they can deploy necessary support.
- In Colombia, the Partnership mapping of country needs was recognized as having helped build the strategies of other development cooperation initiatives such as Euroclima+ and UK Pact that have channeled available funding to identified gaps. Having in-country facilitators and economic advisors embedded in the national teams also helped the coordination.

Improved coordination within governments and with, as well as across, Implementing and Development Partners is broadly seen as having brought about more organized and targeted support, but the use of Partnership Plans to inform Partners' country programs is mixed. The request for support and Partnership Plans helps set out country needs in an organized way that makes it easier for Partners to understand and coordinate what is going on in the country and how best to provide support. When reviewing the Requests for Support or Partnership Plans, Partners recognize that it makes sense to respond to

requests because the needs align with the support they can or already do provide within countries. However, the extent to which the Partners use the Partnership Plans to inform their own agendas is mixed, according to the 2022 Annual Members' Survey. Only about half of the Partners responding noted that they have used the Partnership Plans to inform their project portfolios of overall medium-term country strategies; notably, the other half reported "no" or "not sure" on whether the Partnership Plans had been used.

Member countries have increased their coordination and collaboration with Implementing Partners, allowing for heightened transparency and trust; however, tracking of activities becomes difficult when Implementing Partners support countries with their own funds.

98 percent of respondents on the 2022 Annual Members' Survey said that they had seen an improvement in NDC coordination between the country and Implementing and Development Partners, adding that there have been improvements in coordination during NDC development and revision with more stakeholders involved in the process. This coordination process is noted by Focal Points and Implementing Partners as having helped raise transparency and trust between development partners and the government. However, tracking what happens on the ground can be difficult when Partners support requests with their own means, which can hamper some of the coordination and overview of what is being implemented. Several in-country facilitators expressed that there is a need for closer conversations with Implementing Partners so that implementation also remains aligned with what has been requested. To some extent the in-country facilitators fill this role as they contact everyone and asks for updates; however, given the multitude of Implementing Partners often on the ground and limited time of the in-country facilitators, gathering all information can be difficult. If the Implementing Partners are not proactive in sending information to the Focal Points or to the in-country facilitators, complete reporting and tracking of activities remain difficult.

5.3.2. Coordination across global programs

The Steering Committee has noted that the Partnership plays a role in ensuring coherence in global programming of NDCs. Members have further underlined the importance of coordinating the Partnership's work with other existing and forthcoming initiatives to avoid unnecessary duplication, build momentum, and ensure the Partnership plays the central role facilitating NDC enhancement and implementation. Members also provide support to NDCs through global programs Annex 7 provides examples of these programs and how they are aligned with the Partnership.

The Partnership aligns itself well with other global programs offering support to NDC development and implementation, with some room for improvement in coordination.

Several of the Implementing Partners interviewed reported that the global NDC support programs housed within their own organizations could be used for further enhancement and collaboration on the NDC agenda. Notably, the Partnership was seen as a potentially good partner, with convening power for coordinating across these global programs, but its methods and avenues for coordination could improve. The Support Unit sends the requests to the organizations' Focal Points monthly and it is up to these Focal Points to determine who and how to circulate the information internally. The evaluation team noted that this does not always happen efficiently and therefore some opportunities are missed regarding support from country offices or other parts of the organizing not linked to the Focal Point. For example, the World Bank's Climate Support Facility and the EBRD's NDC Support Program may provide opportunities for increasing engagement with larger emitting countries since they work with these countries and the private sector sections, or departments of the multilateral development banks may be a gateway for increased engagement on the private sector.

6. Effectiveness of the Partnership operations

6.1. Introduction

The effectiveness of the Partnership operations, including the model used to support the enhancement, update, and implementation of NDCs, was measured through different four dimensions related to the theory of change. The first dimension is how the support of the Partnership has affected the integration of NDCs' mitigation and adaptation goals into national/sub-national strategies, plans, policies, and processes. The second dimension includes an assessment of the support in relation to the quality of the NDCs. A third dimension relates to how the knowledge products and learning support from the Partnership have affected the NDCs and helped build capacity of member countries. The final dimension discussed in this chapter is how the work of the Partnership has supported the integration of two key cross-cutting issues – gender and youth – in the preparation and implementation of NDCs.

Implementation of identified NDC action within countries is still in its infancy and it will likely take time before results of actionable implementation can be assessed. As a result, the evaluation did not assess the effectiveness of these actions. Improvements in the effectiveness of support to integrated, good quality NDCs and corresponding implementation plans are necessary for the future success of the investments needed to implement those plans, but not sufficient to achieve the Paris Agreement. Other elements and conditions will be needed for the investments to occur and pay off, such as continued commitment from governments, capacity building, and most importantly, availability of financing.

Coordination and complementarity, two very important aspects of effectiveness of the Partnership work, were discussed in the previous chapter. Effects in access to finance and actual investments to implement the NDCs and changes in the ambition of the NDCs are discussed in the next chapter, since the team considered those related to the impact of the NDCs in the achievement of the Paris Agreement.

The evaluation team concludes that the Partnership has delivered in all aspects of effectiveness. The deployment of a whole-of-government approach has helped advance country ownership of NDCs by encouraging integration of NDC processes within national development plans, strategies, and policies of line ministries (such as energy ministries) and national policies and goals such as Long-Term Strategies (LTS). Responding to requests for support has helped develop and strengthen the infrastructure necessary to update, enhance, and implement the NDCs. Regarding the effectiveness of the CAEP to update the NDCs, the 2022 Annual Members' Survey indicated that almost all respondents (97 percent, across all members) considered this support effective.

6.2. Integration of NDC priorities in national development plans (and vice versa)

By participating in the Partnership, countries are encouraged to establish a framework that aligns and integrates climate change processes and priorities in the NDCs with national planning and implementation processes, as well as policies and strategies. This follows a whole-of-government approach that enhances country ownership of the development and implementation of NDCs. The integration of NDC processes and actions within government processes has increased ownership of the NDC, compared to prior experiences with NDCs which were often developed by external consultants. LTS have also helped countries integrate NDCs into national development planning. Furthermore, the

Partnership puts the central government in the driver's seat within the national context without interfering with national processes.

Cross-sectoral integration of climate change in sector-specific policies and strategies is not new to most Implementing Partners. However, a key added value from the Partnership approach has been the promotion of integration through a single framework, highlighting coordination and complementarity. The Partnership Plans (and other tools promoted and used by the Partnership, such as CAEP TORs), as the central framework for prioritizing activities to implement the NDCs, have been valued by all members in the Partnership as an effective way of organizing and signaling the support needs to implement the NDCs. The Partnership's Country Engagement Strategy clearly embraced the principles of aid effectiveness. However, the exact extent to which integration within countries has happened is not always easy to assess and may require a longer and more in-depth analysis and insight into national and sectoral policies, strategies, and plans. Implementing Partners interviewed for this evaluation assured the evaluation team that their goal is to integrate climate change within national development agendas, particularly working with governments. Governments also confirm that integration with existing or future strategies and policies is a more effective way of developing and implementing the NDCs. In all cases reviewed by the evaluation, the action plans for implementing NDCs are also integrated into national planning processes, particularly by encouraging different actors (such as sectoral agencies or ministries and finance and planning ministries) to be brought into the NDC development process and its subsequent implementation. As noted in the Coherence chapter of this report, the "two Focal Point" approach promoted by the Country Engagement Strategy has proven effective in this regard. Bringing together sectors, finance, and planning ministries provides a longer-term horizon to the NDCs and their implementation.

One area of cross-sectoral integration that was not planned but was important in many member countries was integration with processes of economic recovery from the COVID-19 pandemic. As discussed in the Efficiency chapter, the Partnership responded swiftly by supporting countries to ensure that national climate ambition is an integral component of short- and long-term recovery and economic growth strategies to drive green recovery in response to the pandemic. As many countries are still in the process of developing COVID-19 recovery plans, the EAI remains highly valid. The actual effect of this initiative will be associated more with long-term mainstreaming than short-term recovery.

Embedding economic advisors in ministries of finance and economy to enhance the inclusion of a green sustainable development process in COVID-19 recovery plans has been a positive and innovative step. It is clear from interviews with member countries that climate, through embedded economic advisors, is now increasingly being considered by finance and planning ministries, including central banks and sectoral advisors. At the country level, the finance and economy ministries also have an interest in embedding the advisors, thereby creating a win-win situation. The expectation of large sums of funding to be invested in actions identified in the NDCs has attracted the attention of politicians as well as finance and planning ministries.

One shortcoming for future consideration is that in most cases, the economic advisors were placed to deal with recovery at the national level, while there is still a need to mainstream the recovery plan at the subnational levels. In most cases, these advisors were short-term, which may not have provided the opportunity to sustain the capacity of the ministries.

The integration of NDC processes and actions within the government processes has increased country ownership of the NDC process. Interviews with both Developed and Developing Country Members as well as Implementing Partners confirmed that the most

recent revisions of the NDCs and Partnership Plans were more country driven than in prior experiences with NDCs which, for the most part, were driven by external consultants. The process supported by the Partnership has also further helped the integration of the NDCs into government processes. At the end of the day, NDCs are not only technical documents, based only on technical inputs, but rather include political inputs and dimensions, and as such should be driven by the countries for which they are being developed.

Conversely, existing development plans and agendas within countries as well as plans for implementation of the SDGs have been incorporated in the Partnership Plans and NDC Implementation Plans. For example, respondents to the 2021 Annual Members' Survey agreed that the SDGs are included in the Partnership Plans and NDC implementation plans (78 percent that have PPs and Implementation Plans). They specifically indicated that NDC priorities have been integrated into the budget framework for implementation, but also for potential effects on sectoral budgets or medium-term national and/or subnational development plans and strategies as well as climate risk analysis into these plans.

While embedding concepts of climate change and the NDCs in broader development plans and policies has advanced, integrating specific climate change and NDC action in sectoral budget lines and procedures is not as widespread. For example, while concepts may be integrated in development planning, there are often no specific budget lines for climate in national budgets, making it more challenging to track climate-related expenditures.

6.3. Knowledge products and direct embedded support as ways to improve capacity

The knowledge products seem to have increased capacity at different levels. According to the 2022 Annual Members' Survey the following was revealed:

- Almost all respondents (93 percent) increased their knowledge or capacity for NDC implementation in 2021, which was facilitated by the Partnership.
- 76 percent of respondents had consulted written products from the Partnership (an increase from 67 percent in 2021). However, while this number grew, the proportion of those who reported having consulted knowledge products who also stated that these had contributed to adjustments or changes in NDC planning and implementation dropped from 73 percent to 52 percent.
- A large portion (88 percent) of survey respondents, which participated in an event (e.g., conference, webinar, and workshops) organized by the Partnership, indicated that these exchanges contributed to practical improvements or changes to NDC planning or implementation.
- 68 percent of respondents of member countries receiving support indicated that the Knowledge Portal improved NDC implementation, raised NDC ambition, or inspired new climate action.

The presence of the economic advisors has also helped further enhance cross-sectoral capacity. Interviewees noted that many of the sectors involved in the COVID-19 recovery were not aware of or knowledgeable about climate change, so the presence of the advisors has been useful to increase awareness and build capacity. Furthermore, advisors have recommended methods for including climate risk in finance ministries' economic analysis, something that was usually novel to these ministries.

According to the 2022 Annual Members' Survey, respondents indicated that there are a series of issues that they would like the Partnership to focus on to improve their capacity:

- For knowledge products, issues included adaptation, climate finance (access to, sectoral instruments and private financing), national climate policies (overview per country and analysis of quality), and greenhouse gas inventory process (ambition raised by members and progress towards ambition).
- For future events, topics were mostly related to access to NDC financing, structuring projects, private sector participation, Article 6, and Partnership-specific products such as in-country facilitators and Partnership Plans. It was also suggested that the Partnership holds more regular meetings across countries to share experiences.

6.4. Enhancing the quality of NDCs

There is evidence that NDCs have improved in quality because of the work carried out through the Partnership. The key mechanisms noted by interviewees, which helped improve NDC quality were through (1) provision of support to the responses to requests, and (2) the knowledge products produced and disseminated by the Partnership. The evaluation team identified several ways in which the NDCs are reported to have improved higher quality NDCs. Although the team did not conduct a technical assessment of the NDCs, as this was beyond the scope of this evaluation, the team collected data from various sources that, when compared, analyzed, and triangulated, confirm that NDCs supported by the Partnership are higher quality than the same countries' previous NDCs.³¹ Following are some of the areas in which improved quality was noted:

- *NDCs are now better informed.* NDCs are now well-informed by better assessments, underlying data and reporting systems, putting in place realistic implementation and financing plans, and strengthening engagement with finance and sectoral ministries, subnational actors, private sector, and others.
- *NDCs are more credible.* Compared to the initial NDCs, they have more credibility, with information that is clearer, and modeling and implementation intentions better defined, especially in adaptation. The material used to prepare the NDCs has also improved. Several Country Members interviewed noted that the support provided through the Partnership indeed helped increase credibility as Implementing Partners that responded to country requests helped bring in technical experts to support such technical capacities as modeling and costing solutions.
- *NDCs have stronger ownership.* Institutional Members and Member Countries interviewed indicated that the new NDCs enjoy greater ownership from governments and other stakeholders consulted and participating in the process. Governments were generally in the driver's seat on the process, particularly in reflecting their priorities and ambition levels, while the Partnership ensured the support. This differs from previous processes where governments, due to limited capacity, had to rely on external consultants to guide the entire process. Through the process of Partnership Plans and requests, countries are pushing for what they need and want to pursue rather than responding to external priorities.
- *NDCs are more integrated across the development agenda.* As expanded upon above and in the section on Coherence, there has been an increased linkage of the NDCs with other sectors. The increasing consideration of adaptation in NDCs have forced the

³¹ This does not mean that the quality is higher than those not supported by the Partnership since the evaluation did not consider counterfactual examples.

interaction between energy and adaptation needs and actions, for example. Also, the recent inclusion of economic recovery plans for the pandemic, has also increase connectivity budgeting and green growth, not seen in previous NDCs.

- *NDCs have increasingly included cross-sectoral issues.* There has been an increasing inclusion of gender, youth, and private sector engagement.
- *NDCs have identified co-benefits of climate change between mitigation and adaptation activities.* Amongst the updated NDCs, the co-benefits of climate change have been given much more attention.
- *NDCs have plans of action for implementation.* Countries are taking the necessary actions to ensure their NDCs can be implemented, by improving their underlying data and reporting systems, putting in place realistic implementation and financing plans, and strengthening engagement with finance ministries, sectoral line ministries, sub-national actors, private sector, and others. As discussed below, however, this is an area in which much more work needs to be considered.

Higher quality NDCs have several positive consequences, with the most important being higher ambition. The quality of inputs (improved information and data) provided for the preparation of the NDCs offered a more solid basis for negotiations within government agencies, particularly with sectors that are not normally included in climate change discussions but may be responsible for budgets or large emissions such as mining and industry. In this context, higher quality NDCs may offer the basis for more financing to be allocated to NDC implementation. From the donor's point of view, better NDCs provide a better scenario and more confidence for their support in the development and future implementation of actions.

The improved NDC quality reported above is further confirmed by two other studies that were commissioned about the NDC quality: one by the Support Unit and the other by the UNFCCC Secretariat:

- A. **The Support Unit commissioned a study of the quality of NDCs from 37 countries that was presented to the Steering Committee at its October 2021 meeting.**³² The findings of the evaluation are like the ones concluded by the study. The study used a very comprehensive methodology assessing quality, ambition, and processes (summaries of each of these dimensions are presented in relevant sections of the evaluation). All 37 countries analyzed demonstrated some form of enhanced NDC quality connected to the support received through the CAEP initiative. Highlights of the study include:
- 22 NDCs strengthened their information gathering and assessment processes;
 - 27 countries introduced or improved scenario-based modeling for setting mitigation targets;
 - All countries showed enhancement around implementation plans and arrangements;
 - All countries analyzed showed enhancement through wider strategic alignment to support NDC targets and sustainable development;
 - 24 countries have improved their long-term climate finance plans and 32 demonstrated enhancement related to investment planning; and

³² CAEP Progress Report. Steering Committee meeting. Fall 2021. A final report was published in March 2022 covering the 55 countries that submitted updated NDCs by the end of December 2021 but it is not included in this evaluation.

- 31 countries enhanced their monitoring, reporting and verification (MRV) systems and capacity.
- B. The quality of 165 NDCs communicated by the 192 Parties to the Paris Agreement as of October 2021 was also assessed by the UNFCCC Secretariat and presented at COP26.³³ A good number of them were supported by the Partnership. The analysis followed a different methodology than the one used by the study commissioned by the Support Unit but had similar conclusions. There seems to be a general trend of improved overall quality across all NDCs submitted to the UNFCCC. The following points extracted from the study indicate that NDCs:
- Included explanation of approaches used for NDC preparation, including formal arrangements in place for domestic stakeholder consultation.
 - Linked commitments to transitioning to a sustainable and/or low-carbon and resilient economy and integrated NDC targets, goals, and policies into national legislative, regulatory, and planning processes.
 - Demonstrated coherence between domestic mitigation measures and development priorities.
 - Increasingly recognized gender integration to enhance the ambition and effectiveness of climate action.
 - Included adaptation-related information more often than in the past.
 - Considered mitigation co-benefits resulting from adaptation action.
 - Included implementation of NDCs, although structure and depth vary as well as the estimates of financial support needs.
 - Considered capacity-building a key prerequisite for NDC implementation in areas such as: formulating policy, integrating mitigation and adaptation into sectoral planning processes, accessing finance, and providing the information necessary for clarity, transparency and understanding of NDCs.

6.5. Partnership effectiveness in Mainstreaming Gender in the NDC Process

The Partnership has made efforts to effectively guide the mainstreaming of gender in NDCs. As part of the mission to promote gender equality – one of the ten principles of the Partnership – the Partnership adopted a Gender Strategy in 2019 to advance gender mainstreaming in member countries’ NDCs and climate action. The Steering Committee provided widespread support to the Gender Strategy (2019). The Strategy focuses on a coordinated approach to support gender responsive NDCs and a commitment to providing technical gender support to integrate gender into NDCs. Furthermore, the Partnership Support Unit launched its *Practical Guide on Developing Gender-responsive NDC Action Plans*. The guide was developed in collaboration with IUCN and offers a five-step process to steer efforts towards enhancing gender equality considerations and to exemplify how gender tools and methodologies can be used to develop gender responsive NDC action plans. The Practical Guide is expected to be incorporated into the five stages of the Country Engagement Process and identifies entry points where countries can mainstream gender equality into their NDC action plans, including through Partnership Plans, implementation plans, or investment plans.

