



# Aligning NDCs with Green Recovery

GUIDANCE FRAMEWORK

**A step-by-step guidance note for country practitioners:**  
Designing and assessing COVID-19 green recovery and  
green economy options that build on NDC processes  
and incorporate climate action

**2024 UPDATE**

## About UNDP

UNDP is the leading United Nations organization fighting to end the injustice of poverty, inequality, and climate change. Working with our broad network of experts and partners in 170 countries, we help nations to build integrated, lasting solutions for people and planet. Learn more at [undp.org](https://undp.org) or follow at [@UNDP](https://twitter.com/UNDP).

## About UNDP's Climate Promise

UNDP's Climate Promise supports 120 countries – including 40 least developed countries, 28 small island developing states, and 14 high emitters – to enhance their Nationally Determined Contributions under the global Paris Agreement. Delivered in collaboration with a wide variety of partners, it is the world's largest offer of support for the enhancement of climate pledges.

## About NDC Support Programme

The NDC Support Programme provides technical support for countries to pursue an integrated, whole-of-society approach that strengthens national systems, facilitates climate action and increases access to finance for transformative sustainable development. The programme helps countries address financial barriers by deploying a structured approach to scaling up sectoral investments and putting in place a transparent, enabling investment environment. Beyond direct country support, UNDP facilitates exchanges and learning opportunities on NDC implementation at the global and regional levels by capitalizing on our close collaboration with the UNFCCC and other strategic partners. The programme, which contributes to the NDC Partnership, is generously supported by the German Federal Minister of the Environment, Nature Conservation and Nuclear Safety (BMU), the German Federal Ministry of Economic Cooperation and Development (BMZ), the European Union, and the Government of Spain.

## Acknowledgements

**Authors:** David Maradan (Ecosys), Jonathan Blockley (Ecosys), and Sangji Lee (UNDP)

**Reviewers and other contributors to this product:** Jennifer Baumwoll (UNDP), Rebecca Carman (UNDP), Verania Chao (UNDP), Catherine Diam-Valla (UNDP), James Vener (UNDP), and 5 UNDP country offices receiving targeted support on NDCs & green recovery alignment (Albania, Benin, Ecuador, Vietnam, and Jordan).

## Disclaimers

The views expressed in this publication are those of the authors and do not necessarily represent those of UNDP, its Executive Board, the United Nations Member States. The boundaries and names shown, and the designations used on maps, in this document do not imply official endorsement or acceptance by the United Nations.

This product was developed under UNDP's Climate Promise as part of the NDC Support Programme, in contribution to the NDC Partnership, with generous funding from the governments of Germany, Sweden, Spain, Italy, the European Union, and UNDP's other core contributors.

This is a living document and it recognizes that a wide range of approaches could be developed within national contexts considering specific national circumstances. Hence, the framework presented do not present firm guidelines but are intended to be adapted and adjusted according to the country's needs.

Copyright ©UNDP 2024. All rights reserved.

One United Nations Plaza, New York, NY 10017, USA

Cover photo: ©UNDP Bhutan

---

# Table of Contents

<b>1.</b>	<b>Background</b>	<b>4</b>
<b>2.</b>	<b>Objective</b>	<b>5</b>
<b>3.</b>	<b>Main concepts</b>	<b>6</b>
	Green stimulus and green recovery	6
	Nationally Determined Contributions	6
	Tools	6
<b>4.</b>	<b>Step-by-step framework</b>	<b>7</b>
	STEP I      Understanding context and needs	7
	STEP II     Aligning climate-COVID-19 recovery	11
	STEP III    Securing societal and political support	15
	STEP IV    Financing and implementing	18
	STEP V     Monitoring and Evaluation	22
	<b>Annex</b>	<b>26</b>
	1.      Aligning NDCs with Green Recovery: Lessons Learned from Pilot Country Experiences	26
	2.      Practical application of the framework, challenges and solutions	32
	3.      Taking forward lessons to prepare for future crises and the next cycles of NDCs	34

---

# 1. Background

The COVID-19 pandemic requires all levels of government to act under great uncertainty and significant economic, fiscal and social pressure. With new waves of infection appearing in many countries since mid-2020 and variants emerging, governments are confronted by their limited ability to sequence policy action.

Nearly two years into the COVID-19 pandemic, the world is experiencing a protracted and divergent recovery. The latest budget increases allocated to environmentally positive recovery measures amount to only 21 percent of the total sums allocated to COVID-19 economic recovery. This means that 79 percent of this funding fails to consider environmental dimensions or, worse, reverses progress on some of them: 10 percent is specifically identified as mixed or negative for the environment and the remaining 69 percent, while not identified as having direct environmental impacts, is unlikely to be environmentally benign. This calculation shows that the recovery will follow a business-as-usual path, rather than bringing us closer to the green transition needed.<sup>1</sup>

Urgent action is thus required to accelerate the recovery process, while using the opportunity to accelerate the transition to green and resilient economies. Such action would hold warming to below 1.5°C, while also advancing the goal of more equitable and inclusive societies.

Nationally Determined Contributions (NDCs) and related climate change plans (e.g., National Adaptation Plans and Long-Term Low GHG Emission Development Strategies) can guide countries' recovery efforts by helping to green these economic stimulus plans. Countries' climate pledges already outline a transition to green and resilient pathways that can help spur economic growth and job creation, while aligning with national development objectives and the Sustainable Development Goals (SDGs). Recovery plans can take guidance from the NDCs' long-term trajectory, incorporate NDC targets and strategies, and simultaneously leverage NDC enhancement processes (including stakeholder consultations, socio-economic and sectoral assessments) and modelling. Green recovery plan investments in recovery packages intended to boost economies - in areas such as renewable energy, energy efficiency and ecosystem protection - can spur delivery of the NDCs. These types of recovery measures both accelerate climate transformation directly and play a critical role in laying the foundation and building support for more ambitious NDCs for 2030.

As countries work to transform national climate pledges through the NDCs into concrete and ambitious actions in the context of COVID-19, they need targeted knowledge, capacity and resources to better align recovery efforts with strategic climate action.

---

<sup>1</sup> Organisation for Economic Co-operation and Development, "Focus on Green Recovery, available at <https://www.oecd.org/coronavirus/en/themes/green-recovery>.

---

## 2. Objective

The objective of this document is to present a step-by-step framework to support countries to design and assess green recovery and green economy options that build on NDC processes and incorporate climate action.

The following framework aims to:

- help practitioners use existing tools to align NDC measures and climate policies with COVID-19 recovery plans and measures and to streamline financing for key programs;
- help formulate processes to develop sustainable recovery plans by guiding the selection of NDC and other climate measures based on their economic, environmental, and social dimensions; and,
- provide practical implementation guidance by addressing political engagement, financial feasibility and monitoring of green recovery plans.

The framework is organized as follows: definitions of the main concepts are presented first, followed by step-by-step guidance with references to key tools that can help countries align NDC and recovery packages.

By proposing a process that guides countries in formulating sustainable recovery plans, the framework takes a step beyond developing an inventory of relevant tools for aligning NDC measures and climate policies with COVID-19 recovery plans and measures. Indeed, it offers recommendations as to when and how these tools could be used, identifies gaps, and proposes additional tools and methodologies to address them.

---

### **TIMING AND SEQUENCING ARE IMPORTANT**

Timing is key when applying the framework, whose purpose is to enable inclusion of climate-aligned actions in country recovery packages. Timeliness also implies anticipating legislative and administrative obstacles that could decrease the recovery measures' effectiveness. It is thus useful to distinguish among the temporal phases: immediate response, recovery and post-pandemic. Although countries are starting to move beyond their emergency response to COVID-19, the pace of this movement varies based on the level of COVID-19 infections. And with the possibility of new variants, the timescale for achieving a green recovery from the global COVID-19 pandemic cannot be known with confidence.

Together with already limited resources, countries tend to choose recovery measures with lower capital costs, short lead times, or large immediate employment benefits that undermine long-term sustainable development. This makes it more difficult for them to reach long-term transition objectives by locking in technologies and infrastructure that do not help countries on a trajectory towards net zero emissions by 2050 or through five-year NDC cycles. The unprecedented speed at which recovery plans are being designed also risks leaving behind vulnerable populations. This again underscores the unique value of NDCs and long-term strategies (LTS) in providing guidance for the long term. The decisions taken now will have implications for decades to come. The urgent focus on short-term needs should not lead us to overlook opportunities to achieve long-term goals.

---

## 3. Main concepts

### Green stimulus and green recovery

Green stimulus and green recovery can be defined in several ways. However, all definitions describe processes that seek to restore economic activities while also favouring the “greening” of production and consumption processes. Both concepts thus refer to packages of environmental, regulatory and fiscal reforms that can help to restore prosperity after the COVID-19 pandemic. This guidance defines green recovery as **“A holistic and inclusive response to the COVID-19 crisis that mainstreams climate change considerations into short-term economic recovery and promotes climate-neutral and climate-resilient economic transformation aligned with the goals of the Paris Agreement and the 2030 Agenda for Sustainable Development.”** This definition assumes a common understanding of what the suggested economic transformation means in different countries. Each country must explore this on its own.

### Nationally Determined Contributions

The NDCs that countries submitted under the Paris Agreement of the United Nations Framework Convention on Climate Change (UNFCCC) represent climate action pledges that seek to limit global warming to well below 2°C - preferably to 1.5 °C - over pre-industrial levels.

NDCs articulate how a country will contribute to the Paris Agreement’s global goals, including climate-related targets, policies and measures that governments will implement in response to climate change and to contribute to global climate action.

NDCs (and their related program and strategy documents) constitute a basket of measures that could be accelerated and strengthened by recovery plans. Countries report on their national greenhouse gas (GHG) reduction and adaptation efforts through their national communications (NCs) and biennial update reports (BURs). NCs provide information on GHG inventories, measures to mitigate and facilitate adequate adaptation to climate change, and any other information that a Party considers relevant to achieving the Convention’s objective. BURs provide an update of the information presented in NCs, particularly regarding national GHG inventories, mitigation actions, constraints and gaps, including support needed and received.