³³ FCCC/PA/CMA/2021/8/Rev.1. Nationally determined contributions under the Paris Agreement. Revised synthesis report by the secretariat.

The strategy's guidance was further integrated into the Partnership's Work Program for 2021-2025. As such, gender concepts have been integrated in Partnership process.

The Partnership's approach is that applying the gender strategy is desirable, but not mandatory. Following the country-driven principle, the strategy provides good practices and shares them at the global level. Support Unit staff considers gender when, for example, discussing the Partnership Plans, but gender equality elements are not imposed. If any country has a strong objection to integrating gender, they are not required to do so although, as indicated above, it is one of the Partnership's guiding principles and therefore, countries should sign onto it. In addition to the strategy and guide, there are about 100 documents in the Partnership knowledge portal on gender and climate change for countries to review and integrate into their NDCs.

Addressing gender in the context of climate change is not unique to the Partnership. As earlier in the chapter on Relevance, mainstreaming gender is part of broader global discussions on climate change and NDCs. Countries are expected to systematically integrate gender as a dimension within all work areas, processes, and project management to comply with national and international obligations as presented within the Agenda 2030 SDGs, as well as gender action plans from the UNFCCC ([Enhanced Lima Work Programme on Gender](#): a gender-responsive climate action plan must identify gender gaps and contribute to remediate historical biases). The Paris Agreement and guidance from the UNFCCC also calls on the Parties to respect, promote, and consider gender justice and the empowerment of women when taking action to address climate change. As such, whether the Partnership requires gender mainstreaming is to some extent less important, as these expectations are established globally. What is highly relevant and needed by countries is the support and the tools offered by the Partnership to integrate gender. Several of the interviews with national Focal Points during the evaluation indicated that a key issue in this regard is not objecting to the integration of a gender lens but rather the lack of a full understanding on how to do so.

The tools offered by the Partnership in support of gender integration are considered clear and useful. Interviews confirm, for example, that the *Practical Guide on Developing Gender Responsive NDC Action Plans* is clear and offers good recommendations about which gender-related issues are most relevant and which could be brought to the table and proposed in the NDC country process. One approach used by the Support Unit is to offer governments a review of draft Partnership Plans from a gender perspective. Based on this review, a discussion takes place with the national Focal Points to clarify any issues.

Both interviews and past studies have confirmed that gender features on the NDC agendas of member countries. An assessment commissioned by the Support Unit on a group of NDCs supported by CAEP³⁴ indicated that 35 countries demonstrated enhancement in target inclusivity. This considered distributional impacts of commitments and associated policies among vulnerable groups. Furthermore, of the inclusivity indicators, information on gender-relevant considerations saw the greatest enhancement, noted amongst 32 countries. This was demonstrated by stakeholder consultations on gender, research into the ways gender plays into climate vulnerability, or measures that target female empowerment as part of the climate strategy. To back this up, the evaluation team encountered several examples in the countries contacted:

- Colombia: CAEP actions implemented by WRI supported the inclusion of gender considerations in the updated NDC, where gender equality and women's empowerment

³⁴ CAEP Progress Report. Steering Committee meeting. Fall 2021. The Support Unit completed additional analysis in March 2022, but it is not included giving the cut off day of the evaluation is December 2021.

is one of the crosscutting elements, and considered in the goals related to the education, training and awareness raising. The NDC indicates that the National Public Policy on Gender Equality would include climate change considerations during its development (expected to be finalized by 2025). Women groups were considered in community dialogues during the NDC update.

- Rwanda: Gender is considered at the highest level. Everything implemented in terms of policies in Rwanda integrates gender, including climate change.
- Albania: The country is taking initial steps to mainstream gender in its climate change policies and programs.
- Cambodia: The country included a gender dimension in the NDC and most of the NDC's priority actions in its Partnership Plan have a specific target for women's participation. The country formed the Gender and Climate Change Committee.
- Liberia: During the NDC consultation process, gender was considered a central issue. The country created a gender declaration, bringing girls and women from around the country to the launching of the initiative.
- Jamaica: Gender and other inclusive dimensions are part of the national strategy of the government, incorporated in relevant policies and strategies.

It is too early to assess if the investments coming out of the NDCs are gender responsive. Processes that work to mainstream gender equality should produce actions that support gender responsiveness, but this will not be evident until the implementation plans are translated into financed investments, which in most countries is still in its infancy or not even underway.

6.6. Youth Engagement Plan (YEP)

Attention to youth engagement and integration is still incipient within the Partnership. The Partnership launched the YEP at its 2020 Annual Members Forum. The YEP was developed through a participatory process with extensive consultations with youth from around the world and as well as dozens of Members. It presents actionable and innovative recommendations to increase youth participation in climate policy and practice. The Steering Committee decided not to approve a strategy but a plan and the Support Unit's role in implementation is expected to be limited. It is expected that Members with relevant mandates, expertise, and resources (for example, UNICEF) may take the work forward. The YEP outlines four key action areas of action:

1. Designing youth-inclusive NDC processes at the national level;
2. Supporting the development of youth-led NDC implementation projects;
3. Strengthening climate change capacity building for young people; and
4. Encouraging youth participation in global Partnership activities.

Even though youth integration is still new, evaluative evidence highlights clear examples of youth being considered in some countries' NDC agendas, although it is not clear whether the YEP or another initiative was the trigger. Several interviews pointed out that youth had been added to the NDC agenda and considered in the process; however it is unclear whether this can be attributed to the Partnership since it is too early to assess the effect of the YEP in the NDCs. It is also too early to assess whether the investments coming from the NDC plans will have youth lens and angle. A few clear examples of country consideration of youth include:

- In Rwanda, discussions have commenced on how to better integrate youth in the climate change agenda. In particular, there are discussions on how to develop an incubator and accelerator program, where youth could develop green ideas. Rwanda's Green Fund, FONERWA, could help develop the projects to reach a stage of bankability.
- In Cambodia and Liberia, youth was included as a clear cross-cutting area of involvement in the updated NDC.
- In Zimbabwe, youth NGOs focused on climate change, environmental sustainability, and sustainable development are implementing green projects and supporting the government in developing an NDC communications strategy for information sharing and awareness raising.
- In the Marshall Islands, students from all grade levels were the majority during the National Climate Change Dialogue in Ebeye in 2019, showcasing their ideas and solutions. A youth representative position has also been formalized in the government's adaptation working group, embedding a youth voice and perspective in government.
- In Grenada, students are part of the SDG Council, which reviewed the country's Partnership Plan as well as other key climate change and sustainable development documents.
- Kenya organized a youth climate change art and essay competition with 4,000 submissions and showcased the winners as part of a Partnership event in 2018.
- In Colombia, the national engagement of the Partnership is connected with local action planning with direct involvement of the community – primarily young people with a genuine interest in climate change and environmental issues – resulting in a very specific project portfolio.
- Namibia has requested support from Partnership members to undertake specific youth consultations on climate change.
- In Maldives, a member country that has not yet received Partnership support, the Asian Development Bank is promoting a contest for youth leaders in atoll environments.

The Partnership action on youth lags its more solid engagement on gender. As with the Gender Strategy, the Partnership promotes the inclusion of the youth dimension in the NDC design and implementation, but it is not mandatory to countries to do so. As opposed to the Gender Strategy, however, there are no clear guidelines for entry points within the CES cycle. The Support Unit organized a major conference, [Youth Engagement Forum in 2021](#). Also, the information in the Partnership [web page on youth engagement](#) is outdated and has not been updated since December 2019.

6.7. Challenges

The evaluation team identified a series of challenges that have affected the effectiveness of the Partnership, some of them related to Partnership operations but mostly related to the NDCs themes. With the regards to the NDCs themselves:

- NDCs preparation as well as implementation plans tend to focus on central governments with limited inclusion of subnational level governments or actors.
- NDCs take time to prepare. There is a misconception that these documents can be prepared faster.
- NDCs are negotiated political documents rather than purely technical documents.

- NDCs are including more discussion about conditional and unconditional actions but few if any have an assessment of the risk of some or all the actions not being implemented. This is also limited to developing and implementing necessary policies.

In addition, many of the challenges affecting the NDCs are endemic or systemic to the members of the Partnership and not unique to the NDCs or climate change.

- Coordination and complementarity, one of the key expected outcomes and achievements of the Partnership, happen within the context of the way the government and Implementing Partners work and operate. The Partnership, through the Implementing Partners, the in-country facilitators, and Partnership Plans, can improve this coordination but there are limits.
- Changes in government administration produce changed priorities. This is applicable both for developed (eg, priority for support) and developing countries.
- Government political agendas influence the NDCs from planning to future implementation. If a government has any conflict with any segment of the actors participating, benefiting, or affected by the NDC, this will be reflected in the NDC priorities.
- Many Institutional Members have planning and budget cycles that may not be able to respond to the fast pace of requests and responses.

Furthermore, the Partnership approach and model may have some challenges in the Partnership effectiveness.

- The Partnership has provided support on the implementation of the NDCs (about 40 percent of developing countries are working on Partnership Plans) and this will be increasingly the key topic of request in the coming years from developing countries. The use of Partnership Plans has been successful, but they are short term. The timeframe of the implementation plans will need to increase to include long term plans and alignments with the countries long-term strategies on carbon or on adaptation, for example. The Implementing and Development Partners may not have experience and expertise on these topics to support requests.
- Regarding gender and youth, the challenge now is for the Partnership to provide technical capacity to the public and private sector to mobilize women's and youth groups, including providing specific training on gender and youth, to develop and run projects that help build resilience or reduce GHG emissions. Linking with partners that provide funding for such activities is essential.

7. Impacts: contributing to the Paris Agreement objectives

7.1. Introduction

The NDCs are key instruments for outlining countries' ambitions on how to contribute to the Paris Agreement. No single country or institution, nor the Partnership, is fully responsible for achieving the Agreement's goals, but rather this is the aggregate work of all Parties to the Paris Agreement. The previous chapters discuss how the Partnership's support has produced NDCs that are more ambitious, more integrated, and have higher quality, with improved coordination and clearer targets to be financed and implemented. The investments on the implementation of the NDCs should advance achievement of mitigation and adaptation targets in line with the Paris Agreement. **The Partnership, through its support to enhance and update the NDCs and translate plans into actions, is contributing to the goals of the Paris Agreement.**

At an informal round table in the context of COP25 (Madrid, 6 December 2019), Parties and non-Party stakeholders discussed how the gap in ambition could be bridged by new or updated NDCs.³⁵ They emphasized that ambition should be operationalized within the national context as the sole responsibility of every Party, as enshrined in the Paris Agreement. According to this informal group, the meaning of ambition includes:

- Action in mitigation, adaptation and means of implementation in a balanced and complementary manner.
- Better information: quality and quantity.
- Enhanced transparency and clarity of NDCs.
- Progression in terms of efforts to reduce emissions and increase resilience.
- Progression in results.
- Social inclusiveness and whole-of-government approach.

As discussed in the previous chapters, the Partnership has responded well to all these aspects and, through its support, has assisted countries in integrating some or all of them in NDCs, depending on country needs and priorities.

This chapter discusses two important issues related to the contribution of the Partnership to the Paris Agreement goals. The first relates to the raised level of ambition in the NDCs attributable to the Partnership's support. The second is the need for financing actions to achieve the targets and raised ambitions of the NDCs, and how the Partnership is supporting the access to finance for the implementation of the NDCs.

7.2. Ambition to reduce GHG emissions and increase adaptation actions - the role of the Partnership

The Partnership provided several incentives to increase ambition according to the Paris Agreement definition. Some of these were presented and discussed in the previous chapters: a whole-of-government approach, integration with national development agendas and of more actors and sectors, making knowledge products available to be used, and integration and promotion of higher quality in the NDCs. Analysis conducted for the Support

³⁵ [Summary Report](#). Informal round table on NDC ambition @ COP25 (6 December 2019, Madrid, Spain)

Unit³⁶ estimated that through CAEP, for example, 100 percent of the NDCs supported raised their adaptation ambition, 84 percent raised the mitigation targets, and 38 percent of countries expanded their unconditional targets. Many countries included mitigation targets for the first time, which is a very important accomplishment, and GHG inventories have been developed and enhanced. Not all increased ambition can be attributed to the support provided through the Partnership. Many other actors provide support to the NDCs outside of those activities identified through the Partnership and most importantly directly by the national governments. Furthermore, some of those interviewed by the evaluation team, both developing countries and Institutional Members, have argued that since the previous NDCs were largely low quality the bar was low, and it was therefore easy to demonstrate ambition compared with the previous version.

The following are examples, collected by the evaluation team, of how Partnership support has increased ambition, particularly for mitigation.

- IRENA worked with 26 countries through CAEP. According to interviews, the level of ambition in the NDCs they supported has been increased or has been clarified from previous versions. The role of IRENA was not to propose increased ambition, but to demonstrate to the countries that ambition (e.g., targets) could be higher if certain actions were taken.
- Climate Analytics also indicated that the level of ambition of the NDCs they supported increased particularly through enhanced collaboration with all partners, bringing more actors to the table.
- Palestine added more ambition on mitigation targets by 2040.
- Albania raised ambition for 2030 by 20.9 percent on emission reduction targets, by covering additional GHG beyond CO₂, adding more sectors and adaptation measures.
- Cambodia included key important activities in their 2nd NDC and new sectors, like health.
- Liberia included cross-cutting issues, like gender, youth, and private sector engagement in the revision process to assess pathways for private finance.
- Rwanda showed several ways in which the country accomplished increase ambition: (1) improved the NDC governance structure by strengthening sector working groups and ensuring NDC progress was included in the joint sector reviews; (2) mobilization of USD 5 million to support implementation of the Partnership Plan; (3) designed, with inputs from sectors, 23 concept notes for bankable projects; and (4) received two economic advisors to ensure the integration of climate in recovery plans.
- Burkina Faso raised its emission targets from 18.2 percent in the 2016 NDC to 29.42 percent in the 2021 NDC. The unconditional component of the target was also raised from about one third to two thirds of the target. This increase in ambition was informed by the large number of preparatory studies carried out with the support of the Partnership, which provided a solid information base to increase mitigation ambition while keeping the target realistic.
- Colombia increased its mitigation target from 20 percent below BAU in 2030 (unconditional) to an absolute emissions limit of 169Mt CO₂e in 2030, equivalent to 51 percent below BAU (unconditional). The revisions were possible thanks to the quality of

³⁶ NDC Partnership. CAEP Progress Report. NDC Partnership Steering Committee, Spring 2021. The analysis was based on key trends in enhancement emerging from 19 NDCs that have received support from CAEP, as of March 2021.

the inputs provided for the development of the NDC. The Partnership's role in improving coordination between the government and the Implementing Partners is also seen as an additional contribution.

Several of the discussions with developing countries in this evaluation indicated that there is a direct relationship between the number of partners included and the level of ambition. The coordination, collaboration, and consultation across the entire spectrum of actors, as covered in Chapter 5, improves the chances of increasing ambition. This is not only because of the discussions with national stakeholders that may not have been involved previously, but also because of the approach of having Development Partners active in the country around the table. Including the financial and planning ministries in the preparation of the NDCs has also increased interest in NDC implementation, because of the integration of plans and actions within the sustainable development agenda of the country.

The flexibility and country-driven approach and model promoted through the Partnership allows the country to determine its ambition according to national priorities and needs; however, one shortcoming of this is that NDC ambition may still be falling short of what the countries actually could achieve. The country-driven approach is without a doubt appreciated by the member countries interviewed, and as indicated throughout the evaluation, it has many advantages. On the other hand, the level of ambition is fully determined by the country context and the country decision of how much it is willing to do. The Partnership approach leaves the decision to the country.

The Implementing Partners have played a key role in supporting increasing ambition. This was made clear through interviews. In particular, the Implementing Partners have been able to recommend areas where countries could improve its ambition. A study by IRENA in 2020³⁷ concluded that power targets in NDCs submitted at that time overlooked 59 percent of the potential renewable electricity deployment in line with the Paris Agreement by 2030. NDC power targets even fell increasingly short of national strategies and plans. This basically indicates that the level of ambition in NDCs, in terms of mitigation, are below market trends.

Since the Partnership measures ambition against the previous NDC, it is challenging to detect its actual contribution towards the Paris Agreement targets. Even though the Paris Agreement is a global goal, it is the contribution of each NDC and the implementation of its actions that, at the aggregate level, will or not achieve the Paris Agreement. If the ambition of each NDC does not add up to the necessary conditions to address the causes of climate change the global goal will not be achieved. A recent report from the UNFCCC Secretariat prepared for COP-26 that synthesizes all NDCs received as of COP-26 indicates that although NDCs are more ambitious individually, the aggregate will not be enough to reduce GHG emissions by 2030 to necessary levels to keep the rise in global temperature below 2C more than pre-industrial levels ([UNFCCC/PA/CMA/2021/8/Rev.1, 2021](#)). The evaluation team could not measure the level of GHG emissions reductions from the NDCs supported by the Partnership since there was not enough information. The M&E framework for the current work program 2021-2025 includes some promising indicators that could be used to estimate this if the Partnership is supporting reductions greater than those outside the Partnership.

Connected to the issues of ambition and achieving the Paris Agreement, at the global level, is the type of member countries that are participating in the Partnership. So far, the Partnership includes few large emitters and major emerging economies (MEEs) even though this was requested by the Steering Committee, and it is part of the current Work Program. The current Work Program includes support to MEEs in NDC implementation and

³⁷ [NDCs in 2020](#). Advancing renewables in the power sector and beyond (IRENA, December 2019).

raising ambition, and the Steering Committee created a task force to develop a strategy to engage MEEs. This is a very good and ambitious initiative. The needs and ambitions of this type of country are of course very different than those of most of the current active Members in the Partnership. At this point, only Indonesia (very recent) and South Africa have been active. There may be many reasons why the largest emitter, such as India or China, are not members, or why Brazil and Mexico are not more active. Two possible reasons are that these larger emitting countries usually have more capacity to improve the quality of the NDCs on their own and can obtain support for the implementation of their NDC through other resources. During several interviews, various Partnership members suggested that it would be valuable to engage these large emitters not only from the point of view of impact (for example, encouragement to reduce emissions), but also for them to share their experiences and possibly benefit from the Partnership approach, which has been proven to work for many countries. The evaluation team did not interview representatives of the larger emitting non-members, but discussions with Indonesia and Mexico showed that these two countries found the Partnership support useful.

An area which the Partnership has not yet considered relates to the ambition of the Institutional or Developed Country Members. The Partnership has focused on Developing Country Members. It is not apparent that the Partnership has influenced the ambition of Institutional or Developed Country Members. Some may consider that this is not within the mandate of the Partnership, but the Partnership principles recognize the importance of ambition. Partnership principles are not restricted to Developing Country Members and all those that sign up to become Members commit to them. Both Institutional and Developed Country Members are the ones providing support to developing NDC countries so there should be some level of leading by example and commitment in their support reflecting the own ambition. In a Partnership, all members should be considered to have equal responsibility for achieving the agreed Partnership targets and goals.

7.3. Financing the implementation of NDCs

A crucial aspect of achieving the ambitious targets established in the NDCs is the financing to implement the measures and actions identified in the NDCs, both conditional and unconditional. The Partnership has delivered what it promised regarding enhanced NDCs, which include priorities and actions to implement them. The Partnership has also responded to requests for support to start implementation of NDCs and its actions. Most members interviewed, from all categories, indicated that boosting resource mobilization for NDC implementation to enable its Country Members to implement their NDCs should be a priority for the Partnership.

There is still a need for developing quality project pipelines. This is particularly relevant to smaller or middle-income countries where investment opportunities are less attractive than in the larger economies. NDCs have provided many ideas for potential investments, particularly for conditional measures necessary to preserve the ambition, but they are not yet finance-ready. Beyond infrastructure projects, there is also a need to finance the implementation of necessary policies. Furthermore, there is also much to learn and support on the implementation and financing of NDCs at the subnational and territories levels since much of the implementation will take place at the local level.

Countries continue to need financing for building capacity to develop bankable and finance ready NDC action and implementation. Many countries have limited capacity to go through the various processes to obtain funds for implementation; it is confusing and burdensome. An analysis by the Support Unit of the unsupported requests from the Sub-Saharan region indicated a need to strengthen government capacity to conduct the feasibility

assessments needed to develop a portfolio of bankable projects for potential investment, or a need for financial structures to address funding gaps that must be filled before identified projects can begin implementation.

The Support Unit is taking active steps to strengthen its finance-related capacity to support the Partnership in four main areas:

1. Responding to country requests and sharing knowledge on the integration of NDCs into budgets;
2. Amplifying the political engagement with finance and planning ministries;
3. Supporting a task force led by members on the drafting a Finance Strategy; and
4. Developing a new tool for outlining climate investment opportunities, called Project Idea Notes (PINs), which highlight projects that are investment ready, to assist the matching of projects with public and private investors, and outreach to global markets.

The first two items have been discussed elsewhere in the evaluation report (see Chapters 3, 5, and 6). The other two are discussed below.

The Steering Committee, in October 2021, asked a task force to develop a Climate Finance Strategy to address access to finance, stressing the importance of NDCs as investment platforms and showcasing business opportunities. A draft strategy has been developed by a task force co-led by members of the Steering Committee and has been discussed by the Steering Committee. It appears on the agenda for the Committee's meeting in April 2022 for discussion and possible approval. The goal of the strategy is to embed it across all stages of the Country Engagement process. As indicated in the strategy, any Partnership role on finance should be rooted in its core competencies of matchmaking and facilitating cooperation among members. The strategy should not replicate members' activities but add value to them.

The development of a Finance Strategy is the right move for the Partnership to continue its involvement in the implementation of NDCs, but the Partnership should not get too involved in resource mobilization. Finance is the most frequently requested topic of support among Partnership countries. Almost all developing member countries (96 percent) have submitted at least one request for support related to finance. The analysis of requests for support carried out as part of this evaluation, identified five categories of requests from countries regarding financing that are reflected in the draft Financial Strategy:

1. Preparatory phase: developing climate finance strategies and financial roadmaps.
2. Climate mainstreaming: integrating NDCs into national planning, budgets, and revenue.
3. Preparation of bankable projects: project feasibility assessments, project financial structuring, and accessing international sources of finance through the development of project concept notes and proposals (eg, PINs).
4. Resource mobilization: project and program financing and resource mobilization (e.g., blended finance mechanisms or vehicles such as national climate funds, green bonds, revolving funds, etc., and access to capital markets).
5. Private-sector engagement: assessment of private sector needs, mapping of private sector partners, and assessments of private capital markets.

The PIN initiative, which commenced at the end of 2020, is a good solution for the development of bankable projects (item 3) and to promote climate change investment projects that are in line with a country's NDC and development priorities. Based in the

information coming from the NDC implementation plans, the PIN expands on the idea regarding the potential investments and identifies and targets the potential types of financial institutions (public/private and national/international) that could be interested in this type of investment. The information is prepared in a summary format, using standard terminology and concepts to make them more accessible to potential target institutions. There are two major components in the PIN: one is more transaction oriented, related specifically to the project and its economic return, and the other describes the objectives, rationale, benefits, and gender responsiveness of the project, highlighting its social, climate, environmental, and gender impacts. The typical PIN is four to five pages. They are prepared at the request of the member country according to their needs and priorities.

The purpose of the PIN initiative is to obtain finance for the implementation of the NDCs and reduce, to a certain degree, the burden on countries of having to do the search and present them to potential investors. The expected outcome is to attract institutions to further prepare these projects to be financed. The Support Unit does not have the capacity to produce a full financial proposal. This will be the role of the Implementing Partner, which may be interested in the proposal. Furthermore, it is expected that the interested Partner should add the proposal to its own portfolio. The Support Unit prepared several PINs and in 2021 started to promote them more heavily through two channels:

1. The usual Partnership mechanisms for information dissemination to make members aware of their existence.
2. By suggestion from the Steering Committee, the Support Unit has followed a more targeted promotion of the PINs by identifying institutions that, based on their mandate, strategy, and focus, might be more interested in those documents.

As of February 2022, three of the PINs have been “picked up” by Implementing Partners for further preparation. For example, Rwanda suggested a PIN for a mini-grid project. This project idea had been a government priority for a long time and had been presented on prior occasions to different financial sources with no success. The Support Unit was able to attract five institutions that were put in contact with the government to decide which one to select. UNIDO was selected as the leading institution to elevate the proposal. The role of the Support Unit concluded at this point. Another successful PIN was prepared by the Support Unit in Cote d’Ivoire to support green investments and low carbon technologies based on the Partnership Plan.

There are many opportunities and potential financial returns from investing in climate change actions, but this type of investment has many challenges.³⁸ In the case of the PINs, the Partnership faces additional challenges. For example, the PINs for the most part come from government documents reflecting government priorities, which may not match or meet private sector investment interest or expectations. PINs, as they were prepared, are in very early stages of development so those institutions interested may need to invest in feasibility studies before the proposals can be presented to potential investors. Some PINs have included adaptation components that are more difficult to finance, and the private sector may not immediately recognize the financial benefits of this type of investment. Finding interested institutions takes time. Since the main interlocutor for the proposal and next steps is the government, whatever limitations and constraints the government may have in relationship to the private sector will be reflected.

³⁸ See for example the independent evaluation of the Green Climate Fund’s approach to the private sector ([GCF Independent Evaluation Unit, September 2021](#)).

The following are examples of activities member countries have started with regards to financing the implementation of the NDCs based on the support received from the Partnership. The list is not exhaustive, but demonstrates the diversity of support provided by the Partnership and opportunities available to countries.

- Colombia is designing the Climate Finance Corridor, which is a mechanism to systematically develop sectoral project portfolios aligned with the NDC, improve project design through an accelerator to make them bankable, and then match them with sources of climate finance. Colombia is also seeking to create a mechanism to mobilize finance from the private sector, with support from the Partnership to de-risk the investment.
- South Africa. With the support of the Partnership and funding from the UK and Germany, the DFFE is working to develop an implementation framework and resource mobilization strategy for action, to which Partnership members and others can coordinate efforts to maximize impact.
- Pacific Region. The Partnership is unlocking private sector finance in the energy sector by setting up a private sector-led renewable energy funding facility. The goal of the funding facility is to expand the pipeline of renewable energy projects in the region through highly capitalized, blended financing. It aims to attract private sector investment at scale and provide an end-to-end investment solution.
- Albania. The Partnership platform facilitated access to finance by circulating the country's priority measures for implementation with different Development Partners in order to secure funds.
- Cambodia. There is no plan in Cambodia for financing the NDC yet. The Partnership has committed to support to mobilize resources for Cambodia. The World Bank, for example, has committed to supporting more than USD 100 million to Cambodia, but this is not included as part of the Partnership.
- Liberia integrated the private sector in the revision process of the NDC to assess pathways for private finance.
- Rwanda. The Partnership supported Rwanda to develop the NDC implementation Framework and because of this, different finance sources have started to flow in the country. Germany has committed USD 4 million and the Danish Government has committed USD 8 million for energy efficiency. CAEP provided financing to hire a company to work on five business plans. They are finalized and ready for financing. In addition, under CAEP, the World Bank supported four pilots at the district level, by helping these districts develop concept note towards investments. Also with the World Bank funding, through the NDC Support Facility and the Strategic Program for Climate Resilience (SPCR), Rwanda is seeking to diversify finance mechanisms for implementation, including developing a Green Investment Facility, incubators for new business, Green Leasing Facility (more geared toward guarantees), and is currently piloting a Community Adaptation Fund (as part of a GCF project). Additional project preparation support is also being provided by GGGI and IRENA.
- Kyrgyz. The next step in the NDC process is to develop a road map for the actions necessary to implement the NDC. UNDP is working with the country (not within the Partnership's framework) on this.

8. Conclusions and possible areas of recommendations

8.1. Conclusions

The 2018-2020 Work Program was instrumental in the Partnership being able to position itself as a neutral and open platform for Member Countries to access support for NDC enhancement and implementation and to share experience and lessons. It has successfully provided support to a diverse group of countries, including the most vulnerable and less developed countries by responding to their needs and priorities. However, the Partnership's engagement during its 2018-2020 Work Program was limited with larger emitters and Major Emerging Economies (MEEs)³⁹, which can play an important role in advancing global ambition. This was acknowledged by the Steering Committee in 2021 and the Partnership has launched an MEE Strategy in its new work program, however it is too early to assess the effectiveness and impact of this strategy during the present evaluation.

Overall, the evaluation found that the Partnership's operational model and approach is effective and efficient. The country-driven, whole-of-government, two-Focal Points approach, with the use of Partnership Plans (or other planning and implementation framework plans) to coordinate support and quick matchmaking of country needs with available Implementing Partners, has proven efficient in providing urgent support for climate action even more than other models used by organizations with a similar focus. Furthermore, this model of operation has helped enhance coordination and coherence of national NDC agendas, allowed for increased ownership of the NDCs, and ensured member countries have received support relevant to their needs. However, there are some persisting challenges to rapidly match requests with support given that requests are not necessarily synchronized with the budgeting cycles of Implementing Partners, and some organizations have expertise -but not funding- to respond to requests. In addition, while the Support Unit has increased its staff following the expansion in membership, workloads are still high.

The evaluation also concludes that support for coordination, complementarity, and coherence of climate action, at global and national levels, is a key valued added of the Partnership and should continue as a key focus of its work. Partnership Plans, Support Unit country engagement specialists, regional managers, and the in-country facilitators have played a key role in enhancing national coordination. However, there are some opportunities for the Partnership to play a more active role: for example, coordination with and among government agencies, private sector, civil society, as well as service providers (current and potential) continues to be critical and, in many cases, not optimal. In many countries, the capacity to absorb the expertise provided by embedded advisors and in-country facilitators through the Partnership remains limited whenever the support provided is circumscribed to a short period of time.

The proposed ambition level of the NDCs supported by the Partnership has certainly increased when compared to previous versions of NDCs. This happened because of the support provided by the Partnership and increased commitment from the Developing Country Members. The actual impact will be achieved when the ambitions are realized by making finance available to invest on proposed actions in the NDCs.

³⁹ The 2021-2025 Work Program includes an emphasis of engagement with the MEE and the development of a MEE Strategy which is just beginning implementation. This was outside of the scope of the evaluation.

8.2. Recommendations

Based on the evaluative findings and conclusions, the evaluation team is proposing six overarching recommendations to improve and enhance the Partnership operations. These six recommendations are further divided by sub-recommendations targeting each Partnership Member group: the Steering Committee, the Support Unit, Implementing and Development Partners, and Developing Country Members.

Recommendation 1. The breadth and engagement of Members and Partners should be increased to better respond to global ambition and the Paris Agreement (i.e., engaging larger emitters and emerging economies) and to meet country needs and priorities to access finance for NDC implementation (i.e., private sector and innovative investment sources).

Steering Committee

- A. Raise the visibility of the Partnership's benefits to larger emitters and emerging economies with the goal of bringing them into the Partnership. The Steering Committee co-chairs should play an active role in reaching out to the climate change Focal Points of those countries, on behalf of the Partnership, to present the Partnership, its benefits, and the opportunities for these countries to play a leading role in climate action. For example, these countries and their national institutions⁴⁰ could play a key role in south-south cooperation by sharing of knowledge on financing as well as building capacity. Many of these countries could also benefit from the Partnership experience in coordination, prioritizing, and planning.
- B. Follow the agreed rotation protocol in the Steering Committee's TORs for Institutional Members to get a wider representation from this group (i.e., technical regional organizations that may be more attuned to local situations, needs, and priorities, and may also have linkages with Country Members and other institutions that can be leveraged by the Partnership).

Implementing and Development Partners

- C. Further engage Major Emerging Economies (MEEs) in support of the Partnership's MEE Strategy.

Support Unit

- D. Review the membership to assess its relevance for supporting the implementation of the Partnership's current Work Program as well as emerging requests based on updated NDCs and associated implementation action plans. Leverage emerging opportunities for increased collaboration with Institutional and Associate Members, encourage new members to join the Partnership, and strengthen synergies with non-member supporting partners for the implementation of the forthcoming Partnership finance strategy and any future engagements with the private sector.

Recommendation 2. The Partnership should Implement a two-way process that helps improve alignment between Partnership Plans, Knowledge Products and requests, and the Implementing and Development Partners' planning and budgeting processes.

Implementing and Development Partners

- A. Use the Partnership Plans and NDC implementation frameworks to mainstream country priorities and needs within Implementing and Development Partners' country support

⁴⁰ None of the institutional membership comes from the global south countries at this point while there are several from the global north

programs (and budgeting processes) across climate-relevant sectors and programs. This will allow for a meaningful way to speed up support and better target annual, or multi-year, climate change support in countries.

- B. Development Partners should inform and work with the Partnership Members about available grant opportunities that could support country requests and could be used by Implementing Partners that need the finance to respond to requests.

Support Unit

- C. Consider adding “time to respond to requests for support” as a Key Performance Indicators (KPI) in the results framework to monitor match-making processes and provide some level of accountability towards Developing Country Members.

Recommendation 3. The Partnership should become a knowledge leader on NDCs. Knowledge products should be developed to improve the capacity of Members on urgent climate change issues as well as related to the trends in requests from countries.

Support Unit:

- A. Conduct a knowledge gap analysis on priority topics and issues from the global and national discussions on NDCs. These topics and issues could be included in the current revision of the Knowledge and Learning Strategy. Priority should be given to addressing gaps shared across several countries in synergy with country engagement processes, and in line with kNook-based trend analyses. Lessons regarding the experience on operating the Partnership under a global pandemic (e.g., different types of communications, events, and products) should be considered in a revised strategy. Examples of potential global trends for consideration to be further explored include:
 - The implications of the latest IPCC report regarding urgency of action, adaptation and short-term impacts for the NDC implementation plans;
 - Adaptation vulnerability assessments, research, and actions/measures;
 - Article 6 of the Paris Agreement;
 - Engagement of sectors and actors that currently feature less prominently in NDCs planning and implementation process, but are crucial to combat climate change and increase resilience, for instance, private-sector actors; and
 - The implications of climate change for health, disaster risk management and humanitarian response.
- B. Provide orientation to countries so that Partnership Plans and Request for Support Letters clearly define knowledge and learning needs.
- C. Systematize and disseminate the emerging good practices from the Partnership’s intervention model to foster its adoption and adaptation.

Recommendation 4. The Partnership should continue to build on its experiences and success in facilitating coordination and complementarity at both national and global levels. Two aspects that the Partnership members should be encouraged to consider are (1) to enhance sub-national engagement on NDC implementation, and (2) to increase coherence between the Partnership and other global and regional NDC support programs.

Steering Committee

- A. Build on the whole-of-government and whole-of-society approaches by developing a strategy or a plan for how the Partnership could better support enhancements in vertical

integration in NDC implementation. This will foster increased engagement of sub-national level actors (regional and provincial governments, civil society groups and indigenous populations, for example) and ensure they are included in the planning and most importantly in the development and implementation of investments. The strategy or plan should also encourage and enhance coherence and coordination across sectors at the sub-national level.

Implementing and Development Partners

- B. Increase peer-to-peer exchanges between those Members providing services to developing countries to optimize their diverse expertise and better coordinate support to countries.
- C. Actively bring the NDCs and the Partnership work to their discussions with ministries of finance and/or planning, involving Partnership's Focal Points in these conversations.

Developing Country Members

- D. Continue to seek strong engagement from ministries of finance and/or planning from start to finish in country engagements, as well as dialogue and coordination between Focal Points from different ministries.

Support Unit

- E. Conduct a review of all existing and forthcoming global and regional programs and initiatives working on NDC planning and implementation to map alignment and set up regular conversations with these global support initiatives to: (1) explore how coordination can be enhanced to increase the impact of the Partnership, globally and nationally, as well as (2) explore how Partnership Plans and requests for support can be better disseminated to reach the right stakeholders in country offices or within sector units. This assessment should help increase efficiencies in support from Implementing and Development Partners and highlight further opportunities for supporting developing countries. It would also ensure the Partnership continued role in being the key central facilitator of NDC enhancement and implementation.

Recommendation 5. The Partnership should foster the implementation of the NDCs by providing strategic support on how to engage new actor, (such as the private sector and investors) consider broader scope solutions to requests (such as regional approaches and longer-term horizons), and incorporating the NDCs and Partnership work into the Partners organizations

Implementing and Development Partners

- A. Set up systems that allow for enhanced promotion of the Partnership work and objectives within their organizations as well as methods for better sharing Partnership Plans or other NDC implementation frameworks across the organizations (particularly within country offices or sector units). This would allow for much necessary mainstreaming of climate actions and promotion of the Partnership Principles horizontally and vertically across these organizations.
- B. Step up responding to requests for support and take the lead in engaging with member countries to facilitate the implementation of Partnership Plans or other NDC implementation frameworks. There is a need for all members to support the transformative action needed to implement NDCs. Implementation does not only mean financing; it could also include analytical support to better improve integration and demonstrate benefits of implementation across society and ecosystems, or capacity building to develop policies

or concept notes, carry out costing of activities and mainstreaming the NDC actions into subnational policies. There is a need for all members to support the transformative action needed to implement NDCs.