The National Adaptation Plan (NAP) process enables Parties to formulate and implement NAPs as a way to identify medium- and long-term adaptation needs and to develop and implement strategies and programmes to address them. It is a continuous, progressive and iterative process that follows a country-driven, gender-sensitive, participatory and fully transparent approach.<sup>2</sup>

### Tools

Tools referred to in this guidance note support countries in designing and assessing green recovery and green economy options that build on NDC processes and incorporate climate action using specific methodologies. The support might relate directly to the mitigation and/or adaptation objectives of national climate strategies and NDCs or in pursuit of other goals - including those related to the green economy, circular economy or biodiversity - that are indirectly aligned with previous climate strategies (actions or measures supported by green or circular economy objectives that have climate benefits).

Reference may also be made to other tools that support countries in applying this framework, such as documents (reports, briefs or notes), websites and techniques (econometric models or indicator tables), learning and e-learning materials, financing facilities and discussion groups. Readers should familiarize themselves with the background documents to these tools as they could be important for highlighting opportunities and needs and mobilizing decision-makers.

<sup>2</sup> United Nations Climate Change, Adaptation and Resilience, Workstreams, “National Adaptation Plans,” available at <https://unfccc.int/topics/adaptation-and-resilience/workstreams/national-adaptation-plans>.

## 4. Step-by-step framework

This framework includes five steps:

**STEP I.** Understanding the context and country needs;

**STEP II.** Assessing the sustainability of actions;

**STEP III.** Securing social and political support;

**STEP IV.** Implementing and financing green recovery strategies and related measures; and,

**STEP V.** Monitoring and evaluating a green recovery

The objective of each step is described briefly at the beginning of each section. The main milestones associated with each step are then synthesized and highlighted (visual illustration with numbered boxes). The main tools that will be helpful in achieving each milestone are specified next, with hyperlinks included to simplify access. A visual canvas that practitioners can use is then presented. It is intended to provide very practical guidance by relying on a visual guideline and displaying underlying tools, using a simple colour-coding:

- Visual guideline is in **black**;
- **Blue boxes** are activities;
- **Red boxes** are issues to be dealt with; and,
- **Green boxes** are key consolidated outputs.

Key questions that should be addressed are noted with a purple question mark - **?**. Additional topics that should be discussed are also highlighted using dotted arrows. The text that follows the visual canvas caption provides greater detail on how to navigate and use the map/canvas.

### STEP I

#### Understanding context and needs

This first step requires a prior solid understanding of the country's social (including gender equality and social inclusion dimensions), environmental and economic context and its climate change-, development- and COVID-19-related strategies and policies.

**OBJECTIVE:** Identify and evaluate relevant climate-/COVID-19-/national development-related strategies and policies produced at the country level and evaluate them against the government's COVID-19 strategy. Those strategies and policies include NDCs, NAPS, national development plans, LTSs, green growth strategies, other national climate change priorities, the national climate plan and national gender and climate policies/plans.

**BENEFITS:** These documents and their objectives are inter-related and must therefore be considered holistically. For instance, transformation and decarbonization strategies articulated in NDCs and LTSs can be valuable inputs in setting strategic directions for an inclusive, resilient and sustainable recovery.<sup>3</sup> Because climate strategies reveal the government's political will to pursue a green transformation, analysing those strategies will help to understand the government's environmental and national development priorities and intentions.

<sup>3</sup> Coalition of Finance Ministers for Climate Action, "Better Recovery, Better World: Resetting climate action in the aftermath of the COVID-19 pandemic," 10 July 2020, available at <https://www.financeministersforclimate.org/news/better-recovery-better-world-resetting-climate-action-aftermath-covid-19-pandemic>.

**OUTPUT/OUTCOME:** When this step is completed, countries should be able to identify how the COVID-19 crisis has affected the national economy, including its economic, environmental and social dimensions (taking a gender and intersectional approach to the latter). This step should also help to define the actions that will be required to achieve a green recovery and how NDCs (or a national climate action plan) can contribute to this objective.

Below figures present the Step I key milestones, tools, reports and key questions associated with this step.

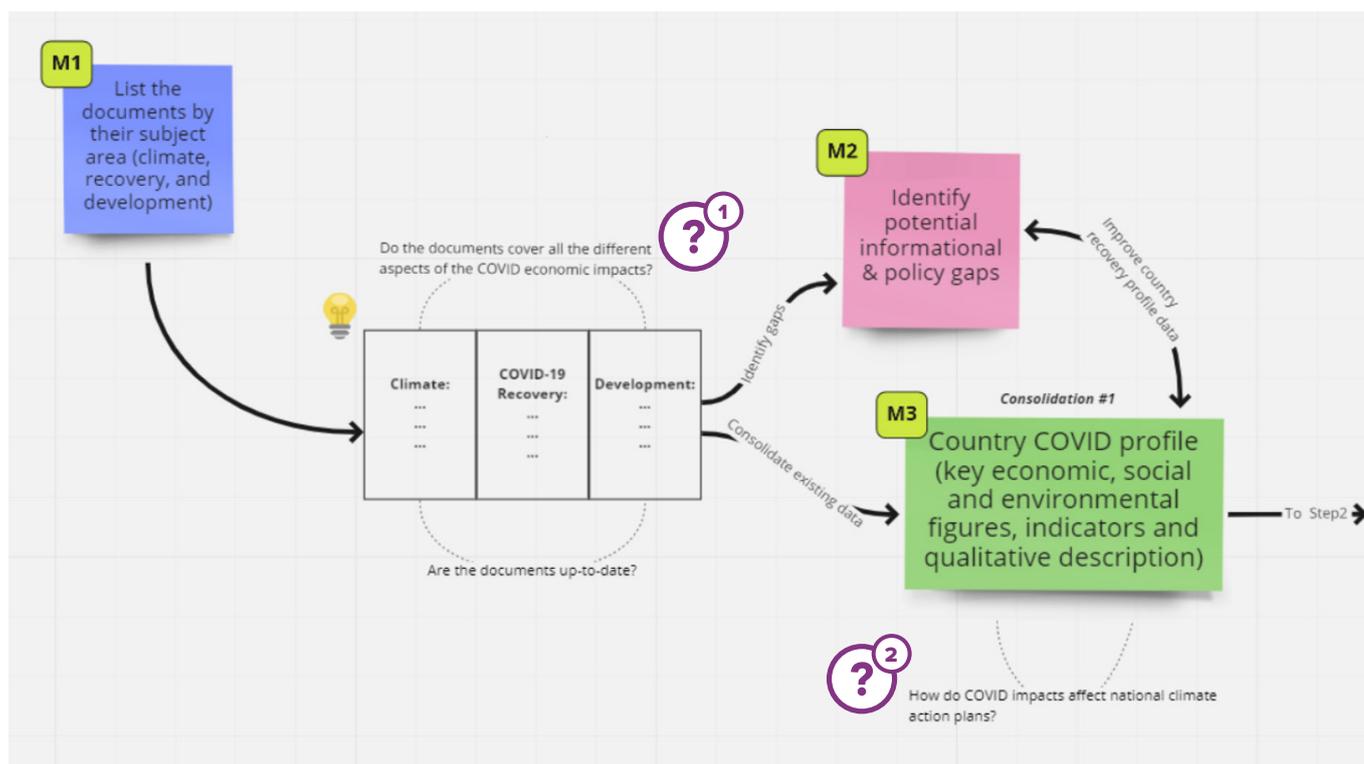
### 1-1. Key milestones



### 1-2. Tools and resources

1: STOCKTAKING	2: APPRAISING
<p><b>COVID-19</b></p> <ol style="list-style-type: none"> <li>National Documents (e.g., COVID-19 stimulus package, COVID-19 response plan, economic recovery plan)</li> </ol> <p>-Global reference: <a href="#">Global Recovery Observatory</a></p> <hr/> <p><b>CLIMATE</b></p> <ol style="list-style-type: none"> <li>Nationally Determined Contributions (<a href="#">All NDCs (unfccc.int)</a>)</li> <li>Long-term strategies (<a href="#">Communication of long-term strategies   UNFCCC</a>)</li> <li>National green growth strategies</li> <li><a href="#">National Adaptation Plans</a></li> <li>Biennial Update Reports (<a href="#">BURs</a>)</li> </ol> <hr/> <p><b>DEVELOPMENT</b></p> <ol style="list-style-type: none"> <li>National documents (national development plan/strategy)</li> </ol>	<ol style="list-style-type: none"> <li>Tools for assessing COVID-19 socioeconomic impact <a href="#">Digital Socio-Economic Impact Assessment (UNDP)</a></li> <li><a href="#">Gender Responsive Socio-Economic Assessment of COVID-19 Impacts (UNDP)</a></li> <li><a href="#">The Economic Impacts of COVID-19 and Gender Inequality: Recommendations for Policy Makers (UNDP)</a></li> <li>Tools for assessing COVID-19 impacts on enterprises (<a href="#">ILO guidelines and template</a>)</li> <li><a href="#">Gender Analysis (UNDP)</a></li> </ol>

## Canvas caption - 1-3. Workflow



### 1-3. Navigating the workflow

To follow this step-by-step procedure requires evaluating the key climate strategic documents (including the NDCs, NAPS, LTS, green growth strategies and other national climate change priorities and the national climate plan) against the government's country-level COVID-19 strategies. If the former are lacking, country officers must determine whether other documents or initiatives exist that could be used as the basis for creating such strategic documents. These tools and documents can then be used as the basis for strategic discussion on recovery issues and help define and validate the strategic documents.

All strategic documents available must be **categorized by their subject area**: climate, COVID-19 recovery or development. They should also be assessed to determine whether they are up-to-date. The following key questions should be addressed.

#### **SET 1 QUESTIONS**

- What are the economic consequences of the COVID-19 crisis for GDP and employment? By sector? By region (urban vs rural, main administrative regions)? By gender?
- What are the economic consequences for the availability of key economic resources (energy, human capital, information and intermediary goods)?
- What are the consequences for the quality and availability of key strategic infrastructure (water delivery, transport, energy and communications)?
- What are the consequences for access to public services and information (education, culture and health)?