- C. Consider assessing ways of embedding expertise (e.g., in-country facilitators, economic advisors, climate finance experts, etc.) within governments for a longer period. This will better align with some of the longer-term issues brought up in the NDCs implementation plans and allow for enhanced capacity building and spreading of institutional knowledge.

Developing Country Members

- D. Continue to ensure and promote a high level of engagement from key line ministries and subnational governments going forward. Given the cross-sectoral nature of climate change and the potential impact of the implementation of NDCs in many countries (e.g., volume of investments, but also complexity of some of the investments necessary) the continued engagement and agreement of impacted ministries on actions to achieve NDC targets is much needed as actionable implementation takes off. One aspect of this engagement should be to set up stronger vertical structures for mainstreaming the NDC vertically from the central ministries to the subnational ministries and/or offices.
- E. Enhance integration of sectors that currently feature less prominently in the NDC planning process, but which are important key issues to foster climate change mitigation and ensure adaptation: this includes e.g., health, industry, private sector, transport sector, humanitarian sector, and better alignment with disaster risk management and climate change.

Support Unit

- F. Advise developing countries and Implementing and Development Partners to develop planning and framework tools for Partnership support that include longer term horizons and actions since investments in many actions in the NDC implementation will be long-term. This longer-term horizon will also better link to the Long-Term Strategies (LTS), which are currently being developed or are in planned development by countries in the context of the Paris Agreement.

Recommendation 6. The Partnership should increase its contribution to the Paris Agreement, going beyond the contribution to ambition at the country level, by considering the contribution from all Members, encourage larger emitters and emerging economies to join, and implement the Finance Strategy, which should encourage innovative climate financing for NDC implementation to respond to the urgency of the climate crisis.

Steering Committee

- A. Encourage Partnership members to showcase their contributions to the Paris Agreement and how they are following the Partnership's Guiding Principles. All Members of the Partnership should contribute to the Partnership goal and declare their committed contributions.
- B. Continue to work on engaging more "large emitters" or MMEs through the MEE Strategy of the 2021-2025 Work Program. This will help increase the ambition of the Partnership and contribution to the Paris Agreement.
- C. Approve the draft Finance Strategy to accelerate support implementation of NDCs. In particular, the Finance Strategy should draw on the Partnership's strengths to focus on supporting countries to improve their capacity to translate ideas and concepts identified in the NDCs into bankable projects and on sharing across the Partnership the experiences

of Partnership Members in engaging directly in developing investment projects or mobilizing financial sources.

Implementing and Development Partners

- D. Step up to provide further and faster support in response to the urgent climate crisis. These organizations should provide information on how they are contributing, through their NDCs and finance, to the Paris Agreement and how they are planning to increase their contribution.
- E. Explore alternative and innovative ways of financing the urgent needs identified in the NDCs implementation plans, going beyond traditional development projects, to support the implementation of NDCs, considering that it may take more than 10 years to prepare, implement, and achieve objectives beyond the immediate responses to the urgent climate crisis. There should be knowledge events to share experiences on innovative climate financing bringing new actors: private sector and investors.

Developing Country Members

- F. Engage in dialogue with Development and Implementing Partners to demand alternative and innovative financial avenues that can provide financing to the implementation of NDCs.

Support Unit

- G. Build indicators to track how support from the Partnership drives emission reductions and increase resilience, including policy improvements, in line with Steering Committee recommendations.
- H. Explore how knowledge and learning tools can be used to share and disseminate experiences with innovative ways to bring financial resources to the ground faster, more efficiently, and ultimately more effectively. There should be a knowledge product line on the issue of innovative financing for climate change.

Annexes

Annex 1: Theory of Change

Annex 2: Evaluation Matrix

Annex 3: Methodology

Annex 4: Partnerships' Reach

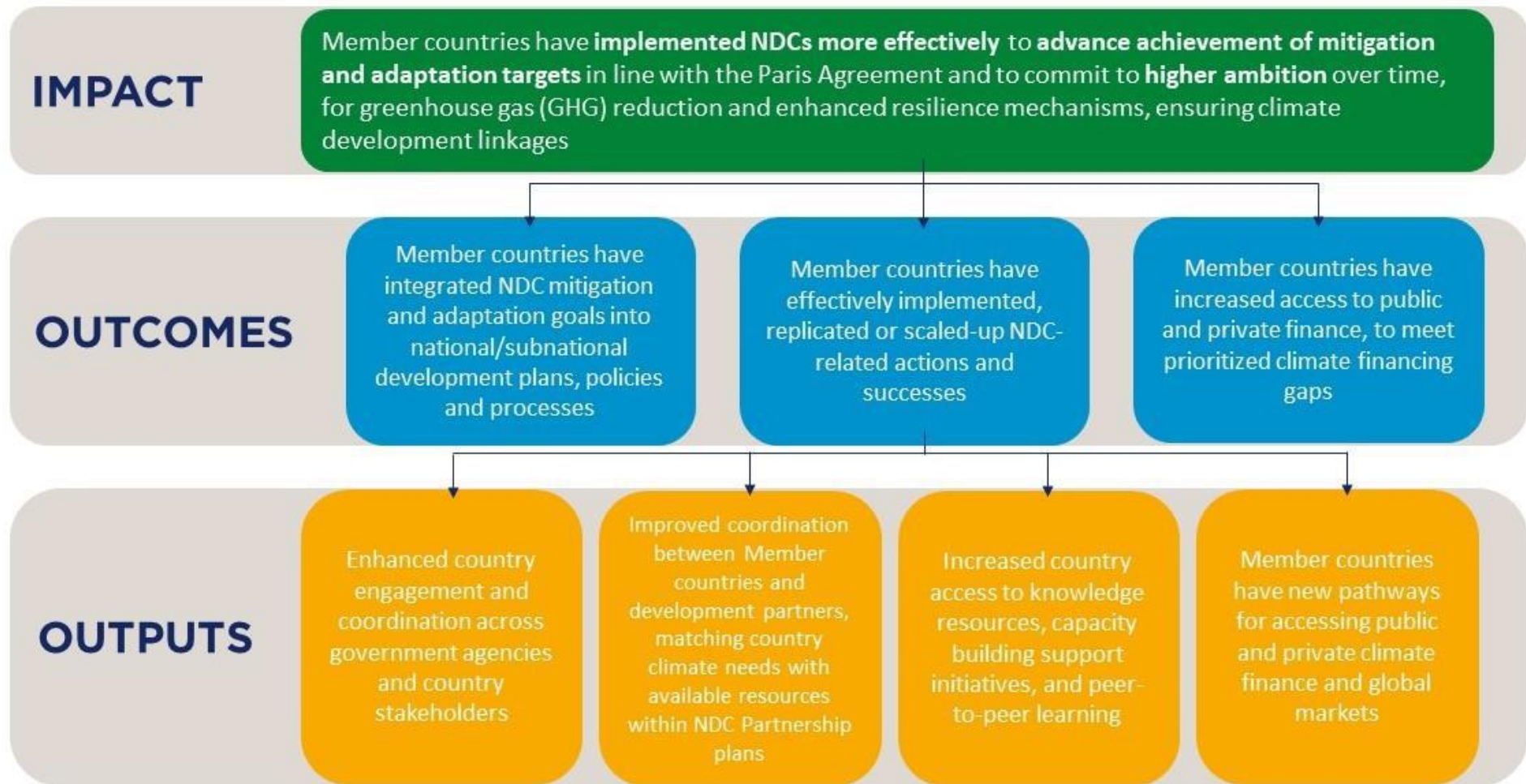
Annex 5: KPI progress analysis

Annex 6: Progress in implementing MTR recommendations

Annex 7: NDC global support programs and alignment with the Partnership

Annex 8: References

Annex 1: Partnership Theory of change



Source: NDC Partnership. Monitoring and Evaluation Framework (May 2019)

Annex 2: Evaluation Matrix, data collection methods and sources

Questions	Sub-questions	Data collection and analysis methods				Data Sources						
		Document and literature review	Interviews	Country case studies	Annual Members Surveys 2021 and 2022	Documents (internal and external)	Partnership stakeholders	Annual Members Surveys 2021 and 2022	Country Partnership Plans, reports, and outputs	NDC-P KNook s	MTR	Evaluations of events
Relevance												
1. To what extent are the NDC Partnership objectives and operational model responding to the global discussion on NDCs preparation and implementation?	1.1 How did the Partnership 2018-2020 Work Program’s four workstreams (in-country engagement, access to NDC knowledge, facilitate access to finance, and cross partnership communication) and the CAEP and EAI initiatives and Gender/Youth Strategies align with the global discussion to increase NDC ambition and advance implementation?											
	1.2 How has it evolved to address emerging needs?											
Coherence												
2. What are the synergies, coordination, and complementarities of the NDC Partnership activities between each other and/or with other relevant activities implemented by the Partnership’s members?	2.1. How is the Partnership support aligned with other NDC-related activities of the Partnership members (e.g., countries, institutional, and associate)?											
	2.2. What role has the NDC Partnership played in building coherence in the NDC landscape support: (a) at the international (e.g., coordinating global support programs) and (b) country level (e.g., coordinating country specific activities, improved coordination among donors/implementing partners; open new funding opportunities, etc.)?											
	2.3. How can the Partnership support be more complementary and compatible with the priorities of the Members, in the context of aid effectiveness (e.g., country ownership, accountability, alignment with country priorities, transparency, predictability)?											

Questions	Sub-questions	Data collection and analysis methods		Data Sources								
		Document and literature review	Interviews	Country case studies	Annual Members Surveys 2021 and 2022	Documents (internal and external)	Partnership stakeholders	Annual Members Surveys 2021 and 2022	Country Partnership Plans, reports, and outputs	NDC-P knooks	MTR	Evaluations of events
Effectiveness												
3. To what extent has the NDC Partnership achieved its outputs and outcomes in the Work Program 2018-2020 (expected and unexpected)?	3.1. Has the NDC -Partnership (output level): - Improved coordination between Member countries and Implementing/ Development Partners? - created new pathways for accessing public and private climate finance and global markets? - Increased access to knowledge resources, capacity building support initiatives and peer-to-peer learning? - provided relevant and useful knowledge for the NDC process at the national and global levels?											
	3.2 Has the NDC-P contributed to (outcome level): - more effective NDC implementation by countries to achieve mitigation and adaptation targets? - higher quality NDCs? - facilitated climate-compatible economic recovery plans and responses and increased climate finance? - making the NDCs contents and processes more responsive to gender and youth inequalities and gaps, ? incorporation of the Gender Strategy and the Youth Engagement Plan into NDCs and national climate actions?											
	3.3. Has NDC implementation become more effective, through the NDC Partnership support; for example, NDC mitigation and adaptation goals are integrated into national/subnational development plans, policies, and processes and SDGs implementation; there has been an increased in access to public and private finance; NDC actions have been replicated or scaled up of effective actions?											

Questions	Sub-questions	Data collection and analysis methods		Data Sources								
		Document and literature review	Interviews	Country case studies	Annual Members Surveys 2021 and 2022	Documents (internal and external)	Partnership stakeholders	Annual Members Surveys 2021 and 2022	Country Partnership Plans, reports, and outputs	NDC-P knooks	MTR	Evaluations of events
	3.4. Has there been any unintended results (positive and/or negative)?											
Efficiency												
4. To what extent has the NDC Partnership delivered results (outputs and outcomes) in a timely and cost-effective way?	4.1. To what extent were resources and operational processes carried out in a timely and cost-effective manner by: (a) the Support Unit; (b) member countries and (b) Implementing members Partners and Development Partners?											
	4.2. How has the NDC Partnership's operational model been adapted to different contexts and changing circumstances to remain relevant (e.g., Covid-19)?											
	4.3. How can the program deliver results in a more economic and timely way?											
	4.4. How were MTR findings and recommendations addressed?											
	4.5. How efficient has the governance system proved to be for decision making, communication flows and coordination across the NDC Partnership?											
Impact												
5. How has the NDC-Partnership contributed to the Paris Agreement objectives (including positive	5.1. To what extent and how has the NDC Partnership support contribute to the raise of NDC ambition in Member countries?											

Questions	Sub-questions	Data collection and analysis methods		Data Sources								
		Document and literature review	Interviews	Country case studies	Annual Members Surveys 2021 and 2022	Documents (internal and external)	Partnership stakeholders	Annual Members Surveys 2021 and 2022	Country Partnership Plans, reports, and outputs	NDC-P knoock s	MTR	Evaluations of events
or negative contributions, whether intended or unintended)?	5.2. To what extent and how has the NDC Partnership support contribute to Member countries access to finance for NDC implementation?											
Sustainability												
6. To what extent are the benefits of the NDC-P likely to continue?	6.1. To what extent are the benefits generated by the NDC Partnership likely to be sustained (eg, in national climate coordination mechanisms, and processes including inter-ministerial coordination; financial and technical support from implementing partners, sustained civic engagement and whole of society consultation processes, participation of gender and youth stakeholders in climate planning and implementation)?											
	6.2. To what extent are risks for the sustainability of the results considered/realized, and how were they mitigated (or not)?											

Annex 3: Methodology

To answer the evaluation question outlined in Annex 1, a **mixed-method approach** was used to collect qualitative and quantitative data from different sources. The evaluation team conducted an **in-depth desk review** of key governing documents of the NDC Partnership, progress reports and budget data, among others; Annex 8 lists the key documents consulted. An **analysis on the Partnership's reach** was also carried out based on the information available in kNook, which is organized around country requests included in Requests of Support Letters and Partnership Plans, while also containing information on CAEP and EAI support. The full analysis is presented in Annex 4.

Forty-two informant interviews were held remotely with representatives from the Partnership Steering Committee Co-Chairs, the Management Team of the Support Unit, Regional Managers, Developed Country Members, Developing Country Members, Institutional Members, Associate Members, and non-member supporting parties. The interviews were semi-structured, i.e., they drew on open ended questionnaires to facilitate comparability and triangulation, but the interviewer was allowed to ask additional questions to explore emerging themes. More detail on the interviews is presented below. To complement country interviews with a broader perspective, **a series of survey questions** were included in the Partnership's Annual Members Survey, conducted by the Support Unit between January and February 2022 (see below).

Unstructured observation of the following NDC Partnership's remote events was also conducted during the evaluation period:

- NDC Partnership's Annual Members Forum (December 2nd, 2021)
- NDC Partnership: Private Sector and Climate Action Webinar (February 8th, 2022)
- Gender Partnership Briefing: Gender Integration in NDC Partnership Member Countries (February 15th, 2022)

Four country deep dives were carried out for in-depth discussions with countries where the NDC Partnership has significant in-country engagement. Burkina Faso, Colombia, Indonesia, and Rwanda were selected based on their level of engagement, geographical distribution, vulnerability to climate change, country economic status, learning potential and feasibility. Each deep dive, conducted with the support of a national consultant, consisted of a document review (including Request of Support Letters, Partnership Plans, progress reports submitted by facilitators and implementing partners, CAEP and EAI Terms of Reference and quarterly progress reports, as well as NDCs and relevant national planning documents) and informant interviews with country stakeholders, including the Partnership's Focal Points, the Partnership's facilitator, EAI's embedded advisors, as well as representatives of Implementing and Development Partners and relevant line ministries.

The data collected was systematized and matched with the evaluation questions. For each question, data from different sources were triangulated by using a qualitative analysis software to ensure that evaluation findings are grounded in evidence and reflect the perspectives of different stakeholders.

The next sections provide more detailed information on the interviews carried out by the evaluation team and the online survey conducted by the Support Unit in February 2022, which were two key information sources for this evaluation.

Interviews

Table 5 presents an overview of all the interviews that were planned and conducted during the evaluation.⁴¹ Forty-two individual and group interviews were conducted with NDC Partnership staff and members, for a total of 81 persons interviewed. Thirty-eight additional interviews were conducted with a total 51 country stakeholders as part of four country deep dives in Burkina Faso, Colombia, Indonesia, and Rwanda.

Table 6 provides a list of all the persons that participated in the interviews.

Table 5: Interviews

Stakeholder type	Proposed interviews	# of interviews conducted	# of interviewees
Support Unit	14	15	23
Steering Committee Co-Chairs	2	2	5
Steering Committee Members	6	6	17
Developed Country Members	2	4	2
Developing Country Members	12	11	19
Institutional members	4	6	6
Associate Members	4	4	6
Non-member supporting parties	2	1	2
UNFCCC	2	1	1
Additional follow-up interviews	7	0	0
Subtotal (unique per category)	55	50	81
Burkina Faso	8	7	8
Colombia	8	11	13
Indonesia	8	5	6
Rwanda	8	12	23
Subtotal (country deep dives)	32	38	51
TOTAL	87	80	132

⁴¹ Focal Points from the following countries and organizations were contacted with no success: Bangladesh, Dominican Republic, Islamic Development Bank, Kenya, Nauru, Pakistan, Togo, and South Africa.

Table 6: Interviewees

Name	Country/Organization	Position	Date
Support Unit			
Amanda McKee	NDC Partnership	Deputy Director, Knowledge and Learning, Head of CAEP	29/12/2021
Cayetano Casado	NDC Partnership	Regional Manager – Latin America and the Caribbean	09/02/2022
Christa Lanning	NDC Partnership	Events and Branding manager	28/01/2022
Deo Gabinete	NDC Partnership	Regional Manager – Asia, Pacific and Eastern Europe	21/12/2021
Estefanía Ardila	NDC Partnership	Senior Country Engagement Specialist	19/01/2022
Hannah Giardeau	NDC Partnership	Gender and Youth Associate	19/01/2022
Jahan Chowdhury	NDC Partnership	Former Country Engagement Director	29/12/2021
Jamie Bindon	NDC Partnership	Enhancement Knowledge Specialist	28/01/2022
Joaquim Leite	NDC Partnership	Senior Country Engagement Specialist	09/02/2022
John Heermans	NDC Partnership	Senior Country Engagement Specialist	19/01/2022
Lisa Bow	NDC Partnership	Monitoring, Evaluation & Learning (former co-lead on Gender Strategy implementation)	19/01/2022
Margaret Barihaihi	NDC Partnership	Regional Manager – Anglophone Africa	21/12/2021
Mya New	NDC Partnership	Project Specialist, Outreach and Governance	28/01/2022
Noah Maghsadi	NDC Partnership	Knowledge Management Specialist	28/01/2022
Omar Zemrag	NDC Partnership	Regional Manager - Francophone Africa, Middle East and North Africa	21/12/2021
Pablo Vieira	NDC Partnership	Global Director	05/01/2022
Ralien Bekkers	NDC Partnership	Senior Country Engagement Specialist (former Gender Strategy implementation)	19/01/2022
Rob Bradley	NDC Partnership	Knowledge and Learning Director	21/12/2021
Romeo Bertolini	NDC Partnership	Deputy Director, Head of Bonn Office	10/02/2022
Thibaud Voita	NDC Partnership	Head of Knowledge Products	28/01/2022
Tori Okner	NDC Partnership	Head of Outreach, Governance and Communications	27/01/2022
Whitney Pierson	NDC Partnership	Operations Manager	04/02/2022
Steering Committee Co-Chairs Representatives⁴²			

⁴² Interviews with Co-Chairs did not only focus on their functions and work within the Steering Committee, but also on the activities of each country as Partnership Members.

Name	Country/Organization	Position	Date
Omar Alcock	Jamaica	Senior Technical Officer, Ministry of Economic Growth and Job Creation	25/02/2022
Taneque Heslop	Jamaica	Co-Chair Coordinator, Ministry of Economic Growth and Job Creation	25/02/2022
Fran Walker	UK	Principal Policy Advisory, Department for Business, Energy and Industrial Strategy	03/03/2022
Jess Brown	UK	Country Engagement Lead for the NDC Partnership, Department for Business, Energy and Industrial Strategy	03/03/2022
Leila Pourakin	UK	Programme Director, International Climate Finance-Partnerships and Capability, Department for Business, Energy and Industrial Strategy	03/03/2022
Steering Committee members⁴³			
Agripina Jenkins	Costa Rica	Advisor, Climate Change Division, Ministry of Environment and Energy (Focal Point team)	04/02/2022
Patricia Campos Mesen	Costa Rica	Climate Change Director, Ministry of Environment and Energy (Focal Point)	04/02/2022
Eva Hubner	Germany	Component Manager NDC Support (Team Lead) GIZ	16/02/2022
Johannes Elle	Germany	Climate policy support, GIZ	24/02/2022
Till Tibbe	Germany	Policy Officer at German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety (BMU)	16/02/2022
Mirko de Ponti	Netherlands	Coordinating Policy Advisor on Climate, Inclusive Green Growth Department -Ministry of Foreign Affairs	08/02/2022
René van Hell	Netherlands	Director Inclusive Green Growth - Ministry of Foreign Affairs	08/02/2022
Allison Towle	UNDP	Programme Analyst, Climate Promise	14/02/2022
Catherine Diam-Valla	UNDP	Climate Change Specialist	14/02/2022
Christian Glass	UNDP	Senior Advisor, Climate Promise	14/02/2022
Flynn Cassie	UNDP	Strategic Advisor on Climate Change & Head of the Climate Promise / Head of Climate Strategies and Policy	14/02/2022
Jennifer Baumwoll	UNDP	Global Climate Change Advisor	14/02/2022
Verania Chao	UNDP	Gender, Inclusion and Climate Change Specialist	14/02/2022

⁴³ Interviews with Steering Committee members did not only focus on the Steering Committee functions, activities and work, but also on the activities of each country or organization as Partnership Members.

Name	Country/Organization	Position	Date
Michael Comstock	World Bank	Senior Climate Change Specialist	03/02/2022
Rodrigo Fernandez	World Bank	Natural Resources Economist	03/02/2022
Pankaj Bhatia	WRI	Deputy Director, Climate; Global Director, GHG Protocol	09/02/2022
Vaishali Romero	WRI	Program Associate, National Climate Action Initiative	09/02/2022
Developed Country Members⁴⁴			
Annemie van der Avort	Belgium	Directorate General, International Cooperation and Humanitarian Help, Federal Public Service, Foreign Affairs, Foreign Trade and Development Cooperation	14/01/2022
Camille Reyniers	Belgium	Climate Change Policy Expert, Federal Public Service Health, Food Chain Safety and Environment	14/01/2022
Developing Country Members			
Eneida Rabdishta	Albania	Climate Change Expert, Ministry Tourism and Environment	19/01/2022
Mao Hak	Cambodia	Deputy Director, Climate Change, National Council for Sustainable Development (Ministry of Environment)	18/01/2022
Frédéric Zakpa	Cote d'Ivoire	Deputy Director, Climate Change Ministry of Environment and Sustainable Development	01/02/2022
Larissa Kouadio	Cote d'Ivoire	Conseiller Technique auprès du Ministre, Ingénieur Agro-économiste, Ministry of Economy and Finance	01/02/2022
Dastan Abdyladaev	Kyrgyz Republic	Director, Climate Finance Centre under the Ministry of Natural Resources, Ecology and Technical Supervision	07/02/2022
Benjamin S. Karmorh	Liberia	Chief Technical Advisor, Environmental Protection Agency of Liberia. UNFCCC Focal Point	27/01/2022
John Kannah	Liberia	Liberian Endangered Species Association	27/01/2022
Aileen Niyaz	Maldives	Assistant Director, Climate Change Department, Ministry of Environment and Climate Change and Technology	15/02/2022
Marilyam Anaa Hassan	Maldives	Assistant Director, Ministry of Environment and Climate Change and Technology	15/02/2022
Mohamed Thaufeeq	Maldives	Programme Office, Ministry of Environment and Climate Change and Technology	15/02/2022

⁴⁴ These included countries with different levels of engagement with the Partnership.

Name	Country/Organization	Position	Date
Aranxa Sanchez	Mexico	Director of Sustainable Finance, Secretariat of Finance and Public Credit	28/01/2022
Barbara Urtaza	Mexico	Deputy Director of International Affairs, Secretariat of Environment and Natural Resources	26/01/2022
Brenda Pequeño	Mexico	Head of International Affairs and Green Funds, Secretariat of Finance and Public Credit	28/01/2022
Camila Zepeda	Mexico	General Director, Global Affairs, Secretariat of Foreign Affairs	28/01/2022
Noemi Hernandez	Mexico	Director of Multilateral Cooperation, Ministry of Finance	28/01/2022
Valeria Cruz Blancas	Mexico	Sustainable Development Coordinator, Secretariat of Foreign Affairs	28/01/2022
Nedal Katbeh-Bader	Palestine	Advisor to the Minister on Climate Change, Environmental Quality Authority	11/01/2022
Janeel Miller-Findlay	Saint Vincent and the Grenadines	Director, Sustainable Development Unit, Ministry of Tourism, Civil Aviation, Sustainable Development & Culture	17/02/2022
Nyasha Hamilton	Saint Vincent and the Grenadines	Environmental Resource Analyst, Ministry of Tourism, Civil Aviation, Sustainable Development & Culture	17/02/2022
Institutional Members and Partners			
Giulia Galbiati	FAO	Climate and Environment Division	03/02/2022
Martial Bernoux	FAO	Natural Resources Officer, Climate Change Mitigation	03/02/2022
Maylina St-Louis	FAO	Climate Change Consultant, Climate and Environment Division	03/02/2022
Ingvild Solvang	GGGI	Head of Climate Action and Inclusive Development Unit	02/02/2022
Claire Kiss	IRENA	Associate Programme Officer, Planning and Programme Support	03/02/2022
Elizabeth Press	IRENA	Director, Planning and Programme Support	03/02/2022
Associate Members and Partners			
Frances Fuller	Climate Analytics	Director, New York Office & Senior Implementation Specialist	31/01/2022
Jan Sindt	Climate Analytics	Head of the Implementation Strategies team	31/01/2022
Maryke van Staden	ICLEI	Director of Business Development and of the Carbon Climate Centre	31/01/2022
Anne Hammill	IISD	Executive Director	21/01/2022
Christian Ledwell	IISD	Communications Officer	21/01/2022

Name	Country/Organization	Position	Date
John Verdieck	TNC	Director of International Climate Policy	13/01/2022
Non-member supporting parties			
Carolina Fuentes	GCF	Director (Country Programming) / one-year exchange – Former Secretary to the Board	03/02/2022
Salamat Erejepov	GCF	Regional Officer for Eastern Europe and Central Asia	03/02/2022
UNFCCC Secretariat			
Bern Hackmann	UNFCCC	Programme Officer: MRV, ETF, NDC, long-term decarbonization, mitigation and transparency	02/02/2022
Country deep dives			
Burkina Faso			
Jean Jacques Nikiema	Consultant	Economic Advisor	14/01/2022
Lamine Ouedraogo	GGGI	Senior Officer – Burkina Faso Country Office	01/02/2022
Alassane Diallo	GIZ	Project coordinator, CDN Assist 2	01/02/2022
Hamidou Etienne Sawadogo	Ministry of Agriculture	NDC Focal Point at the Directorate General of Sector Studies and Statistics	31/01/2022
Salimata Sy Barra	Ministry of Economy and Finance	Directorate General of Cooperation	01/02/2022
Kinda Athanase Péléga	NDC Partnership	Facilitator	05/01/2022 and 02/02/2022
Etienne Traoré	Permanent Secretariat of the National Council for Sustainable Development	Director of International Conventions / Focal Point	02/02/2022
Colombia			
Laura Cruz	GIZ, Euroclima+	Regional Advisor on Governance and Climate Finance for EUROCLIMA+	19/01/2022
Silvia Brugger	GIZ, Euroclima+	Coordinator - Climate Governance	19/01/2022
Diego Grajales	Ministry of Energy	Climate Change Coordinator	19/01/2022
Germán Romero	Ministry of Finance	Advisor	17/01/2022
Francisco Charry	Ministry of the Environment and Sustainable Development	Former Climate Change Director / Focal Point	20/01/2022
Jonathan David Sánchez Rippe	Ministry of the Environment and Sustainable Development	Coordinator / Focal Point team	19/01/2022
María del Pilar Restrepo	National Planning Department	Climate Change Coordinator / Focal Point team	24/01/2022
Santiago Aparicio	National Planning Department	Director of Environment and Sustainable Development / Focal Point	21/01/2022
Alejandro Noguera	NDC Partnership / National Planning Department	In-country Facilitator	14/01/2022

Name	Country/Organization	Position	Date
Santiago Briceño	UK/FCO	Head of International Climate Finance - Clean Growth Programmes	13/01/2022
María Alejandra González	WWF	Climate Change Mitigation Officer	20/01/2022
Ximena Barrera	WWF	Public Policy Director	20/01/2022
Indonesia			
Latifa Sitadevi	GGGI	Implementing Partner with Ministry of Environment	13/01/2022
Marcel Silvius	GGGI	Implementing Partner with Ministry of Environment	13/01/2022
Emma Rachmawaty	Ministry of Environment and Forestry	NDC Partnership day to day contact, Director for Mitigation of Climate Change	05/01/2022
Laksmi Dhewanthi	Ministry of Environment and Forestry	NDC Partnership Focal Point, Director General of Climate Change	05/01/2022
Mr. Medrilzam	Ministry of National Development Planning	NDC Partnership Focal Point	29/01/2022
Egi B. Suarga	WRI Indonesia	Implementing Partner with Ministry of Planning	19/01/2022
Rwanda			
Blaise Pascal Gasabira	Development Bank of Rwanda	Head Strategy Research M&E and Resource Mobilization	24/01/2022
Malaika Rousseau Ilibagiza	Development Bank of Rwanda	Fund Mobilization Officer	24/01/2022
Daniel Ogonnaya	GGGI	Country Representative	26/01/2022
Corinna Feldmann	GIZ	DIAPOL-CE Policy dialogue and knowledge management on low emission development strategies	17/01/2022
Philippe Taflinski	GIZ	Head of Development cooperation	17/01/2022
Philippe Lempp	GIZ, EnDev	EnDev Country Manager	17/01/2022
Charlotte Povel	kfW	Country Director	20/01/2022
Yves Tuyishime	kfW	Project Coordinator	20/01/2022
Innocent Bisangwa	Ministry of Agriculture and Animal Resources	Environmental & Climate Change Specialist	21/01/2022
Beatrice Cyiza	Ministry of Environment	Focal Point	21/01/2022
Patrick Karera	Ministry of Environment	GEF Focal Point	21/01/2022
Ariane Zingiro	Ministry of Finance and Economic Planning (MINECOFFIN)	Focal Point	14/01/2022
Fred Sabiti	Ministry of Finance and Economic Planning (MINECOFFIN)	National Project Coordinator	21/01/2022
Richard Mushabe	Ministry of Finance and Economic Planning (MINECOFFIN)	Acting Head of National Development Planning and Research Department	14/01/2022
Margaret Barihaira	NDC Partnership	Regional Manager	21/12/2021

Name	Country/Organization	Position	Date
Tabitha Benegusenga	NDC Partnership	Facilitator	07/01/2022
Callixtte Kanamudire	Private Sector federation (PSF)	Chief Advocacy Officer	21/01/2022
Juliet Kabera	Rwanda Environment Management Authority (REMA)	Director General	19/01/2022
Cyrille Turatsinze	Rwanda Environmental NGOs Forum (RENGOF)	Executive Secretary	19/01/2022
Bright Ntare	Rwanda Green Fund (FONERWA)	Head of Business Development	19/01/2022
Teddy Mugabo	Rwanda Green Fund (FONERWA)	Chief Executive Officer	19/01/2022
Immaculee Uwimana	UNDP	Environment and Climate Expert	27/01/2022
Alex Mulisa	World Bank	Consultant	15/01/2022

Note: Interviewees are presented by country / organization and then alphabetically by first name.

Annual Members Surveys

The 2022 Annual Members' Survey received 54 complete answers, broken-down in the following categories of Members: 33 country members that received NDC Partnership support, 15 institutional, development and associate members that are providing or can provide support through the NDC Partnership and four country members that did not receive NDC Partnership support. In addition, 27 more responses were partially completed, broken-down in the following categories of Members: 13 country members that received NDC Partnership support, 13 institutional, development and associate members that is providing or can provide support through the NDC Partnership and one country member that did not receive NDC Partnership support. The questions of the survey were either directed to one of the three specific subgroups of NDC Partnership Members or to all three categories. There were several questions that were included specifically for this evaluation. The 2021 Annual Members Survey conducted by the Support Unit in February 2021 was also considered to draw comparisons.

Information from the two surveys is presented as relevant to the discussion in the full report. Two areas of particular interest to the evaluation team were the responses to questions related to (1) learning and knowledge functions of the Partnership, and (2) the effectiveness of the Partnership on NDC implementation and ambition. The evaluation team did not conduct a full analysis of all questions since the Support Unit will do this and the results of the 2022 Annual Members Survey were not completed until early March by the time the evaluation was under preparation.

Table 7: Participation in peer convenings or webinars (all members - 2021 survey)

	Respondents	Percentage
No	20	23%
Yes	66	77%
Total	86	

Table 8: Improvement of NDC implementation, raised NDC ambition or inspired new climate action because of participation in peer convening or webinar (all members - survey 2021)

	Respondents	Percentage
Not sure	/	/
No	13	19%
Yes	54	81%
Total	67	

Table 9: Improvement of NDC implementation, raised NDC ambition or inspired new climate action because of participation in peer convening or webinar (country members eligible for support - survey 2022)

	Respondents	Percentage
Not sure	4	10%
No	2	5%
Yes	34	85%
Total	40	

Table 10: Members using the Knowledge Portal (all members – 2021 survey)

	Respondents	Percentage
Not used	56	64%
Occasionally	23	26%
Regularly	8	9%
Total	87	

Table 11: Members using the Knowledge Portal (all members – 2022 survey)

	Respondents	Percentage
Not sure	/	/
No	21	33%
Yes	43	67%
Total	64	

Table 12: Institutional and developed country members using kNook (institutional and developed countries - 2021 survey)

	Respondents	Percentage
No	10	53%
Yes	9	47%
Total	19	

Table 13: NDC Partnership data and insights from kNook or the online Partnership Plan tool used to program support for NDC Action Plans (members providing support - 2022 survey)

	Respondents	Percentage
No	18	82%
Yes	4	18%
Total	22	

Annex 4: Partnership's reach

Membership

Since the start of the NDC Partnership there has been a steady increase in membership, resulting in a total of 201 Members as of December 2021. Figure 8 represents their geographic distribution.

Figure 8: World map of country Members according to the year of membership

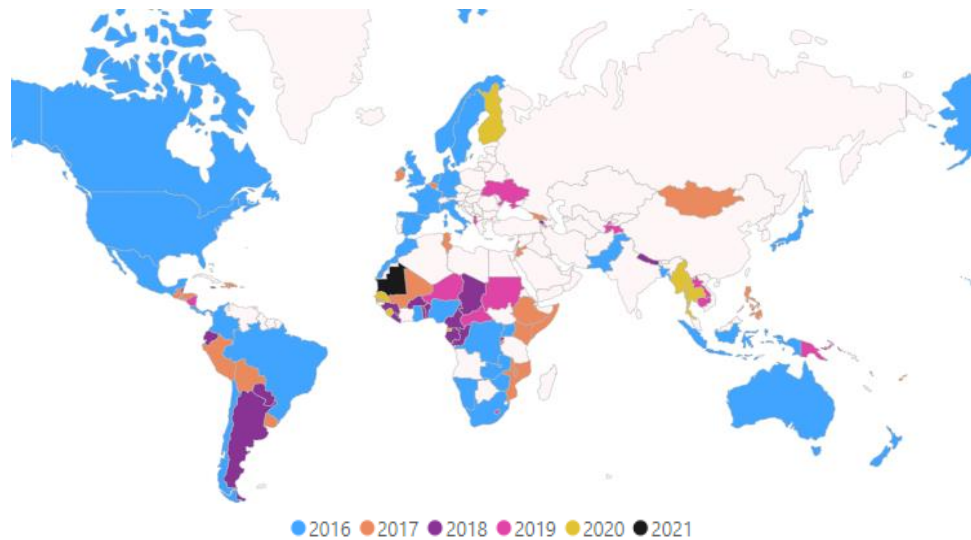
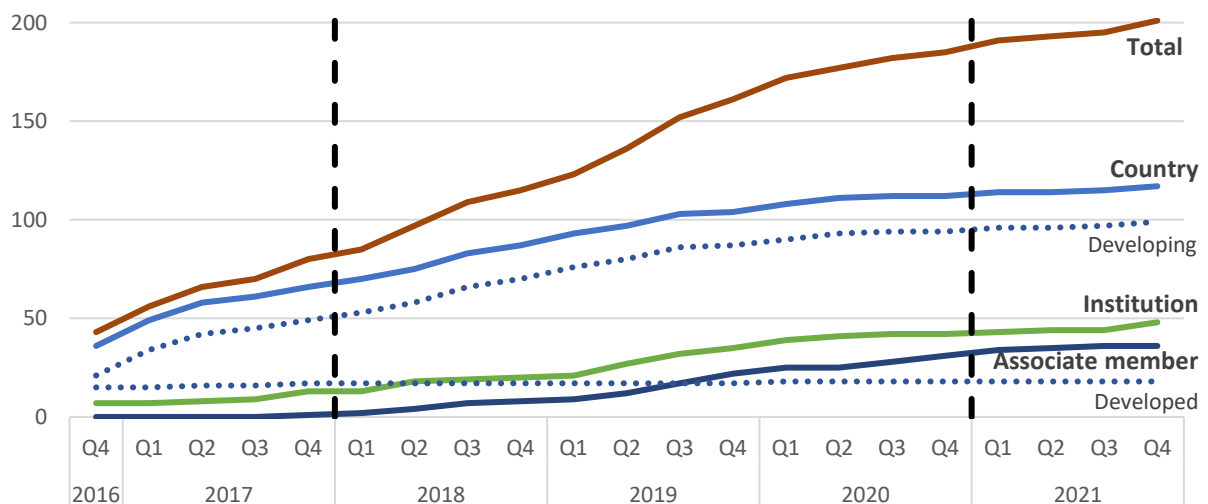


Figure 2 represents the evolution of the membership of the Partnership according to categories, highlighting the increase during the 2018-2020 Work Program. Members are classified as: Country (117), institutional (48) and associate (36). Only the number of developed country members remained more or less unchanged over time.