- What are the consequences of the COVID-19 crisis for inequality (GINI coefficient, poverty index and the gender inequality index)?
- What are the consequences of the COVID-19 crisis for specific population groups (children, young adults, women and people with disabilities)?
- What are the consequences of the COVID-19 crisis for population health status (life expectancy, mortality by gender and age group, and mortality by main disease)?
- What are the environmental consequences of the COVID-19 crisis?

Based on the answers to these questions, countries can determine how the **gaps** identified can be addressed by referring to tools and resources listed above.

By synthesizing all the strategic documents, country practitioners should be able to determine the **country's COVID-19 profile** (key economic, social and environmental figures, indicators and qualitative description).



## SET 2 QUESTIONS

- Has the COVID-19 crisis changed how natural resources are used/allocated?
- Has the COVID-19 crisis modified pollutant emissions and waste production?
- Has the COVID-19 crisis reduced the level of abatement activities and environmental services (including waste collection and recycling activities)?
- What strategies/plans/reforms/programs were planned when the COVID-19 crisis emerged?
  - Economic strategy and macro-economic and sectoral policy reform, including fiscal and subsidy reform
  - Social programs/plans: gender responsiveness, poverty reduction, education
  - Environmental strategies and plan: climate
  - Global strategy: SDGs, vision
- To what extent were the previous strategies/plans/programs/reforms implemented?
- What level of resources were devoted to the earlier strategies before the crisis (see public and private expenditure review, budget tagging)?
- What resource allocation trends/changes have been observed (increasing attention/budget/resources)?
- What are the main challenges that explain the failure to implement strategies/plans/programs/reform?

In general, countries should be able to explain how COVID-19's impacts have affected national climate action plans and identify opportunities to use those plans to support their recovery. When all these stages have been completed, the country should have a good understanding of its climate and COVID-19 profile and the gaps in the current strategies (data and policies) and can then move ahead to Step II.

## STEP II

### Aligning climate-COVID-19 recovery

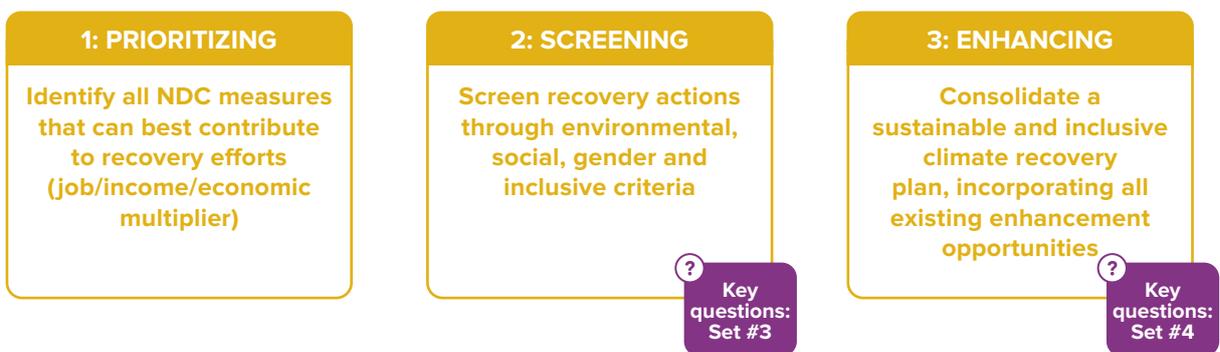
**OBJECTIVE:** The COVID socio-economic impacts and the recovery needs identified must be understood as offering opportunities to support climate action. Step II also enables countries to review/screen their short-term responses and long-term recovery plans to identify inconsistencies with and opportunities to advance NDC targets, decarbonization and resilience goals.

**BENEFITS:** The design of COVID-19 recovery plans should incorporate several considerations: the long-run economic multiplier; contributions to the productive asset base and national wealth; speed of implementation; affordability; simplicity; impacts on inequality; and other political factors.<sup>4</sup> Countries will not have to start from scratch in designing these recovery measures. COVID-19 recovery plans can incorporate NDC targets and strategies, while also leveraging NDC enhancement processes, including stakeholder consultations, socio-economic and sectoral assessments, and modelling, to strengthen systems that pave the way for long-term sustainable development. Alignment allows these co-benefits to be captured. Policymakers should proactively identify potential co-benefits during policy design and select implementation measures that maximize impact. This step is critical to ensuring that: COVID-19 recovery measures support climate objectives; these recovery measures leverage the NDC development and enhancement process; and NDCs are incorporated into the realities and challenges of a COVID-19 recovery.

**OUTPUTS:** By the end of this process, countries should be able to assess the contribution of NDC measures and other climate actions to recovery objectives (including economic growth, job creation and social protection). Likewise, COVID-19 recovery plans can be assessed based on their contributions to environmental sustainability and social impacts.

The key milestones, tools, reports and questions associated with this step follow.

#### 2-1. Key milestones



<sup>4</sup> Hepburn, C., O'Callaghan, B., Stern, N., Stiglitz, J., and D., Zenghelis (2020). "Will COVID-19 fiscal recovery packages accelerate or retard progress on climate change?" Smith School Working Paper 20-02, Forthcoming in the Oxford Review of Economic Policy 36(S1), available at <https://www.smithschool.ox.ac.uk/publications/wpapers/workingpaper20-02.pdf>.

## 2-2. Tools and resources

### 1: PRIORITIZING

1. Green recovery benefits assessment tool (UNDP): Evaluating NDC measures against their contribution to green recovery
2. Green economy modelling tools (UNEP): Modelling is a useful tool that: (a) establishes a relationship between policy targets and relevant environmental, economic and social dimensions; (b) projects the impacts of policy measures in advance; (c) analyses the effects of existing policies; and (d) identifies synergies and cross-sectoral impacts among policy choices

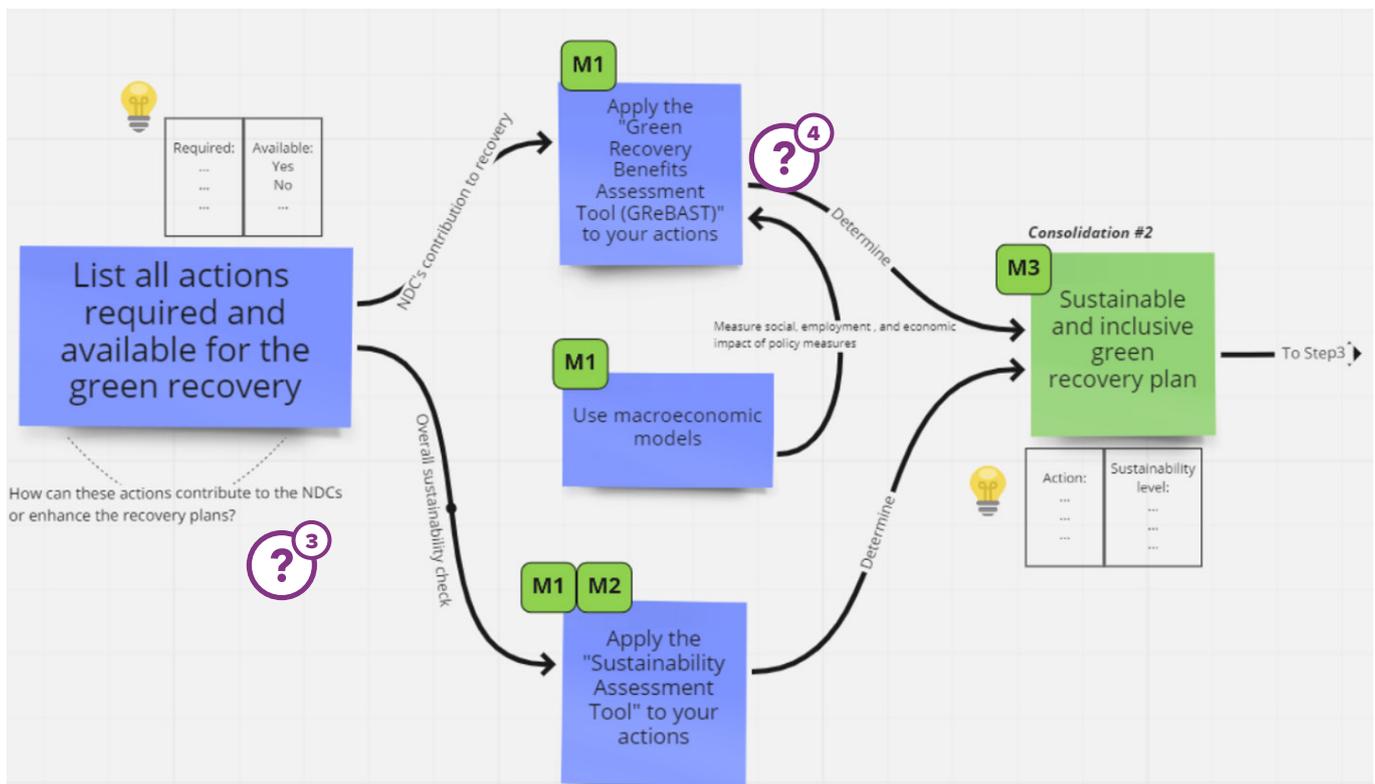
#### Examples of macroeconomic models

3. Green Jobs Assessment Model (ILO): A methodological approach to measure the job creation potential of NDC measures and other climate policies
4. Integrated Green Economy Modelling Framework (UNEP): This methodology integrates three of the main modelling techniques used for green economy policy assessment to refine the impact analysis of green policies and investments in the economy

### 2: SCREENING

5. Sustainability assessment tool: based on indicators that, when quantified, make it possible to rate the recovery measures
6. Gender Analysis and NDCs: Short Guidance for Government Stakeholders (UNDP)
7. COVID-19 Global Gender Response Tracker (UNDP)

## Canvas caption - 2-3. Workflow



## 2-3. Navigating the workflow

A **list of concrete actions** must be identified based on the consolidated country profile document. These actions must be categorized by their economic, environmental and social impacts. The following questions should be answered.