Figure 9: Evolution of Partnership membership

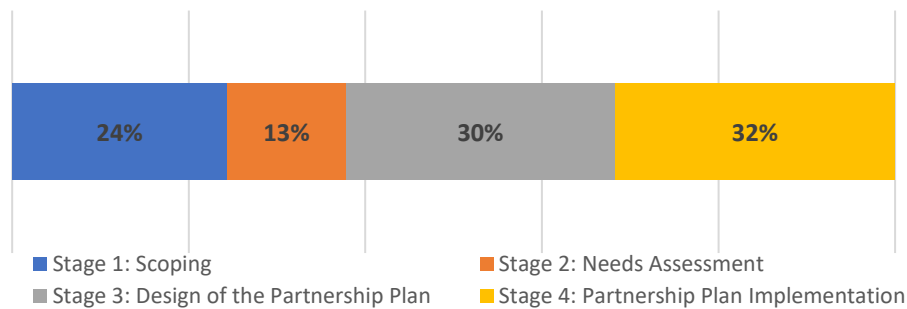


Country Engagement Strategy categories

Figure 3 presents the percentage of countries receiving support from the Partnership according to Country Engagement Strategy (CES). The CES categorizes Developing Countries Members according to four country engagement stages. Most countries are either

in stage 3 (30%) or stage 4 (32%) representing a deeper involvement with the Partnership, respectively through the design or implementation of a Partnership Plan.

Figure 10: Countries per engagement stage



Requests for support

The main source of data for this section comes from the Support Unit kNook database. The cut-off date for the data was the 20th of January 2022 yet, using Power BI software, data are presented from the start of kNook until 31st of December 2021. As of December 2021, 77 member countries or 78% of the Developing Country Members have made at least one request for support to the Partnership.

There have been 4,287 requests for support since 2017. If only the 2018-2020 period is considered, 3,811 requests were received from 76 countries. Figure 11 shows the evolution of requests since 2017 using the break-down of the different types of requests to provide more detail, namely: Partnership Plans, CAEP, Request for support letters, in-country facilitators and economic advisors. A very steep increase of requests can be noted at the end of the third quarter of 2018 and the third quarter of 2019, respectively relating to a significant number of Partnership Plans being submitted and the upstart of CAEP.

Figure 11: Evolution of requests

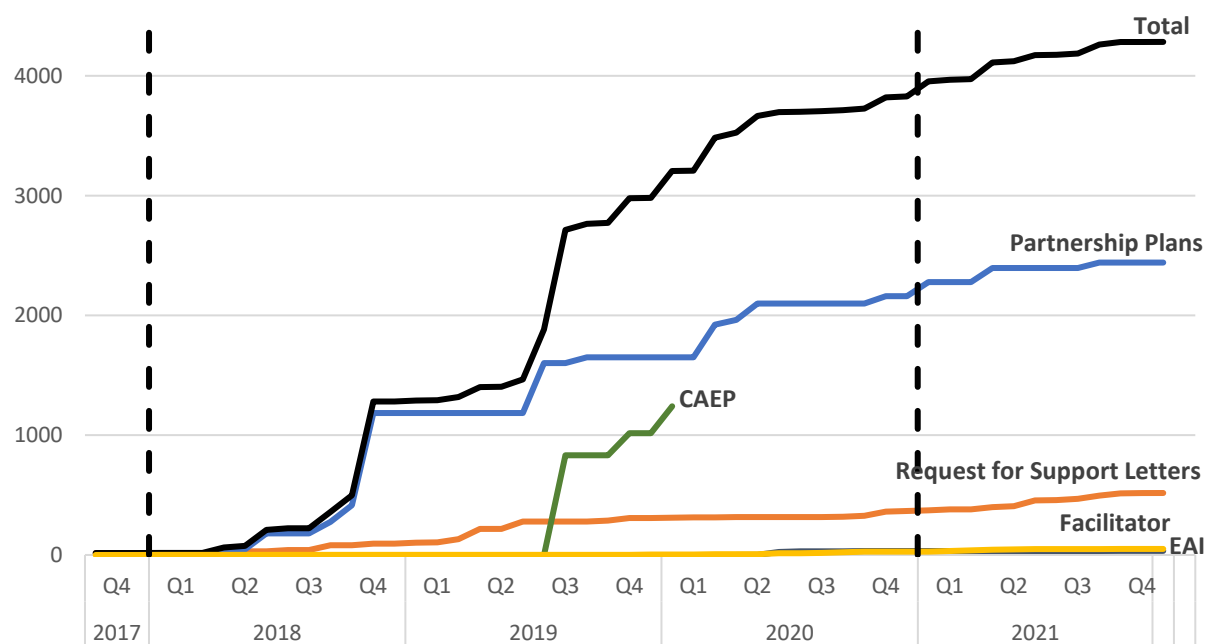
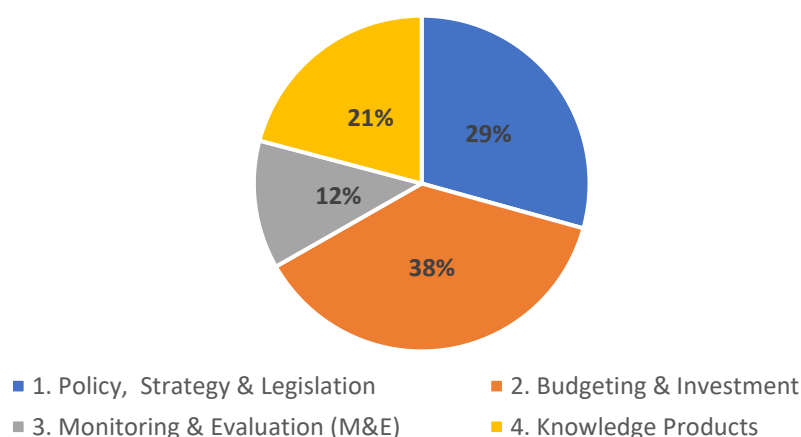


Figure 5^{Error! Reference source not found.} presents the distribution of requests according to the value chain of services of the NDC Partnership. Only requests in Partnership Plans, Request for Support Letters and requests through the Economic Advisor Initiative are considered as requests from CAEP or for in-country facilitators were not classified according to the value chain of services. Most requests fall in the Budgeting and investment category which is defined as “Activities related to costing and developing economic cases for operationalizing NDCs as well as the investment projects themselves. Examples of activities that fall within this category are: Climate Finance Strategies, Sectoral Investment Plans; development of investment projects; public investment programs; fiscal and macroeconomic policies and investment funds”.⁴⁵

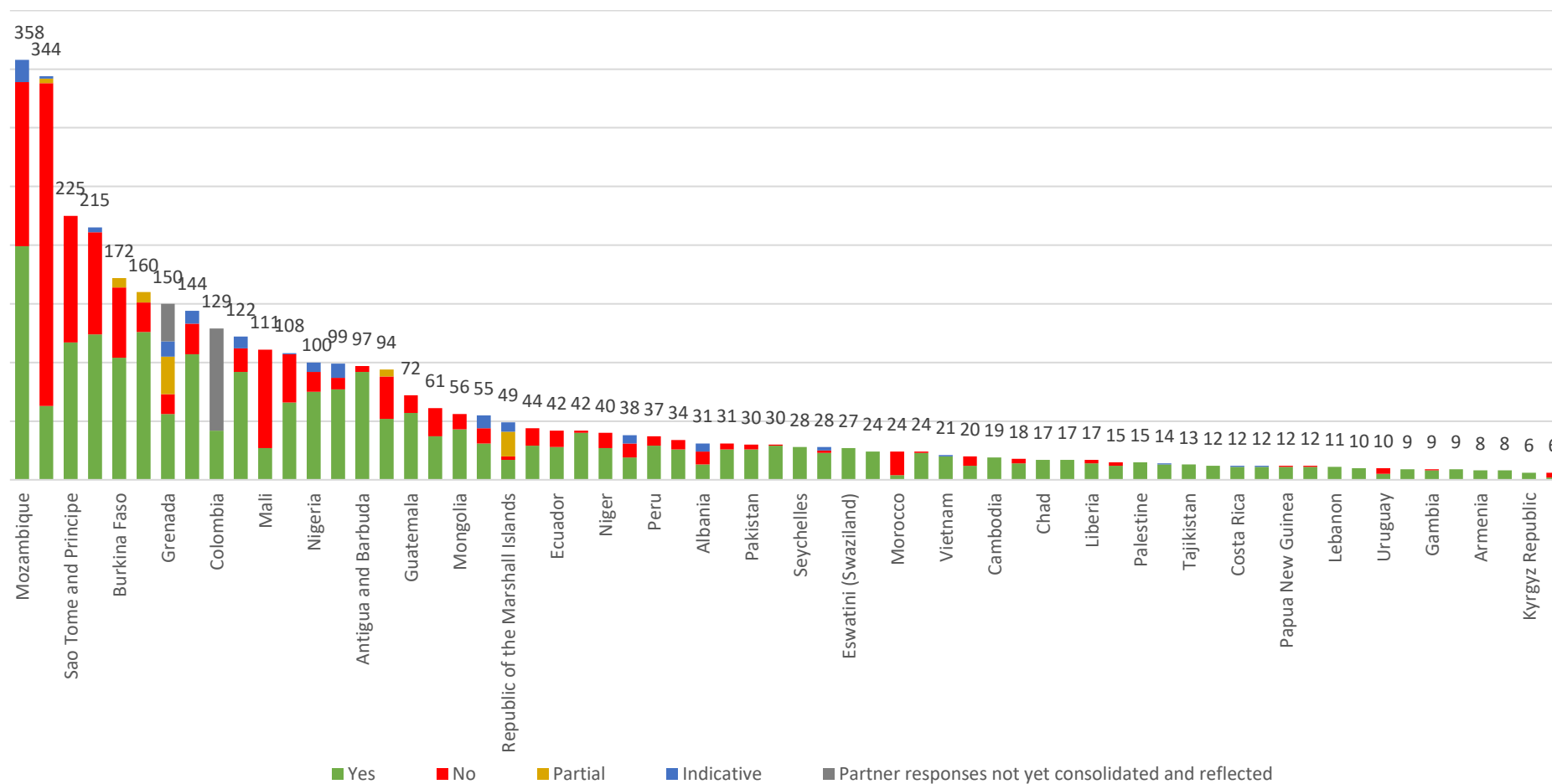
Figure 5: Requests per value chain of service (including only Partnership Plans, Request for Support Letters and Economic Advisors)



The majority of the 3811 requests during the 2018-2020 Work Program were made by countries located in Sub-Saharan Africa (53%) and in Latin America and the Caribbean (27%) and were either upper middle-income (38%), low (29%) or lower middle-income countries (28%). The top five countries in number of requests (Figure 6) submitted represent about 40% of the total (four of them from Africa) and the top ten countries represent 53% of the total amount of requests (mostly Africa and SIDS). This seems to be reasonable given the more challenges in capacity in these two types of countries.

⁴⁵ kNook database, definitions.

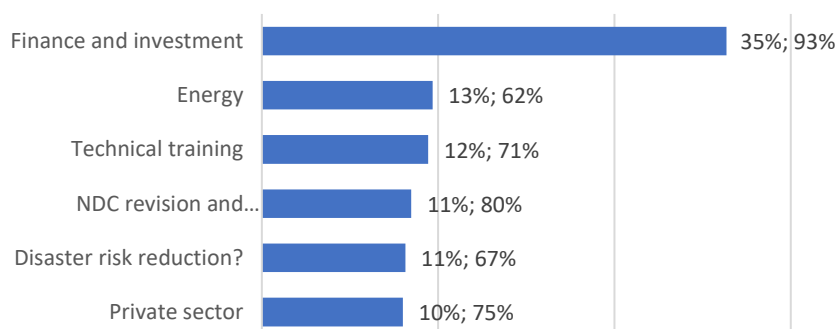
Figure 6: Requests for support per country during the 2018 – 2020 Work Program and partner responses⁴⁶



⁴⁶ Countries with less than 5 requests have been removed in order to increase readability of the graph. These are: Cameroon (4), Indonesia (4), Vanuatu (4), Republic of the Congo (3), Saint Kitts and Nevis (3), Fiji (2), Kenya (2), Nauru (2), Brazil (1), Democratic Republic of the Congo (1), Guinea (1) and Myanmar (1). Countries that are highlighted in yellow are case studies in the evaluation.

Regarding topics of requests, Figure 7 presents the break-down according to number of requests and number of countries requesting the support. A large number of countries have requested support across all of these categories with support for finance and investment as the most popular topic among requests: almost all countries submitting a request (93%) have submitted at least one request regarding support for preparing bankable projects and pipelines, integrating NDCs into national planning and budgets or financing projects and mobilizing resources.

Figure 7: Requests per key topic (% of requests and % of countries that submitted requests)



Regarding the type of activity of the support, the most sought-after support has been for capacity development (28% of requests or 92% of countries that submitted a request), closely followed by studies and analysis (24% or 95%) and MRV/M&E systems (23% or 89%).

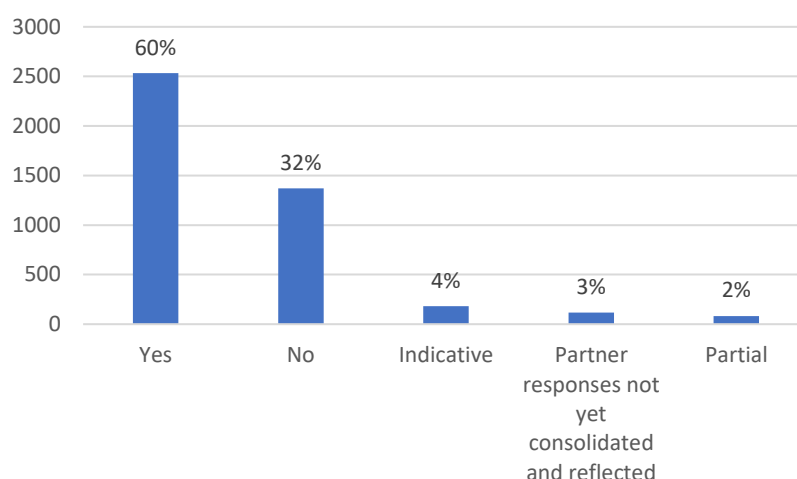
The Support Unit collects the requests and presents them to a large network of members and non-member organizations, potential implementing and development partners. As of December 2021, these Partners have responded to 60%, only counting confirmed offers of support and not counting other partial or indicative offers. Figure 8 **Error! Reference source not found.** presents this information according to the different types of responses. A total of 2,342 requests, or 61% of the requests made during the 2018 – 2020 Work Program, received confirmation of support through the NDC Partnership.⁴⁷ There are several possible reasons for this gap: requests are not clear enough to gather interest from organizations, organizations mandates, objectives, strategies, work program and budgets do not match the requests and experts on the requests are not aware of the requests.

Requests from South Asia (2% of total requests) have the highest response rate (92%) while only 24% of the requests coming from the Middle East and North Africa (10% of total requests) have received support.⁴⁸ Requests from high-income countries (15% of all requests) have the highest response rate (91%), while requests from upper middle-income countries have received the lowest response rate (50%). When looking at the adaptation or mitigation focus area of requests an unbalance in responses is also found. Requests related to adaptation receive less support (47%), compared to the request in other the focus areas, namely mitigation (59%) or the Cross-cutting area (68%).

⁴⁷ A percentage that increases to 66% when also taking into account partial and indicative (not confirmed) support.

⁴⁸ Jordan, with a large Partnership Plan, has a strong influence on the numbers for the Middle East and North Africa.

Figure 8: Support to requests



When responses to requests are considering according to countries, 73 out of 77 countries requesting support received confirmed offers of support (see Table 14 **Error! Reference source not found.**). It is important to note that the uptake of data to kNook requires sufficient time, meaning that the other four countries might be in the process of receiving support.

Table 14: Number of countries receiving support to requests

Support to requests	Number of countries
Indicative	29
No	53
Partial	7
Partner responses not yet consolidated and reflected	4
Yes	73
Total	77

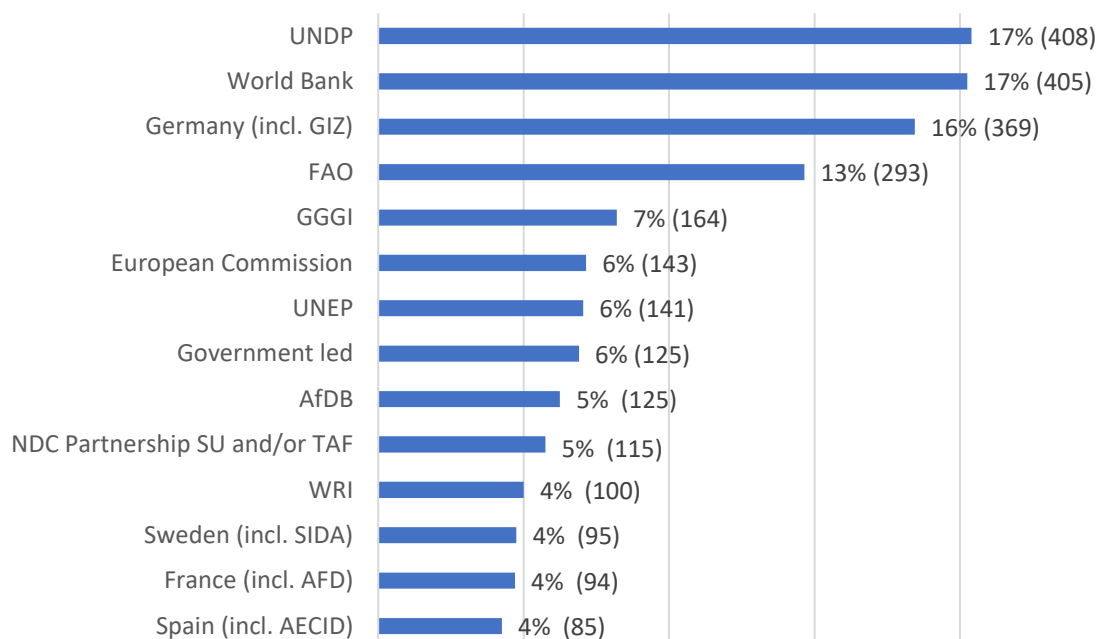
Table 15 presents the total number of requests per activity types and the response rate to those requests, including the six most requested activity types.