### SET 3 QUESTIONS

- What are the potential climate actions (selection criteria: “do no harm” principle or part of a climate strategy document)? Which are directly aligned with NDCs?
- What are their expected economic, social (including closing gender gaps) and environmental co-benefits?
- To what extent do the available evidences/national data and/or experiences support these actions?
- Do non-climate recovery measures have negative or positive climate consequences?

One way to enable alignment is to consider the existing NDCs and other climate strategies and identify measures that will best contribute to COVID-19 recovery efforts (for example, economic multiplier or job creation). Another way is to identify recovery measures that will contribute to climate action and that also offer an opportunity to promote gender and inclusive criteria. **The green recovery benefits assessment tool (GReBAST)** and the **sustainability assessment tool** help define priorities by assessing and weighing the extent to which actions promote sustainability (evaluated in environmental, economic and inclusive terms), each tool using its own assessment approach. For instance, the sustainability assessment tool (Box below) aims to inform indicators that can help rank the measures by their economic, environmental and social impacts. When the available data is insufficient to provide the indicators themselves, a panel of experts must discuss their content. An expert assessment process would then be used to determine an initial list of priority measures. In time, data must be produced to ensure that the actions implemented are monitored and followed up (see Steps IV and V).

- **OPTION 1:** NDC measures and other climate actions can be screened using the GReBAST. This tailor-made tool is best suited for judging the economic impacts of different climate actions (NDC measures), based on the country data available. This assists with the prioritization process.

Country example: [Vietnam](#) / Related tool: Green jobs assessment modelling

- **OPTION 2:** This involves applying the sustainability assessment tool proposed in this guidance framework. It is better suited for all types of actions (economic or climate) and for countries with less data because it operates via stakeholder assessment protocols (multi-criteria analysis). It can help to improve understanding of the economic, environmental and social co-benefits that the measures create, which also contributes to the prioritization process. NDC measures should be screened to determine which can best contribute to recovery efforts (job/income/economic multiplier). Recovery measures should be screened using environmental, social, gender and inclusive criteria.

---

## SUSTAINABILITY ASSESSMENT TOOL

The sustainability tool is intended to support countries in selecting recovery measures that are aligned with environmental, economic (including climate) and social objectives. The tool relies on indicators that, when quantified, make it possible to rate the recovery measures. Those measures with the highest ratings are the most relevant based on the economic, environmental and social objectives that the tool considers.

The tool is appropriate for rating measures or actions, whatever their main objective. For example, it might be used to determine whether a particular recovery action (for example, increasing agricultural or energy subsidies) is consistent with the country's environmental and social objectives or whether a particular climate or social measure (for example, subsidizing renewable energy devices) has a positive impact on job creation or innovation.

As with any evaluation tool, this one relies highly on the availability of data. However, when data and previous analysis are lacking, the tool might also be used to support a stakeholders' evaluation. (In a participatory evaluation of actions, the process relies on sharing the key stakeholders' perceptions and knowledge, not on available data and statistics.)

The tool is based on indicators that can help determine the extent to which a given measure aligns with economic, environmental and social objectives. Its relevance is thus linked to the appropriate definition of objectives and selection of indicators. As the objectives may vary in importance based on national and regional specificities, the tool has been designed so that it can adapt easily to different contexts.

---

These two tools will help identify some of the gaps - for example, lack of data or of inclusive criteria - that must be addressed to build a sustainable, inclusive and gender-responsive recovery plan. The most relevant/sustainable climate (and NDC) actions are identified and retained for the recovery plan's implementation step. Unsustainable recovery actions are also identified and excluded.

When this **sustainable and inclusive recovery plan** has been developed, it can be supplemented by referring to general tools/documents that are already available.



### SET 4 QUESTIONS

- What is the multiplier effect of these actions (benchmark comparison)?
- What are their impacts for job creation and unemployment (benchmark comparison)?
- Which impacts could be extended or anticipated?
- Do the actions address the social challenges facing the country?
- Are the actions gender responsive?
- Do the actions take into account the position of marginalized minorities (accessibility, fairness and equal rights)?
- Do the actions reduce poverty and inequalities, including gender inequalities?

When these stages have been completed, the country can move forward to Step III.

## STEP III

### Securing societal and political support

The pandemic has exacerbated inequality. Lower-paid workers - including the informally employed, women, immigrants, and low-skilled workers - have been hit particularly hard. Over the medium and long term, rising inflation, particularly for food prices, and pandemic-related disruptions in education may increase within-country inequality further. Guiding the global recovery towards a more equitable development path requires a comprehensive stakeholder consultation to address the specific needs of those vulnerable populations.

**OBJECTIVE:** To ensure participatory approaches to recovery planning that integrate, into recovery packages, the just transition principle, whole-of-society approaches, gender equality and women's leadership drawn from NDC planning and implementation. This step also aims to build a stronger case in support of a green recovery that can be presented to decision-makers and relevant stakeholders.

**BENEFITS:** Ensuring societal and political support through stakeholder consultation and advocacy will increase the chances of delivering key measures and achieving a just transition towards a green economy. This step also helps to identify and advocate for NDC measures that target improvements for women, youth, indigenous populations and other vulnerable groups.

**OUTPUT/OUTCOMES:** At this stage, all stakeholders, including key decision-makers, have been informed of the importance and benefits of a green recovery and are ready to support green recovery measures.

The key milestones, tools, reports and associated with this step are presented below.

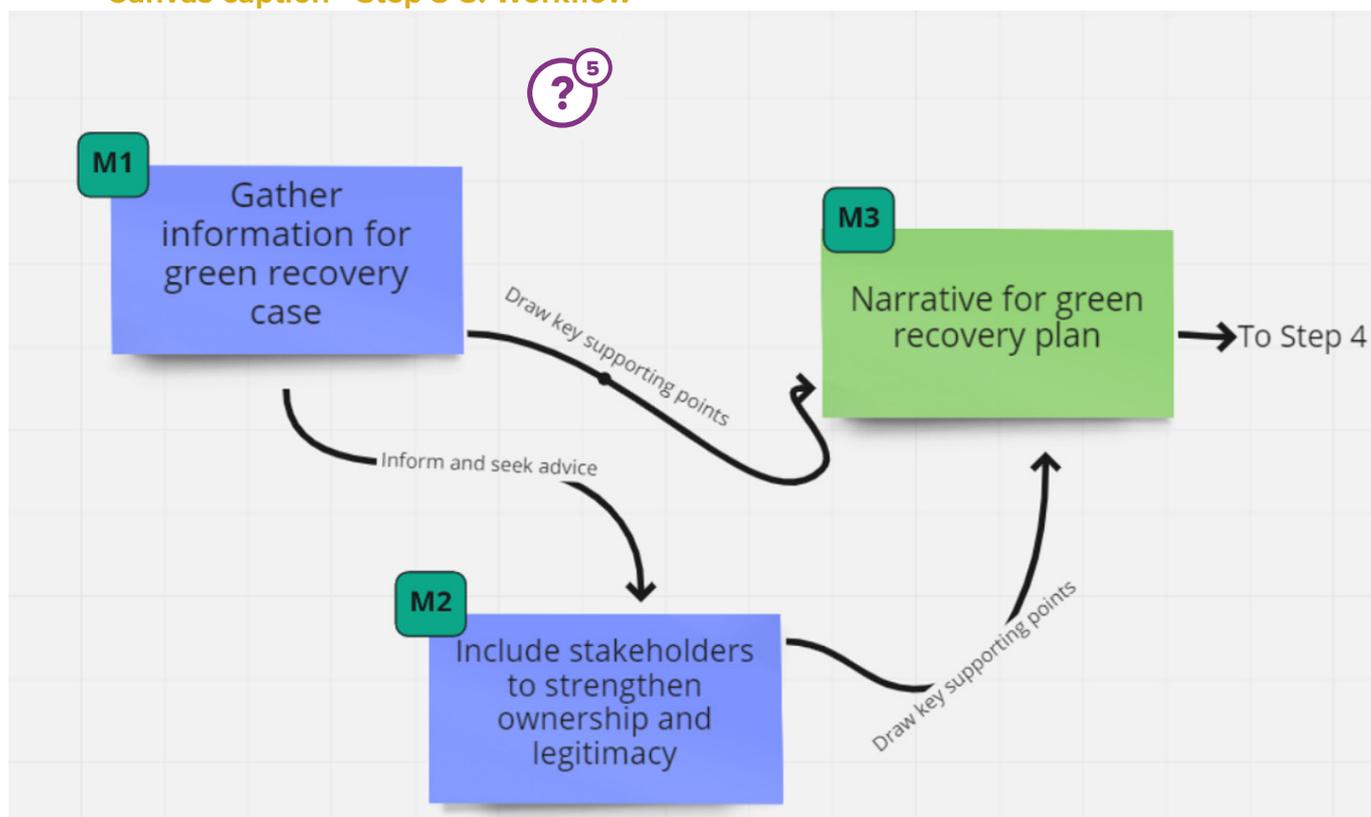
#### 3-1. Key milestones



#### 3-2. Tools and resources

1: MAPPING	2: CONSULTING	3: ADVOCATING
<p><b>Advocacy paper in favour of green recovery</b></p> <ol style="list-style-type: none"> <li>1. <a href="#">Building Back Better: A Sustainable, Resilient Recovery after COVID-19 (OECD)</a></li> <li>2. <a href="#">Using NDCs to inform Green Recovery (UNDP)</a></li> </ol>	<ol style="list-style-type: none"> <li>3. <a href="#">Guidelines for a Just Transition (ILO)</a></li> <li>4. <a href="#">Guide for Social dialogue (ILO)</a></li> <li>5. <a href="#">Framework for Enhancing Gender and Poverty Integration in Climate Finance (UNDP)</a></li> <li>6. <a href="#">Stockholm +50 Meeting: Guidelines for National Stakeholder Consultations (UNDP)</a></li> <li>7. <a href="#">Gender Inclusion: Towards gender-inclusive recovery (OECD)</a></li> </ol>	<p><b>Communication tool</b></p> <ol style="list-style-type: none"> <li>8. <a href="#">Dear World Leaders (UNDP)</a></li> <li>9. <a href="#">UNDP People's Climate Vote (stakeholder engagement platform): public opinion survey on climate change</a></li> </ol>

### Canvas caption - Step 3-3. Workflow



### 3-3. Navigating the workflow

This step will support the implementation phase by consolidating the social and political acceptability of the sustainable and inclusive climate recovery plan. The first task will be to **gather information for the green recovery case**.



#### SET 5 QUESTIONS

- What is public opinion regarding climate change/COVID-19?
- What political obstacles might still pose obstacles to priority measures?
- What are the administrative and legal pitfalls?
- Who is engaged? Who has endorsed? Which stakeholders have contributed?
- Are actions enshrined in legal framework/law?
- Which ministry led the process?

At this stage, **the stakeholders - from civil society to social and financial partners - must be informed and their advice sought**. This consultation phase will help strengthen the implementation process by ensuring social acceptability.

An inclusive and participatory NDC enhancement process and its platforms can inform recovery decisions on just transition, inclusiveness, and gender responsiveness. Governments could use NDC stakeholder consultation platforms and review NDC measures that target improvements for women, youth, and other vulnerable groups while contributing to recovery efforts. For example, policies that target a just transition for pandemic-affected workers and communities can be built into both recovery strategies and NDCs.

---

## WHAT IS A JUST TRANSITION AND WHY IS IT IMPORTANT IN THE CONTEXT OF GREEN RECOVERY?

The International Labour Organization explains a just transition as: “greening the economy in a way that is as fair and inclusive as possible to everyone concerned, creating decent work opportunities and leaving no one behind (ILO). A Just Transition involves maximizing the social and economic opportunities of climate action, while minimizing and carefully managing any challenges – including through effective social dialogue among all groups impacted, and respect for fundamental labour principles and rights.”<sup>5</sup>

According to The Just Transition Initiative, “Examining green recovery interventions through the lens of a just transition can help assess whether systemic inequalities are being addressed, and which recovery policies can best mitigate losses and distribute gains fairly across society... A deep and complex transformation is required to achieve both social inclusion and distributive justice in responding to the urgent challenges of climate change and COVID-19 recovery. This may require fundamental changes to existing social and economic systems that are potentially incompatible with sustainable development and social equity... When policymakers have a singular focus on rapid action, there is a risk that recovery plans will create uneven benefits and costs, exclude important voices from the decision-making process, or lack a transformative approach and ambitions.”<sup>6</sup>

---

Previous reflections should generate key supporting points to **establish a supporting narrative for the green recovery package**. Key arguments in favour of a green recovery are identified in the box below and should be highlighted with country-specific data and cases (see Step I for available data and Step V for additional requirements).

---

### A GREEN RECOVERY PACKAGE...

- can boost job creation (in comparison to fossil fuel investments) and lead to stronger economic growth on the long run;
  - favours a better return on investment and reduces financial risks;
  - benefits from strong public support (EU, South Korea, Japan, US government)
  - is timely, as scientific evidence supports the need to act now (climate and biodiversity crises). It helps preserve biodiversity, thus reducing risks to societies and economies (including future pandemics risks);
  - can improve social cohesion if linked to just transition plans, with other social co-benefits such as better health;
  - helps countries become more resilient to future crises, (especially developing countries that are often particularly vulnerable to physical and transitional climate risk); and,
  - supports green leapfrogging.
- 

At the same time, **all potential pitfalls remaining** - i.e., political, legal, financial and administrative - must be identified to address the issues and delete any actions that are not feasible.

---

5 ILO, Just transition, “Frequently Asked Questions on just transition,” available at [https://www.ilo.org/global/topics/green-jobs/WCMS\\_824102/lang-en/index.htm#:~:text=A%20Just%20Transition%20means%20greening,and%20leaving%20no%20one%20behind.&text=Ensuring%20a%20just%20transition%20is,at%20all%20levels%20of%20development](https://www.ilo.org/global/topics/green-jobs/WCMS_824102/lang-en/index.htm#:~:text=A%20Just%20Transition%20means%20greening,and%20leaving%20no%20one%20behind.&text=Ensuring%20a%20just%20transition%20is,at%20all%20levels%20of%20development).

6 Just Transition Initiative, “A Just Green Recovery from COVID-19,” available at [https://www.climateinvestmentfunds.org/sites/cif\\_enc/files/knowledge-documents/justgreenrecovery\\_covid19.pdf](https://www.climateinvestmentfunds.org/sites/cif_enc/files/knowledge-documents/justgreenrecovery_covid19.pdf).

## STEP IV

### Financing and implementing

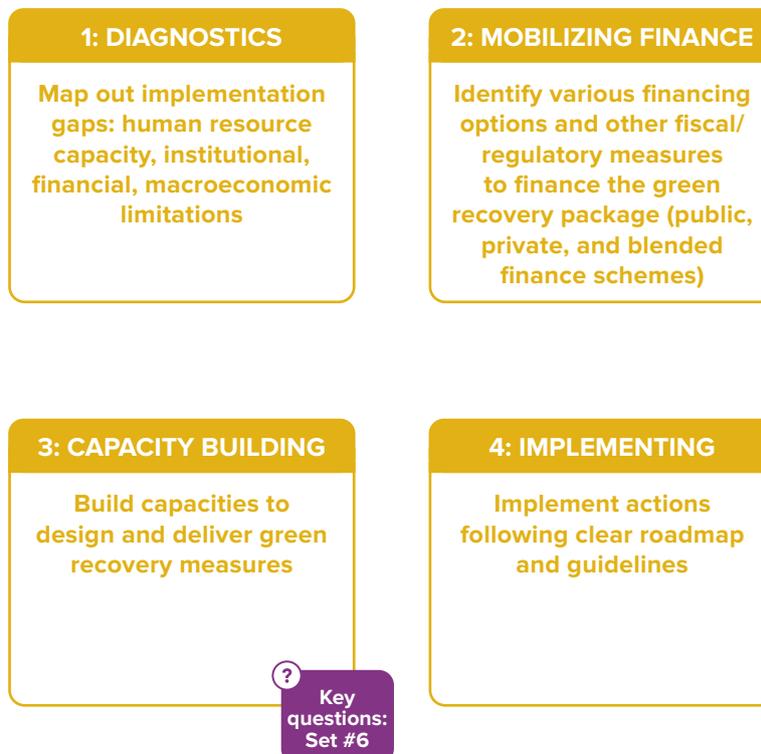
It is important to ensure that the large sums of public and private finance currently channelled into economic stimulus packages are used to put countries on net-zero emission pathways. We must also note the significant divergence between advanced economies, on the one hand, and emerging markets and developing countries, on the other, in terms of impact and capacity to respond. Not all countries have the fiscal space to act on large expansionary policies. Thus, it is important to examine NDC financial landscapes and identify gaps and opportunities to mobilize additional resources. The ongoing process of devising NDC financial strategies can inform decisions regarding how to align public finance management with green recovery and attract private finance, using climate finance management tools and fiscal policies.

**OBJECTIVE:** The objective of this fourth step is to ensure that enabling conditions are met so that the identified actions can be implemented in sustained fashion.

**OUTPUTS/OUTCOMES:** Existing tools and institutional arrangements intended to increase cooperation among stakeholders (particularly between ministries of finance and environment) and to mobilize additional resources (as required to green the recovery) must be leveraged. In addition, the implementation phase must focus on building the capacities needed to implement the recovery package through training and institutional support.

The key milestones, tools, reports and questions associated with this step follow.

#### 4-1. Key milestones



## 4-2. Tools and resources

1: DIAGNOSTICS	2: MOBILIZING FINANCE
<ol style="list-style-type: none"> <li>1. <a href="#">Assessing Institutional Capacity (Assessing an institution's capacity to address climate change issues) (USAID)</a></li> <li>2. <a href="#">Investment &amp; Financial Flow Assessment: Assessing financial needs (UNDP)</a></li> <li>3. <a href="#">Framework for Enhancing Gender and Poverty Integration in Climate Finance (UNDP)</a></li> </ol>	<p><b>Public finance management and planning</b></p> <ol style="list-style-type: none"> <li>4. <a href="#">Green budgeting tool (Green Budget Tagging) (OECD)</a></li> <li>5. <a href="#">Climate Public Expenditure Review (Climate Public Expenditure and Institutional Review) (UNDP)</a></li> <li>6. <a href="#">Climate Change Financing Framework (UNDP)</a></li> <li>7. <a href="#">Integrated National Financing Framework (UNDP)</a></li> <li>8. <a href="#">Resource guide for NDC finance (LEDS GP)</a></li> <li>9. <a href="#">Green Procurement guidance (OECD)</a></li> <li>10. <a href="#">Framework for Enhancing Gender and Poverty Integration in Climate Finance (UNDP)</a></li> </ol>
	<p><b>Private finance</b></p> <ol style="list-style-type: none"> <li>11. <a href="#">De-risking Renewable Energy Investment (UNDP)</a></li> <li>12. <a href="#">Private Climate Expenditure Review (UNDP)</a></li> <li>13. <a href="#">Voluntary National Carbon Footprint Initiatives (UNDP)</a></li> <li>14. <a href="#">Internationally Transferred Mitigation Options (IMTOs) and other cooperative approaches under Article 6.2 (S&amp;P Global)</a></li> </ol>
	<p><b>National climate funds</b></p> <ol style="list-style-type: none"> <li>15. <a href="#">Blending Climate Finance Through National Climate Funds (UNDP)</a></li> </ol>
	<p><b>Fiscal policy and other regulatory measures</b></p> <ol style="list-style-type: none"> <li>16. <a href="#">Carbon Tax Guide: A Handbook for Policy Makers (OECD)</a></li> <li>17. <a href="#">Green Recovery for Practitioners: Fiscal Policies for a Sustainable, Inclusive and Resilient Transformation (GIZ)</a></li> <li>18. <a href="#">Guide to Environmentally Related Taxation for Policy Makers (OECD)</a></li> <li>19. <a href="#">Green Bonds: Guidelines (ICMA)</a></li> </ol>
	<p><b>Blended finance and other innovative finance</b></p> <ol style="list-style-type: none"> <li>20. <a href="#">Debt for Climate Swaps (CPI)</a></li> <li>21. <a href="#">Carbon Payment for Development (CP4D) Facility (UNDP)</a></li> </ol>