Table 15: Requests per activity type, including response rate (%)

Activity type	Partnership Plan	Request for support letters	CAEP
Developing capacity	591 (43%)	160 (87%)	386 (81%)
Studies and analysis	343 (50%)	149 (75%)	483 (83%)
MRV and M&E systems	412 (55%)	129 (67%)	374 (88%)
National strategies and plans	325 (61%)	114 (72%)	352 (80%)
Bankable projects and pipeline	517 (47%)	51 (83%)	107 (73%)
Engaging stakeholders	116 (49%)	60 (93%)	407 (86%)

There are more than 150 different organizations responding to the requests from countries of which the majority answered to a few requests only. All countries have more than one Partner responding to their requests. The top four Partners, the World Bank, UNDP, FAO and Germany, provide 30% of the support (Figure 9). In order to understand Figure 9, it is important to note that more than one institution can provide support to a single request.

Figure 9: Supporting partners percent of requests supported compared to total number of supported requests and number of requests supported)⁴⁹



Capacity building: supporting learning exchange and knowledge

An important objective of the Partnership is to produce, identify and share knowledge that is relevant to NDCs. The sources of information, lessons, and knowledge are diverse: directly produced by the Support Unit or identified by the Support Unit from a broad network of institutions and those produced by the Members. Members are expected to share their knowledge products through the Partnership dissemination venues. Knowledge products range from tools, data, guidance, good practices, funding opportunities, and case studies. Dissemination and sharing venues range from the Knowledge Portal to webinars and forum. Table 16 presents information on the number of knowledge products developed during the 2018-2020 Work Program as provided by the Support Unit in February 2022.

Table 16: Knowledge products 2018-2020

	Partnership in Action Report	Case studies	Insight briefs and other articles (Can be found on the NDC Partnership website under “Resources” here: https://ndcpartnership.org/resources)
2018	Partnership in Action 2018	Subtotal: 2 1. Stakeholder engagement in Peru 2. Gender mainstreaming in Peru	
2019	Partnership in Action	0	Sub-total: 3 1. Use of Knowledge Resources in Support Climate Action 2. Multi-stakeholder Engagement

⁴⁹ NDC Partnership SU and/or TAF represents Partnership, using TAF (under Option 4) or other donor-financed support managed by the Support Unit

	Partnership in Action Report	Case studies	Insight briefs and other articles (Can be found on the NDC Partnership website under “Resources” here: https://ndcpartnership.org/resources)
	2019: three years on		3. Expanding Access to Global Climate Funds : Lessons from the GCF in Asia Pacific
2020	Keeping Ambition alive. Partnership in Action 2020	0	Sub-total: 14 1. Insight Brief: Engaging Subnational Government in Climate Action (Mar 2020) 2. Insight Brief: Understanding NDC Financing Needs (Mar 2020) 3. Country Brief: Climate Change - An Opportunity to Transform the Private Sector (Morocco's experience) (Apr 2020) 4. Insight Brief: Building Gender Responsive NDCs (Sep 2020) 5. Insight Brief: Energy Efficiency and NDCs (Sep 2020) 6. Insight Brief: NDC Enhancement (Sep 2020) 7. Insight Brief: Health in NDCs (Oct 2020) 8. Finance in LAC NDCs (Oct 2020) 9. Extended Report: Adaptation and NDCs - From Analysis and Planning to Action and Ambition Raising (Oct 2020) 10. Insight Brief: Adaptation and Risk Finance (Oct 2020) 11. Insight Brief: Adaptation and NDCs (Oct 2020) 12. Georgia Shapes its Climate Goals to Avert Disasters and Protect its Legacy (Oct 2020) 13. Burkina Faso: How to Create Climate-Resilient Development in Rural Areas (Nov 2020) 14. Insight Brief: Inclusive Growth and Climate Change (Nov 2020)

Source: Support Unit (February 2022)

The Partnership’s Knowledge Portal, redesigned and launched in 2018, includes a wide array of tools to facilitate member’s access to knowledge, such as the Good Practice Database, the Climate Toolbox, the Climate Finance Explorer, the NDC Content Explorer, as well as modules on NDC-SDG linkages, historical GHG emissions, and action areas. The NDC Content Explorer, the Climate Toolbox and NDC-SDG linkages are the most consulted modules according to the 2022 Annual Members Survey. Data from Google Analytics of the Partnership suggests another order which has been used in the report as it is deemed more accurate. kNook was set up in 2019 to track country requests and analyze trends in country needs, soon becoming a key management tool for the Support Unit.

Annex 5. Work Program 2018-2020: Progress in Key Performance Indicators

Main findings:

- According to the evaluation team’s assessment, targets were achieved for 37 out of the 56 indicators (66%).
- The targets of 7 indicators were close to be achieved.
- 10 indicators were short of the expected target: these are related with gender mainstreaming (2.3.2, 3.1.2a, 3.1.6 and 3.1.6a), facilitators (3.1.7), Partnership Plans implementation evaluated (3.1.8), NDC mainstreaming in national planning (3.1.11), use of Partnership Plans by Member Institutions to inform updates to their medium-term country strategies and project portfolios (3.1.12), convenings (3.3.2) and support to investment planning (3.4.1).
- Several indicators were added to the 2019 M&E framework (1.1.1a, 1.1.2b, 2.3.2, 3.1.2.a, 3.1.3.a, 3.1.5 to 3.1.12, 3.26, 3.2.7, 3.3.2. d, 3.3.3. d., 3.4.7 and 3.4.8).
- In at least 11 of the 56 indicators the unit of measurement is “number of member countries” (e.g., indicators 2.2.2, 3.1.2, 3.1.3, 3.1.8, 3.1.9, 3.1.10, 3.1.11, 3.2.1, 3.2.4, 3.2.5 and 3.3.1.b). The targets of these indicators were not modified although the membership almost doubled (from 66 countries in 2018 to 112 countries in December 2020). Thus, it is likely that target achievement was driven, at least in part, by increased membership.

Result Level	Total number of indicators	Target achieved	Close to target	Not achieved	Not applicable/ Not available
Impact	6	5	0	0	1
Outcome	6	3	2	1	0
Outputs	44	29	5	9	1
Total	56	37	7	10	2⁵⁰

- It is likely that some indicators were not fully achieved partly because country-driven priorities did not align with the targets (e.g., 2.1.1, 3.1.6c, 3.1.7 and 3.1.11).
- Some indicators are not clearly defined (e.g., indicators 1.1.1 and 2.1.2) and/or not relevant to the level of analysis (e.g., indicator 2.3.1 seems to refer to an output rather than an outcome).
- The sources of information to measure each indicator were not clearly specified in the M&E Framework.

⁵⁰ Indicator 1.1.2a: information not available; Indicator 3.1.1: no target was included

- The evaluation team attempted to collect information to validate the values of the targets provided by the Support Unit, but for the most part it was not possible to do it at the Partnership level. Nevertheless, the evaluation report provides qualitative and narrative information about many of the indicators and the team’s assessment is also based on those sources of information.

The assessment in the table below is based on information self-reported by the Support Unit and Partnership members. Key sources of data to verify many of the indicators include the 2021 and 2022 online surveys conducted by the Support Unit across the entire membership. Since a new M&E framework was developed for the 2021-2025 Work Program, an analysis of 2018-2020 indicators against SMART criteria was not carried out by the evaluation team.

Key Performance Indicators	2020 Target	Status reported by the SU (2020)	Evaluation team’s assessment ⁵¹	Comments
Impact 1.1: Member countries have implemented NDCs more effectively to advance achievement of mitigation and adaption targets in line with Paris Agreement and commit to higher ambitions, over time, for GHG reduction and enhanced resilience mechanisms, ensuring climate-development linkage				
1.1.1 Percentage of Member countries, reporting more effective NDC implementation to achieve mitigation and adaptation targets due to Partnership support.	75%	86%	Target achieved	According to the 2021 online survey
1.1.1a Percentage of Member countries with CAEP support reporting more effective NDC implementation to achieve mitigation and adaptation targets due to Partnership support	75%	87%	Target achieved	According to the 2021 online survey
1.1.2 Percentage of Member countries with revised NDCs who have increased ambition of their mitigation and adaption targets (compared to current NDC targets) by 2020	33%	96%	Target achieved	According to the 2021 online survey

⁵¹ Targets were classified as “achieved” if they were met or exceeded; as “close to target” if progress was up to 20% below the target; and as “not achieved” if progress was more than 20% below the target.

Key Performance Indicators	2020 Target	Status reported by the SU (2020)	Evaluation team's assessment ⁵¹	Comments
1.1.2a Number of newly revised NDCs among member countries that have incorporated gender equality aspects	40%	Results pending; Expected third quarter 2021	Not available	According to a recent Partnership's Insight Brief and webinar, out of the 57 members who had submitted updated NDCs by September 2021, those mentioning gender inclusion in their NDCs increased from 49% in the first round to 93% in 2021 (i.e., a 47% increase). 36 contained explicit gender objectives and 27 noted gender activities. However, few countries included gender-responsive budgeting, gender and/or sex-disaggregated indicators, and specification of gender stakeholders responsible for implementing actions. All the updated NDCs including non-members have lower rates of gender mainstreaming (from 38% to 78%), but the proportional increase is slightly higher (51%).
1.1.2b Percentage of member countries that submit new NDCs in 2020 after receiving CAEP support under Objective 1 that enhance their NDCs by 2020	100%	100%	Target achieved	According to the CAEP presentation for COP26, 54 out of 67 supported countries had submitted their updated NDCs by October 2021, pointing to the further progress achieved by CAEP beyond the 2018-2020 period.
1.1.3 Percentage of developed Member countries who have increased climate-related financing from 2017 levels	50% by 2021	61%	Target achieved	The Partnership is currently developing a methodology to track climate finance mobilized by Partnership members.
Outcome 2.1: Member countries have integrated NDC climate mitigation and adaptation goals into national, sub-national development plans, policies, and budgets				
2.1.1 Percentage of Member countries drawing on Partnership support, that have integrated NDC targets and goals into the next cycle of national and subnational development plans, policies and	70-100	59% (78% only into plans; 60% into budgets)	Close to the target	According to the 2021 online survey. This is in line with evaluative evidence, which points to mixed progress in NDC integration into national policies.

Key Performance Indicators	2020 Target	Status reported by the SU (2020)	Evaluation team's assessment ⁵¹	Comments
budgets, supporting climate-SDG linkages, by end 2020.				
2.1.2 Percentage of Member Countries drawing on the support of Partnership Members, that have developed gender-responsive climate action	100% in 2021	84%	Close to the target	According to a recent Partnership's Insight Brief and webinar, out of the 57 members who had submitted updated NDCs by September 2021, 47% (27) included gender activities, and only a few specified gender-responsive budgeting (4) or the gender stakeholders responsible for implementing actions (3).
Outcome 2.2: Member countries have effectively implemented, replicated or scaled-up NDC-related actions and successes as a result of support from the Partnership				
2.2.1 Percentage of Member countries reporting that they have implemented, replicated, scaled-up or initiated new NDC-related climate action, based on country engagement support and new knowledge, learning, exchanges facilitated by the Partnership.	66%	80%	Target achieved	According to the 2021 online survey. The interviews and country deep dives carried out for this evaluation point to limited implementation of new actions beyond what is presented in the NDCs. This might be related to the fact that, in late 2020, most NDCs were in the process of being updated. Use of knowledge products also continues to be low.
2.2.2 Number of Member countries (receiving in-country NDC Partnership support) that have initiated or undertaken capacity building activities for integrating gender into their NDC (based on a minimum standard for gender mainstreaming)	5	6	Target achieved	The final progress achieved seems low given the increase in membership, but the growing integration of gender inclusion in the updated NDCs of members (see above) suggests improvements in awareness and capacity.
Outcome 2.3: Member countries have increased access to public and private finance to meet prioritized climate financing gaps				
2.3.1 Percentage of (developing) Member countries who have the	30%	74%	Target achieved	According to Knook data, as of December 2021, 73 countries have received confirmed

Key Performance Indicators	2020 Target	Status reported by the SU (2020)	Evaluation team's assessment ⁵¹	Comments
majority (over 50%) of their Partnership Plan outputs supported.				support to their requests (out of the 77 that submitted requests).
2.3.2 Percentage of developed countries, institutional Members or gender partners that have allocated financial resources, or provided technical capacity building support to Member countries for mainstreaming gender into NDCs under the Country Engagement process	100%	30%	Target not achieved	A Partnership's webinar held in February 2022 indicated that 25% of the 179 gender-related requests of support to date (45 requests) remain unsupported, pointing to a gap in addressing country demand. Interviews and deep dives also indicate that, in some cases, gender mainstreaming in NDCs was supported by Implementing Partners outside of the Partnership's engagement process.
Output 3.1: Enhanced country engagement, coordination across government agencies and country stakeholders, and country ownership of climate action and sustainable development				
3.1.1 Total number of Partnership member countries	NA	112	Not applicable	No target was included.
3.1.2 Number of Partnership Plans or documents confirming requests for support endorsed by Government and under implementation	45	149	Target achieved	Target achievement was likely driven, to some extent, by the increase in membership.
3.1.2.a Percentage of Partnership Plans with sex disaggregated KPIs	100%	68%	Target not achieved	
3.1.2.b. Percentage of Partnership Plans responsive to surfaced gender-related needs through consultation processes and gender analysis	60%	84%	Target achieved	A Partnership's webinar held in February 2022 indicated that, out of 179 gender-related requests of support to date, 152 are included in Partnership Plans vs. only 20 in Request of Support Letters and 7 in EAI applications. This might point to the role played by the Partnership in positioning this issue in the most engaged countries.

Key Performance Indicators	2020 Target	Status reported by the SU (2020)	Evaluation team's assessment ⁵¹	Comments
3.1.3 Number of member countries with established or strengthened NDC coordination mechanisms	38	49	Target achieved	Revised for better measurability. Target achievement was likely driven, to some extent, by the increase in membership.
3.1.3.a Percentage of Partnership Plans developed and periodically assessed with involvement of national gender agency and stakeholders (share of countries that conducted two or more NDC consultations with gender stakeholders)	50%	52%	Target achieved	According to a recent Partnership's Insight Brief, 40% of the NDCs submitted by Partnership members by September 2021 (23 out of 57) included consultations to women, women's groups, institutions, or ministries.
3.1.4 Percentage of government focal points and/or facilitators reporting improved coordination and harmonization of government agency systems, strategies and responses in support of NDC implementation	50%	94%	Target achieved	This is in line with evaluation findings, which confirm increased coordination as one of the main contributions of the Partnership.
3.1.5 Percentage of members whose needs have been assessed within three months of receipt of the support request, with inputs from Partners	60%	92%	Target achieved	Evaluation findings also suggest that the Partnership has been highly responsive and overall able to mobilize support in relatively short timeframes.
3.1.6 Number of Rapid Situational Assessments (RSA) completed with input from Partners	60	39	Target not achieved	Partly dependent on country-driven demand.
3.1.6a Number of gender analyses (basic information vs. in-depth) included in country engagement process through RSAs	40 (Of which 5 in-depth)	25 (Of which 8 in-depth)	Target not achieved	Partly dependent on country-driven demand and on indicator 3.1.6.
3.1.7 Number of In-country Facilitators nominated by country governments	60	44	Target not achieved	Partly dependent on country-driven demand and the funding provided by Development and Implementing Partners.