### 3: CAPACITY BUILDING

22. [Learning for a green recovery \(PAGE\)](#)
23. [PAGE Academy on the Green Economy \(PAGE\)](#)

### 4. IMPLEMENTING

#### Institutional arrangements

- Strengthening engagement with Finance Ministers for Climate Action
24. [Coalition of Finance Ministers for Climate Action and Helsinki principles](#)
  25. [Scaling up UNDP engagement with Ministries of Finance on the SDGs and Climate Action in the context of COVID-19 \(UNDP\)](#)

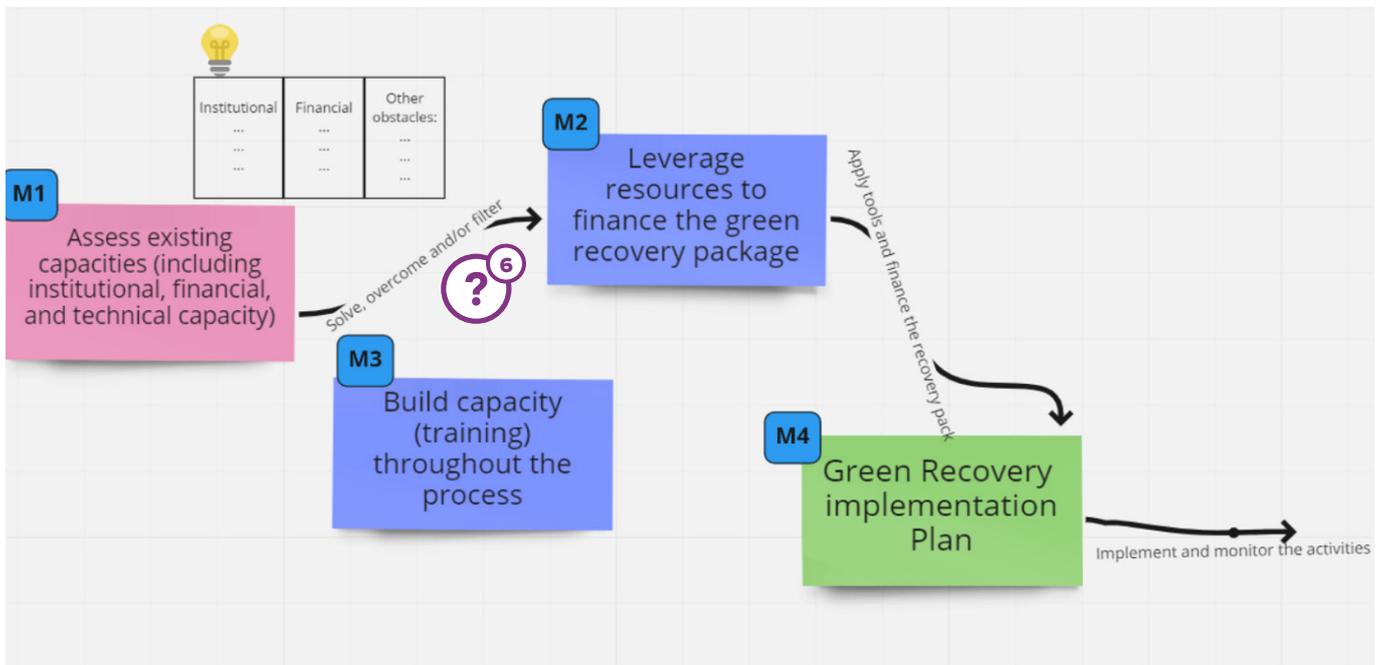
#### Implementation roadmap

26. [Planning for NDC implementation: A Quick Start Guide \(CDKN\)](#)
27. [Implementing Nationally Determined Contributions \(NDCs\) \(UNEP DTU\)](#)
28. [Framework for Enhancing Gender and Poverty Integration in Climate Finance: The framework proposes the approach to integrate gender equality and poverty reduction in climate finance. \(UNDP\)](#)

#### Country examples

- Example of NDC financing Strategy: [Kenya](#)  
Example of NDC Implementation/Roadmap: [Fiji](#)

### Canvas caption - 4-3. Workflow



### 4-3. Navigating the workflow

By the end of the third step, the remaining political, legal, financial, and administrative pitfalls have been identified. The task now is to map them so that any remaining obstacles can be solved, overcome or filtered out. Capacity assessments and country financial landscapes should be highlighted at this stage.



## SET 6 QUESTIONS

- Which actions require additional resources?
- Does the human/technical capacity exist to support implementation of the planned measures?

**Financial resources allowing the proper execution of measures should then be leveraged** through public, private, and blended financing schemes. Methodologies for assessing the climate dimension of existing budgetary allocations (climate expenditure review) and documents identifying resources that could be mobilized for climate action and facilitating their capture have been inventoried and should be referred to at this stage (see Table 4-2).

The guidance documents below can serve that purpose:

### 1. Green budgeting and procurement tools

Countries can leverage NDC finance mechanisms for designing fiscal stimulus and mobilizing additional revenue. As part of the NDC enhancement process, many countries are strengthening public climate finance management systems, including by implementing green budgeting and conducting climate expenditure reviews, to assess costs and finance gaps and attract investment. Green budgeting can inform tax and recovery spending decisions. In the context of budget management systems, where it can be difficult to track how budget policy impacts cross-cutting goals, green budget tagging allows countries to identify those expenditures and revenues that help or harm efforts to meet green objectives. In addition, climate financing frameworks and investment plans already set out opportunities and strategies to mobilize resources and engage with the private sector that can be used to raise revenue for COVID-19 recovery. Likewise, NDCs that are aligned with green recovery measures are more financially viable and implementable. Public procurement<sup>7</sup> is more crucial than ever, as most recovery spending will be channelled through this process. As public procurement accounts for a substantial portion of the taxpayers' money, governments are expected to carry it out efficiently and with high standards of conduct in order to ensure high quality of service delivery and safeguard the public interest.<sup>8</sup> Governments should therefore integrate circular economy principles more thoroughly in their public procurement processes and should require procurement for a range of products, including energy efficient ones.

### 2. Private finance tools (including debt-for-climate swaps<sup>9</sup> and national catalytic funds)

This involves assessing the opportunities for recovery policies, including a review of the policy, legal and financial landscape, to strengthen private climate-related investments. The private sector can be mobilized to invest in green projects with development benefits and contribute to COVID-19 recovery. Innovative financing tools, such as debt-for-climate swaps, are another example that show the alignment of NDCs and COVID-19 recovery finance. National climate funds can mobilize, pool and blend both domestic and external sources to finance climate actions.

At the same time, **key elements from the supporting narrative established previously for the green recovery package** should be leveraged to promote a **green recovery package that has political support**. This will increase the chances of obtaining the necessary finance.

Once the necessary resources have been obtained for this politically supported green recovery package, it should be implemented.

<sup>7</sup> Public procurement refers to the purchase by governments and state-owned enterprises of goods, services and works.

<sup>8</sup> <https://www.oecd.org/gov/public-procurement/>

<sup>9</sup> Debt-for-nature swaps were developed in 1984 to limit the external debt crisis of developing countries while helping to address environmental degradation and pollution. These swaps are based on a simple mechanism: debtor nations that seek to protect their natural resources benefit from debt reduction by swapping their external obligations against programmes that protect and responsibly develop natural resources.

## STEP V

### Monitoring and Evaluation

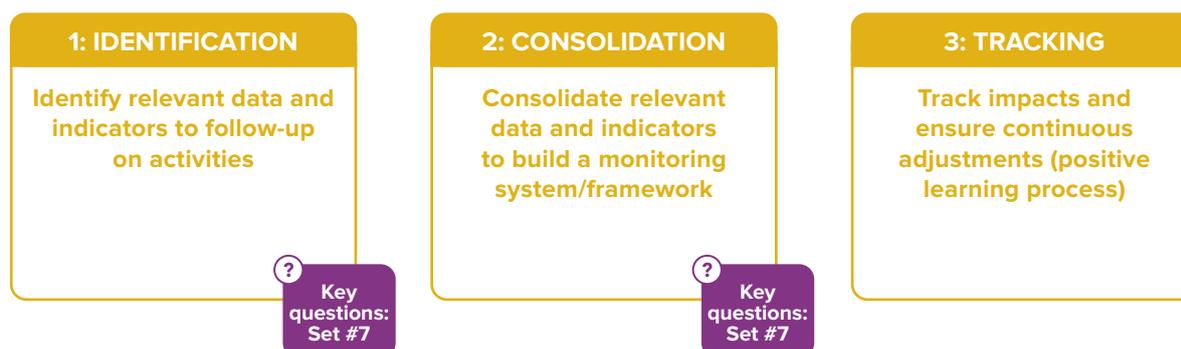
**OBJECTIVE:** The objective of this final step is to create a coherent monitoring system. Existing green recovery monitoring tools provide an interesting basis for identifying indicators (and key data to collect) through data points that can allow comparison of content and performance among recovery plans from different regions and countries.

**BENEFITS:** Building a system of indicators to track the impacts of the actions and adapt them will contribute to continuous improvement and ensure an ongoing positive learning process. In particular, identifying the measures' effectiveness, timeliness and progress will help adjust policies and (re)allocate resources. Better tracking and evaluation of and communication regarding the green recovery pathway will galvanize the needed political and societal buy-in, while allowing knowledge sharing and enhancing capacities for future reporting.

**OUTPUT:** A consolidated system of indicators that relies on existing metrics and indicators to evaluate the outcomes of green recovery programs.

The key milestones, tools, reports and related questions follow.

#### 5-1. Key Milestones

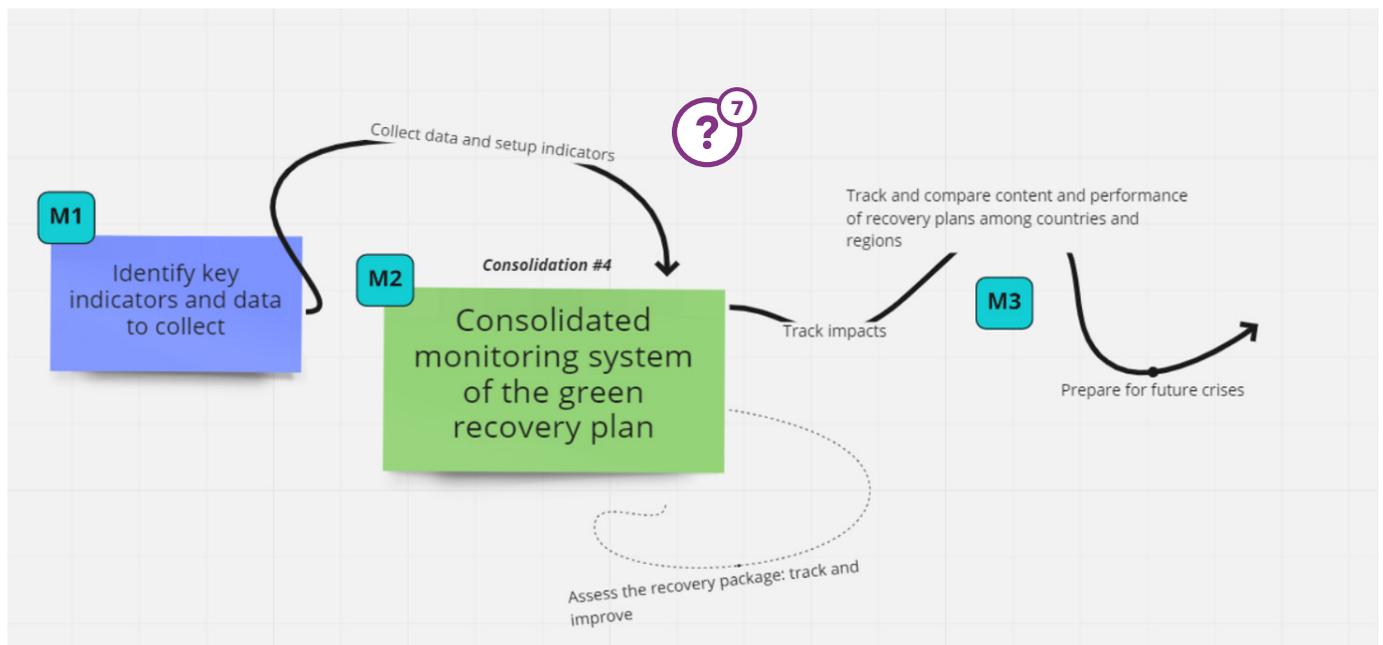


#### 5-2. Tools and resources

1: IDENTIFICATION	2: CONSOLIDATION	3: TRACKING
<ol style="list-style-type: none"> <li>1. Tool to assess sustainability levels of measures: <a href="#">Sustainability assessment tool</a></li> <li>2. <a href="#">Gender-responsive indicators: gender and NDC planning for Implementation (UNDP)</a></li> <li>3. <a href="#">Green Recovery theory of change and indicators (World Bank Climate Support Facility)</a></li> </ol>	<ol style="list-style-type: none"> <li>4. <a href="#">The Green Economy Progress Measurement Framework Methodology (PAGE)</a>: proposes a method for measuring progress that monitors changes in key variables, taking into account global thresholds that should not be surpassed and utilizing achievable targets selected to help countries to move in the right direction through policy intervention</li> </ol>	<ol style="list-style-type: none"> <li>6. <a href="#">Assessment of COVID-19 stimulus by G20 countries and other major economies in relation to climate action and biodiversity goals: Greenness of Stimulus Index (GSI)</a>: The Greenness of Stimulus Index (GSI) assesses the effectiveness of the COVID-19 stimulus efforts by G20 countries and other major economies in ensuring an economic recovery that takes advantage of sustainable growth opportunities, and builds resilience through the protection of the climate and biodiversity</li> </ol>

1: IDENTIFICATION	2: CONSOLIDATION	3: TRACKING
	<p>5. <u>Green Recovery theory of change and indicators (World Bank Climate Support Facility)</u>: This technical note supports the elaboration of the impact and outcomes narrative of green recovery. It does this by describing a theory of change for green recovery, together with impact and outcome indicators for assessing progress</p>	<p>7. <u>Green recovery theory of change and indicators (World Bank Climate Support Facility)</u></p> <p>8. <u>COVID-19 Global Gender Response Tracker</u>: The COVID-19 Global Gender Response Tracker monitors responses taken by governments worldwide to tackle the pandemic, and highlights those that have integrated a gender lens. It captures two types of government responses: women's participation in COVID-19 task forces and national policy measures taken by governments</p>

### Canvas caption - 5-3. Workflow



### 5-3. Navigating the workflow

Relevant indicators for assessing the performance of recovery packages must be identified. The green recovery theory of change (ToC), prepared by the Technical Working Group (TWG)<sup>10</sup> on green recovery monitoring and evaluation, offers a M&E framework for achieving a green recovery from the global COVID-19 pandemic (see Figure 1). It starts by identifying the long-term goal, together with the intended impacts. Both the goal and impacts are set as national objectives to which international partners can

<sup>10</sup> The Climate Support Facility (CSF) is a multi-donor trust fund managed by the World Bank's Climate Change Group. The CSF has two strategic priorities, including a Green Recovery Initiative (GRI) that aims to help countries build a low-carbon, climate-resilient recovery from COVID-19. The facility has created a technical working group (TWG) on green recovery M&E to support knowledge development for the robust M&E of green recovery efforts.

contribute. The outcomes and outputs then relate, with increasing granularity and definition, to agency-supported activities. Data points that enable comparison of content among countries and/or regions should be gathered and filtered. Once this is achieved, additional/lacking **key data should be identified and collected** to **consolidate a full monitoring system of the green recovery package**.

The data collection process requires time and structure. However, timeliness is key, which may require taking certain shortcuts, including using proxy data. There may be ways to link to the sustainability assessment tool (Step II), as it offers a template to define indicators for the economic, environmental and social dimensions of each action/measure.

The recovery package itself - including the process of building and implementing the package - must also be assessed.

At the same time, **capacity building must be addressed** through training and resource deployment (see also Step IV). This will contribute to continuous improvement and ensure a constant positive learning loop.

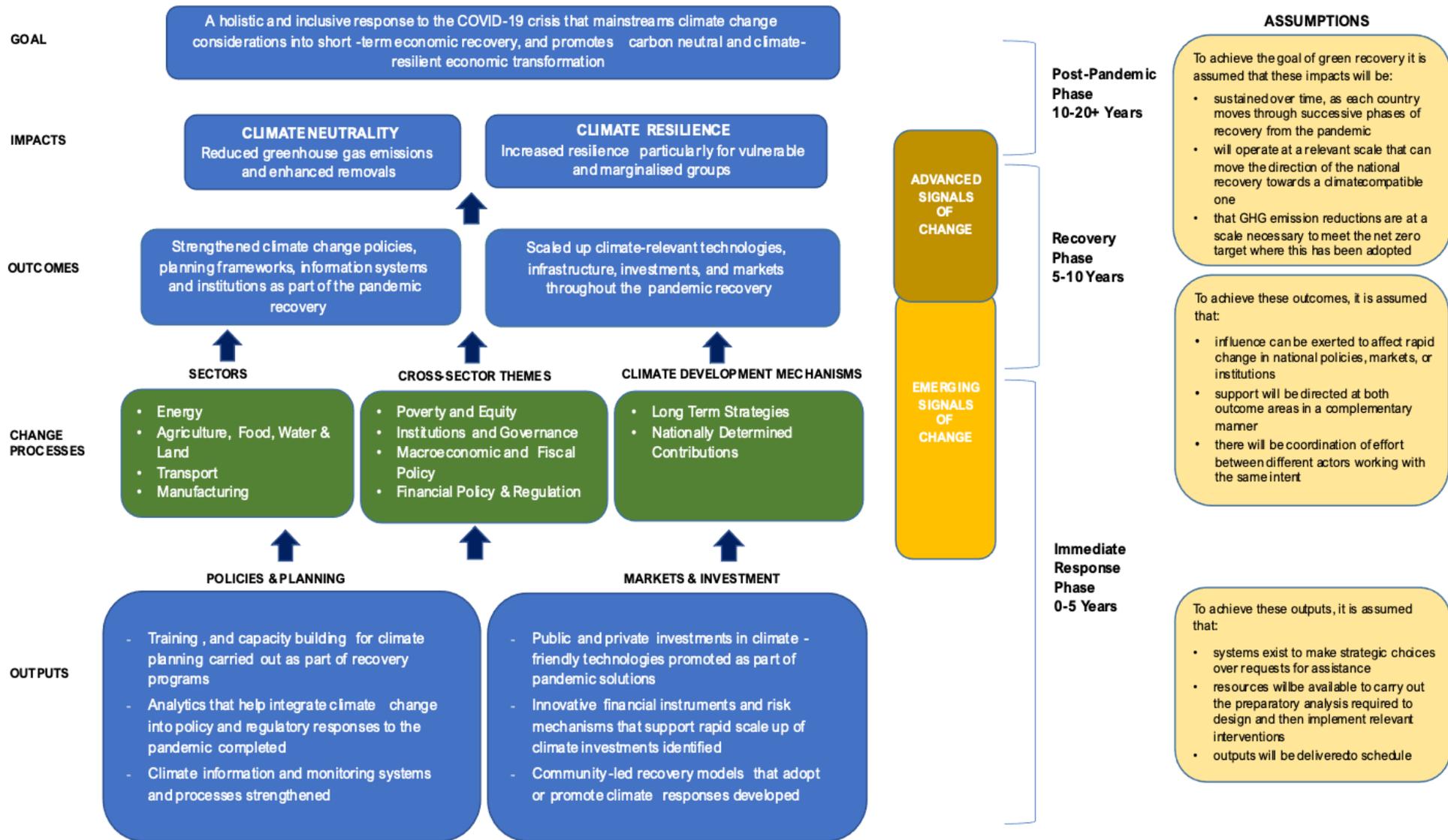


### SET 7 QUESTIONS

- Do sufficient monitoring indicators exist to assess the climate-development impacts of actions/policies?
- Is a monitoring/reporting/verification system in place?
- How do these relate? How do they address the issues/recommendations outlined above? How do we ensure they are not running in parallel?