Key Performance Indicators	2020 Target	Status reported by the SU (2020)	Evaluation team's assessment ⁵¹	Comments
3.1.7a Facilitators disaggregated by sex (for individual facilitators)	40% F 60% M	40% F 60% M	Target achieved	
3.1.8 Number of countries where Partnership Plan implementation is evaluated through an in-country stop and reflect exercise with results communicated to the government Focal Points and relevant Partners for follow up	5	3	Target not achieved	Interviews indicate that the country engagement process has taken more time than initially expected. This might explain why a lower number of countries reached the evaluation stage, despite the increase in membership.
3.1.9 Number of countries where members play the scoping role	15	14	Close to target	
3.1.10 Number of countries where members play a temporary facilitator role	30	26	Close to target	
3.1.11 Number of member countries governments receiving support in which budget framework papers and development national/sub-national plans reflect NDC and SDG priorities expressed in the Partnership Plans	28	17	Target not achieved	Partly dependent on country-driven demand. Evaluation findings indicate that NDCs have increasingly been integrated into national budgets and development plans, while integration at the subnational level is still a pending agenda.
3.1.12 Number of Member Institutions using Partnership Plans to support updates to their medium-term country strategies and project portfolios	30	4 (5: only strategies; 10: only portfolios)	Target not achieved	According to the 2021 online survey. Evaluation findings point to several challenges for Institutional Members to make more use of Partnership Plans in their own programming.
Output 3.2: Improved coordination between Member countries and development partners, and harmonization of agencies' systems, strategies and responses in support of NDC Partnership Plans				
3.2.1 Number of Members responding to government support requests through existing, or new commitments.	15	66	Target achieved	Target achievement was likely driven, to some extent, by the increase in membership. This is in line with Knook data, which show that, by December 2021, 153 Development

Key Performance Indicators	2020 Target	Status reported by the SU (2020)	Evaluation team's assessment ⁵¹	Comments
				and Implementing Partners have supported country requests, of which 44% (67) are Partnership Members.
3.2.2 Percentage of government focal points and/or facilitators reporting improved coordination and harmonization between countries and development partners in support of NDC implementation	60%	98%	Target achieved	This is in line with evaluation findings, which confirm increased coordination as one of the main contributions of the Partnership.
3.2.3 Aggregate percentage of outputs supported by Members per Partnership Plan (disaggregated by country Partnership Plan).	70%	65%	Close to target	According to Knook data, as of December 2021, 47 percent of the requests included in Partnership Plans have been supported (by members and non-members), compared to 60 percent of all requests.
3.2.4 Number of individual NDC Partnership Members or partners providing technical gender support to Member countries facilitated by the SU	10	37	Target achieved	Target achievement was likely driven, to some extent, by the increase in membership.
3.2.5 Number of Member countries that received technical gender capacity building support or knowledge resources facilitated by SU and used this learning to inform country NDC processes	5	33	Target achieved	Target achievement was likely driven, to some extent, by the increase in membership.
3.2.6 Members agree on a coordinated approach and key technical assistance areas needed for supporting gender responsive NDCs in 2019	Yes	Yes	Target achieved	
3.2.7 Completed mapping of NDC Partnership members and partners capacity building offerings against	Yes	Yes	Target achieved	

Key Performance Indicators	2020 Target	Status reported by the SU (2020)	Evaluation team's assessment ⁵¹	Comments
agreed upon approach and technical assistance areas needed for supporting gender responsive NDCs in 2019				
Output 3.3: Countries access knowledge resources, capacity building support initiatives, and cross-country learning related to NDC implementation through the Partnership Knowledge Portal, peer to peer exchanges, and outreach materials				
3.3.1.a. Partnership Knowledge Portal (including the Climate Toolbox, Climate Finance Explorer, and Good Practice Database) redesigned and launched in 2018.	Yes	Yes	Target achieved	
3.3.1. b. Number of Members refreshing the Knowledge Portal with new knowledge resources/tools annually	20	36	Target achieved	Target achievement was likely driven, to some extent, by the increase in membership.
3.3.1. c. Number of unique users, disaggregated by data tools, that have accessed the Knowledge Portal.	3,000	3,374	Target achieved	This information is per month
3.3.1. d. % of NDC Partnership member survey respondents expressing satisfaction with the Knowledge Portal.	80%	86%	Target achieved	According to the 2021 online survey.
3.3.2. a. Number of Partnership-supported peer-to-peer exchanges held, sharing successes, know-how, insights and lessons on NDC implementation.	21	52	Target achieved	While this indicator was exceeded, evaluative evidence points to an unmet need for peer-to-peer exchanges between countries, which were discontinued due to their high cost.
3.3.2. b. Biannual Steering Committee Meetings occurring twice per year	Yes	Yes	Target achieved	This confirmed by the minutes consulted for this evaluation.

Key Performance Indicators	2020 Target	Status reported by the SU (2020)	Evaluation team's assessment ⁵¹	Comments
3.3.2. c. Number of Regional Member convenings taking place per year	3	2	Target not achieved	The original target (8) was revised due to COVID-19.
3.3.2. d. Percentage of NDC Partnership-supported events, convenings and peer exchanges where there are no single-sex panels or conference speakers	100%	97%	Close to target	
3.3.3. a. Number of public information and outreach materials, including case studies, Partnership in Action Report	21	23	Target achieved	
3.3.3. b. Number of bimonthly blogs to share activities and updates, enhanced by video and photo stories.	78	105	Target achieved	
3.3.3. c. Percentage annual growth in audience on social media channels and monthly e-newsletter.	Instagram: 40% LinkedIn: 40% Twitter: 6% Facebook: 3.4%	22% Instagram: 40% LinkedIn: 40% Twitter: 6% Facebook: 3%	Target achieved	The Final Progress Report for the 2018-2020 Work Program notes that the original target (40%) was revised according to industry standards. The adjusted target was then achieved.
3.3.3. d. Number of quarterly media briefings and outreaches on targeted topics to complement regular outreach	12	100	Target achieved	The difference between the target and the actual number of briefings and outreaches seems to suggest a change in the outreach strategy.
Output 3.4: Member countries gain increased access to climate finance under Partnership Plans by matching projects with public and private investors, improved knowledge tools for accessing finance and outreach to global markets				
3.4.1 Number of investment plans developed.	7	4	Target not achieved	About one third of the requests recorded in Knook by December 2021 relate to finance and investment, pointing to high demand in this area.

Key Performance Indicators	2020 Target	Status reported by the SU (2020)	Evaluation team's assessment ⁵¹	Comments
3.4.2 Number of investment plan projects financed by the Partnership (across all countries)	5	4	Close to target	Partly related to indicator 3.4.1
3.4.3 Percentage of Partnership Plans with gender-responsive budgeting and investments	50%	56%	Target achieved	
3.4.4 Number of Partnership-supported country level or regional workshops/forums with investors	3	3	Target achieved	The Final Progress Report for the 2018-2020 Work Program notes that the original target (9) was revised due to COVID-19.
3.4.5 Annual updates to the Climate Finance Explorer completed.	Yes	Yes	Target achieved	
3.4.6 Number of knowledge products illustrating public and private investment opportunities	11	11	Target achieved	
3.4.7 Mapping of NDC Partnership members' capacity building initiatives and tools in finance completed	Yes	Yes	Target achieved	
3.4.8 Consultations among members and non-members on opportunities to enhance access to climate finance	3	11	Target achieved	

Source: Monitoring and Evaluation Framework (2019); Final Progress Report for the 2018-2020 Work Program (2021).

Annex 6. Progress in implementing MTR recommendations

Key MTR findings	MTR Recommendations	Evidence of progress	Status
The NDC Partnership occupies a relevant niche.	1. The NDC Partnership should continue to take forward its current workplan.	<u>Final Progress Report of the 2018-2020 Work Program:</u> Most targets were exceeded as a result of increasing country demand. Some targets were not achieved in relation to gender, NDC mainstreaming, specific activities of the country engagement model (Rapid Situational Assessments with partner input, in-country facilitators, stop and reflect exercises), and outreach (audience growth in social media channels).	Addressed
The Support Unit is overstretched.	2. Look to increase the size of the Support Unit to enable it to continue the positive work being undertaken and to manage increased levels of engagement with a high number of countries.	<u>Interviews:</u> <ul style="list-style-type: none"> • High workloads, with a lot of requests on country engagement teams. • Management is responsive to staffing needs. The Support Unit team has grown from about 15 staff members in 2018 to 67 in February 2022 including interns and consultants. <u>Final Progress Report of the 2018-2020 Work Program:</u> While support from Implementing Partners has increased, it has not kept up with the demand and speed of requests from developing member countries. Based on the recommendations from the MTR, the 2021-2025 Work Program recognized that for the NDC Partnership to keep up with country needs, Implementing Partners need to respond more quickly and expansively, or the Support Unit needs the capacity to fill the gaps.	Partially addressed
Institutional / Development Partners are not acting in concert	3. The Support Unit to organize an event with Members to review	<u>Interviews and deep dives:</u> 1) A stop and reflect in-person meeting for Implementing Partners was discussed with the	Partially addressed

Key MTR findings	MTR Recommendations	Evidence of progress	Status
<p>in many contexts, due to legacy projects, institutional constraints and existing relationships with governments among other factors.</p>	<p>expectations of behavior within the Partnership and look at possible avenues of change including the possibility of an accountability matrix or country level partnership assessment tool.</p>	<p>Steering Committee in September 2021, but was not carried out because of the Omicron variant. However, a smaller virtual discussion took place planned for March 2022 with selected Implementing Partners and Institutional Members. A larger meeting is expected to be carried out in person later this year.</p> <p>2) Over the past two or three years, the Management Team has more regularly engaged in bilateral discussions with some Implementing Partners and Development Partners. For example, they hold weekly discussions with UNDP, which have been helpful to set expectations, anticipate challenges, and shape support going forward. Several discussions were also held with the World Bank. 3) Efforts were made to use Partnership Plans as an accountability document. The Support Unit simplified the quarterly reporting process by introducing an online tool about two years ago. From there, the information is aggregated in kNook.</p> <p>However, there is evidence of persisting issues with implementing partners at the country level, as well as pushback on proposals to strengthen accountability at the Partnership level.</p>	
<p>The Theory of Change is structured as a conventional logic model and is not perceived by members as a valuable tool for management or accountability. Indicators focus on activities and outputs.</p>	<p>4. The Partnership should review its theory of change and its Monitoring and Evaluation Framework.</p>	<p>The <u>2021-2025 Work Program</u> includes an updated theory of change and M&E framework with a greater focus on outcomes. In addition, four impact pathways were mapped out to show how Partnership member inputs and Support Unit activities contribute to impact-level results:</p> <ul style="list-style-type: none"> • Accelerating NDC implementation • Raising ambition and quality • Mobilizing financing for climate action 	Addressed

Key MTR findings	MTR Recommendations	Evidence of progress	Status
		<ul style="list-style-type: none"> • Mainstreaming NDCs and SDGs into development plans and budgets <p>Steering Committee members and Co-Chairs were engaged in the development of the updated theory of change and impact pathways.</p> <p>There still exist the opportunity for the Steering Committee and the Support Unit to pro-actively disseminate the theory of change and impact pathways across the membership to reinforce ownership of shared objectives and clarify the Partnership's scope of work to new members.</p>	
<p>Members value the knowledge portal, convenings, and knowledge sharing opportunities. However, a key challenge is how to assess the way they influence change to prioritize accordingly. Another challenge is how to share knowledge given countries' limited capacities to engage with all the knowledge resources made available.</p>	<p>5. Building on the recent insights on the use of knowledge resources, the Support Unit should look to further develop its Knowledge and Learning Strategy.</p>	<p><u>Interviews:</u></p> <ul style="list-style-type: none"> • Some activities were retargeted, particularly in relation with the knowledge portal. • Despite the high demand of peer-to-peer exchanges, these are no longer supported. The COVID-19 pandemic has limited these exchanges. Nevertheless, the Support Unit has also organized webinars each year with wider range of participants and group meetings, for example, in the context of the Green Recovery Network. • The integration of knowledge and learning activities with country engagement processes is still at initial stages. • Assessing the influence of knowledge and learning activities to inform their planning is still a challenge. 	<p>Partially addressed</p>
<p>The Gender Strategy as written is strong and well aligned to various relevant international agreements</p>	<p>6. Increase the level of resources available to implement the Gender Strategy and to alter the</p>	<p><u>2018-2020 budget and 2019 addendum:</u> No specific allocation was made for the Gender Strategy in the budget.</p>	<p>Partially addressed</p>

Key MTR findings	MTR Recommendations	Evidence of progress	Status
<p>but it is not a high enough priority. It is under-resourced and thus not being implemented as effectively as it could be.</p>	<p>Partnership principles to ensure the term Gender Equality is used.</p>	<p><u>Final Progress Report of the 2018-2020 Work Program:</u> Some gender targets were not achieved.</p> <p><u>Interviews:</u></p> <ul style="list-style-type: none"> • The Support Unit now has a dedicated associate focused on gender and youth and has brought in additional capacity through an external consultancy with IUCN. • There has been mixed progress in mainstreaming gender in country engagement processes and Partnership initiatives. <p><u>Member Guidelines:</u> principles now include the following: “10. PROMOTE GENDER EQUALITY Promote gender equality and considerations in all aspects of the Partnership’s work and activities.”</p>	<p></p>
<p>Support from an in-country facilitator has been critical to ensure effective coordination across government.</p>	<p>7. Further develop and institutionalize the role of facilitators including an assessment of how the role may vary in different country contexts.</p>	<p><u>Final Progress Report of the 2018-2020 Work Program:</u> 44 in-country facilitators were nominated by country governments. The target (60) was not achieved despite higher-than-expected demand of support.</p> <p>The <u>2021-2025 Work Program</u> contemplates a dedicated window for facilitation support in the Pooled Funding Mechanism to be created, and increased efforts on the standardized and periodic training of facilitators.</p> <p><u>Interviews:</u></p> <ol style="list-style-type: none"> 1) PAF has a whole window for country facilitation to ensure stability and predictability of funding, in addition to making longer-term contracts possible. Six facilitators were hired through the PAF. 2) With support from GIZ, facilitators were consulted to understand their challenges, and some activities were set up to address them. Since the Summer of 2021, online 	<p>Addressed</p>

Key MTR findings	MTR Recommendations	Evidence of progress	Status
		<p>training has been planned for in-country facilitators to strengthen technical and soft skills such as Result-Based Management, facilitation, and finance mobilization. These trainings are scheduled for delivery in 2022. An action-learning program with small groups of facilitators will also be piloted over a period of six months; guided by a coach, they will explore challenges that they are having. The onboarding process was also standardized, and virtual networking events were held.</p>	
<p>While Partnership Plans fulfill their role as a discussion starter, they have yet to be used consistently for mobilizing technical assistance, leveraging finance or detailed activity planning.</p>	<p>8. Look to develop a “deeper” framework for Partnership Plans which allow them to facilitate more effective operationalization</p>	<p>The <u>2021-2025 Work Program</u> has a greater focus on supporting NDC implementation.</p> <p><u>PIN Fact Sheet and ToR</u>: The Project Information Note (PIN) initiative was launched in 2020 with the goal of attracting financial institutions to include project ideas in their pipelines for further development.</p> <p><u>Draft Finance Strategy</u>: A Finance Strategy is under development.</p> <p><u>Interviews</u>: How to move from implementation planning to project preparation and financing is still a pending agenda. Different positions exist regarding the role that the Partnership should take.</p> <p>The Support Unit has supported in-country facilitator training, for example, on results based management and logical frameworks to support clearer, more logical outlining of how Partnership Plans activities can lead to results and impact.</p>	<p>Partially addressed</p>
<p>Countries have welcome support from TAF and there is general agreement that consideration should be given to making it</p>	<p>9. The Steering Committee to agree clear parameters for what a permanent TAF resource could be used for and the level of funding available.</p>	<p><u>Steering Committee Meeting Minute (April 2021)</u>: The Steering Committee endorsed:</p> <ul style="list-style-type: none"> The proposed governance structure for the PFM, including the creation of a PFM Donor Advisory Group; 	<p>Addressed</p>

Key MTR findings	MTR Recommendations	Evidence of progress	Status
permanent after the CAEP window closes.		<ul style="list-style-type: none"> • The establishment of UNOPS as host of the PFM, with continued ability to channel PFM funds in the short- to medium-term through WRI; and • UNOPS as a third host of the Support Unit and ex-officio member of the Steering Committee. • The Support Unit will continue working with the involved parties and consult members to finalize the operational framework of the PFM. 	

Annex 7: NDC global support programs and alignment with the Partnership

The evaluation team selected four programs that are providing support to NDCs and reviewed their alignment with the NDC Partnership: the UNDP NDC Support Programme and Climate Promise Initiative, the World Bank Climate Support Facility, the ADB’s NDC Advance to accelerate climate actions in Asia and the Pacific, and the EBRD’s NDC Support Programme. Due to the compressed timeline for this evaluation, this analysis drew on a rapid review of the programs’ websites. It is not considered to be comprehensive a benchmark analysis given constraints in timing of the evaluation.

Global Support Program	Alignment with Partnership
<p><u>The UNDP NDC Support Programme and Climate Promise Initiative.</u> Support countries to use their NDCs as a tool for transitioning to a climate-resilient, zero-carbon pathway, which will help them lock in adequate sustainable infrastructure to meet the complex economic, societal, and planetary needs of the 21st century. NDC Partnership requests are funneled through the UNDP NDC Support Programme within UNDP, and the programme reports that it has supported 119 countries in their NDC update, as one of the NDC Partnership’s largest Implementing Partners.</p>	<p>The UNDP consistently explores collaborative opportunities with the NDC Partnership through its own support programs. Through the UNDP NDC Support Programme, the UNDP has been involved with the NDC Partnership from the beginning. Activities were scaled up over the past couple of years through the Climate Promise Initiative; especially as it was created in parallel to CAEP.</p>
<p><u>The World Bank Climate Support Facility (CSF)</u> is a new flagship climate trust fund, which builds on the previous NDC Support Facility. The CSF was launched ahead of the fifth anniversary of the Paris Agreement, and it seeks to align green economic recovery efforts with countries’ national climate goals and long-term, low-carbon, climate-resilient strategies.</p>	<p>A lot of the NDC Partnership requests for support are channeled through the CSF within the World Bank, which then aligns the requests with World Bank operations in the requesting countries. The CSF provides grants for a host of activities such as analytics and knowledge sharing, capacity building, and improving cross-sectoral coordination among government stakeholders, donors, and private sector entities. It also works with other trust funds at the World Bank Group and with the IFC to maximize financial leverage for in-country climate action. This makes it an optimal route for requests for support as the requests land right where funding for support may be available inside the World Bank. It can, sometimes though be challenging to get the requests for support integrated in country work programs. However, the idea of the CSF is to collaborate with the NDC Partnership, and it encourages World Bank country offices to coordinate with NDC Focal Points within countries.</p>
<p><u>NDC Advance Accelerating climate actions in Asia and the Pacific</u> is situated within the</p>	<p>ADB formally joined the NDC Partnership in November 2017 to help coordinate and build</p>

<p>Asian Development Bank and is a dedicated technical assistance platform established to help its developing member countries (DMCs) mobilize finance, build capacity, and provide knowledge and other support needed to implement their NDCs. It is being implemented through three separate but strategically linked subprojects with the following objectives: (1) Assist DMCs in refining and enhancing their ambition, translating NDCs into climate investment plans and identifying priority climate projects that may be executed with ADB assistance; (2) Improve DMCs' access to external public and private actors supporting the use of innovative finance mechanisms to secure needed financing; and (3) Develop methods and tools to measure, monitor, and report on commitments made under NDCs.</p>	<p>synergies with the efforts of other development partners supporting the implementation of NDCs.</p>
<p>EBRD's NDC Support Programme specifically targets providing assistance to activities that will directly support the development and implementation of NDCs through two main aspects: (1) Providing support to countries to further develop, implement and strengthen their NDCs through i.e., assisting the revision of the NDC, developing sector action plans/roadmaps in line with a sector target under the NDC, improving Monitoring, Reporting, Verification (MRV), introducing climate finance tracking and/or conducting policy/legal analysis and developing appropriate laws and regulations to align with NDCs; and (2) Engaging with private sector on NDCs by providing platforms for discussions and recommendations for policy-makers, as well as knowledge-sharing and creating stronger narrative around NDCs.</p>	<p>The EBRD is a member and implementing partner to the NDC Partnership, and shares information through the Partnership on the on-going activities under the NDC Support Programme to contribute towards concerted and coordinated efforts of the international community working on NDCs.</p>

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