A robust approach at this final step will help improve the management of future crises and lay the groundwork for a green economy transition.

**Figure 1. Green Recovery Theory of Change (Example)**



## 1. Aligning NDCs with Green Recovery: Lessons Learned from Pilot Country Experiences

July 2024 | Authors: Jonathan Blockly, Sangji Lee, David Maradan

This Annex aims to explore country experiences in relation to green recovery and climate action. Through various interviews with UNDP country officers, it highlights different country cases, each focusing on country-specific contexts and experiences. Five countries provided insights based on their experiences about the critical factors that facilitated the alignment of green recovery measures with NDCs and other climate-related initiatives. They include:

5. **Ecuador** | Mainstreaming climate considerations into national budgeting and planning
6. **Albania** | Subnational action and the forestry sector's role in socio-economic development
7. **Vietnam** | Harnessing market drivers for sustainable innovation
8. **Benin** | Encouraging dialogue with the Ministry of Economy to accelerate climate action
9. **Jordan** | Swift opportunities in a continuously recovering landscape

These country cases aim to draw lessons learnt and ultimately fuel a renewed publication of the framework, which will include practical experiences, as well as showcase recurring challenges encountered and the ingenious solutions that UNDP took to overcome them.

The lessons gleaned from this project could be applicable to other countries in similar contexts or facing similar risks or recovery challenges beyond COVID-19. They can be useful to climate practitioners who are supporting governments to develop and implement green recovery strategies.

### 1.1 Green recovery in Ecuador: Mainstreaming climate considerations into national budgeting and planning

Ecuador, a nation with abundant biodiversity and ecosystems, is actively embracing a green recovery approach to integrate climate considerations into national budgeting and planning. Recognizing the crucial role of the Ministry of Finance in climate change management has been instrumental in steering the country towards sustainable practices. This review outlines Ecuador's initiatives in mainstreaming climate considerations into budgeting and planning, drawing on key lessons learned during this transformative journey.

#### Ministry of Finance's vital role:

The inclusion and commitment of the Ministry of Finance has played a pivotal role in fostering a comprehensive understanding of the purpose of climate action. By actively engaging with climate change management, the Ministry has not only highlighted the importance of sustainable financing but has also become a driving force behind Ecuador's green recovery. The commitment of the Ministry of Finance has opened doors to innovative financing possibilities, providing a robust foundation for Ecuador's climate-resilient future.

<sup>11</sup> This Annex was added to this publication as an update in 2024.

### Labelling expenses for green recovery:

A crucial lesson learned is the significance of labelling expenses for green recovery within the national budget. Ecuador recognizes that climate action must be seamlessly integrated into the Ministry of Finance's budget planning processes. To facilitate this, the country has invested in capacity building within the Ministry of Finance and the Ministry of Environment. A Ministerial Agreement (0065) was issued alongside a Guiding Classifier for spendings related to environmental and climate change policies. It is of mandatory use in public institutions, which allows the recording and presentation of information included in the Catalogue of Climate Change for Public Spending (COGPACC)<sup>12</sup>, improving transparency in the use of climate change related resources. This institutionalized tool therefore ensures the permanence of climate considerations in budgeting, marking a milestone in Ecuador's commitment to sustainable financial practices. Implementing climate budget tagging, which was one of the requirements to trigger a public loan from the World Bank, strengthened the process.

### International commitment and knowledge exchange:

Ecuador's green recovery journey has been enriched by its commitment to international collaboration. Learning from the experiences of other nations, such as Chile, has proven invaluable in understanding the challenges associated with climate considerations. The exchange of experiences has motivated Ecuador to develop comprehensive plans and strategies that align with global best practices. The commitment to international cooperation has become a cornerstone in Ecuador's approach to building a resilient and sustainable future.

### Preparing for future crises:

Ecuador's forward-thinking approach extends beyond immediate relief, focusing on building a robust system to prepare for future crises. The nation has strategically oriented its green recovery efforts towards long-term resilience, ensuring that environmental and climate considerations are integral components of crisis preparedness. This proactive stance positions Ecuador to not only respond effectively to future challenges but also to thrive in a sustainable and climate-resilient manner.

Ecuador's green recovery journey stands as a testament to the transformative power of integrating climate considerations into national budgeting and planning. With the Ministry of Finance at the forefront, a commitment to international collaboration, and a focus on labelling expenses for green recovery, Ecuador is building a foundation for a sustainable future. By preparing for future crises with a forward-thinking mindset, Ecuador is setting an inspiring example for nations striving to balance economic growth with environmental stewardship.

## 1.2 Green recovery in Albania: Subnational action and the forestry sector's role in socio-economic development

Albania, nestled in the heart of the Balkans, is making significant strides towards green recovery, with a particular focus on subnational action and the pivotal role of the forestry sector in socio-economic development. This review delves into Albania's unique context, emphasizing coordinated governance structures, lessons learned from subnational interventions, a people-centred approach to tackling climate change and the forestry sector's contribution to the country's recovery.

### Coordinated governance structures:

Albania's green recovery journey is marked by efficient and coordinated governance structures, enabling seamless communication between various ministries. By consolidating efforts under one unit at UNDP

<sup>12</sup> <https://www.undp.org/es/ecuador/noticias/pnud-apoya-el-desarrollo-de-politica-fiscal-de-cambio-climatico>

a synergy has been established between different recovery and climate change projects, fostering collaboration and effective communication among national officials. This approach not only saves time and energy but also ensures a harmonized strategy towards implementing enhanced NDC targets.

#### **Weather-reliant economic sectors and climate concerns:**

Albania recognizes the interdependence of key economic sectors (e.g. energy) and macroeconomic indicators (e.g. poverty) with the forestry sector. The national risk assessment report identifies forest fires as one of the six main risks the country is exposed to, underlining the urgency of addressing climate change and green recovery. The identification of economic weaknesses related to climate change through macroeconomic and scoping studies is a key motivator for action. This proactive approach allows Albania to strategically address vulnerabilities and enhance resilience in weather-reliant sectors, for instance by achieving concrete project results to strengthen the forest legal framework through various bylaws and studies.

#### **Linking local and national levels:**

Albania's success in green recovery is attributed to linking local experiences with the national narrative. Real-life experiences serve as powerful tools to raise awareness and motivate donors, who appreciate the tangible impact of interventions. The strong support from the government for the projects led by UNDP underscores the commitment to bridging the gap between local and national levels. Despite challenges in the application and implementation process, municipalities are actively working to advance, demonstrating a positive and collaborative energy at both levels. A crucial lesson learned in Albania's green recovery initiatives is the importance of implementing and sharing insights with different municipalities. Understanding the unique needs and challenges faced by local governance entities is paramount. This approach stimulates their interest in green recovery projects and fosters a sense of ownership. By engaging municipalities and incorporating their perspectives, Albania is creating a bottom-up approach that aligns with the nation's broader climate goals.

#### **Adopting a people-centred philosophy:**

Albania was able to achieve many concrete results by adopting a resolutely human approach towards climate change challenges. For instance, one project addressed urgent adaptation needs of vulnerable communities living around forests watersheds by implementing Ecosystem-based Adaptation (EbA) interventions<sup>13</sup>. Another project trained more than 60 young people from Tirana to become promoters of environmentally friendly technologies and contribute to public awareness raising on various topics and technologies (green transport, energy efficiency, use of plastic bags and alternatives, etc.). Civil stakeholders were also included throughout the way. For example, high school students were, actively participating in afforestation activities, learning more about forest protection, or mobilized to clean two forests on the Albania coastline. Adult citizens' awareness was also raised on sustainable production of biomass as a renewable energy source or on ways to foster sustainable forest management.

#### **Gender mainstreaming in the forestry and energy sectors:**

The legal, policy and institutional framework of the forestry and energy sectors in Albania was examined with a focus on gender equality. It assessed past measures undertaken through government policies and development aid agencies, and proposed measures that have the potential to incorporate a gender perspective, with a particular emphasis on renewable energy derived from forests. A report gathered key information on this matter with the aim to promote gender-equitable participation in adaptation decision-making processes, alongside fostering sustainable forest and energy resource management.

<sup>13</sup> In addition to delivering a policy paper, a public awareness campaign on the benefits of EbA interventions was led, reaching over 1,000 inhabitants (30 percent were women) and one ha of degraded forest and landscape was restored.

Albania's green recovery story is a testament to the importance of subnational action and the forestry sector in driving socio-economic development. Through coordinated governance structures, shared lessons, and a weather-resilient approach, Albania is not only addressing climate concerns but also fostering a sustainable and inclusive recovery. As the nation continues to bridge the gap between local and national levels with a people-centred approach, it serves as a beacon for other countries seeking to integrate subnational initiatives into their green recovery strategies.

### **Lasting Impacts**

Thanks to the approach and key results of the pilot project, the UNDP country office's proposal to scale up the pilot project and its intervention in forestry was selected as one of the two countries receiving additional funding from a global call for proposals that received 177 applications. This selection to replicate its green recovery approach demonstrates the success of the project.

## **1.3 Green recovery in Vietnam: Harnessing market drivers for sustainable innovation**

Vietnam, a country with a dynamic economic landscape that faces environmental challenges, is strategically advancing its green recovery initiatives by leveraging market drivers to increase knowledge on innovations and technology. This review explores Vietnam's unique context, emphasizing the role of market-driven approaches in ensuring the successful implementation of green recovery measures and the crucial lessons learned in the process.

### **Market drivers and knowledge transfer:**

Vietnam recognizes the transformative potential of market drivers in facilitating the adoption of green recovery measures. By engaging the private sector, fostering innovation, and promoting sustainable technologies, the country is capitalizing on market dynamics to drive investment and active participation in green recovery programs. This approach ensures a more comprehensive and sustainable implementation of measures, aligning economic incentives with environmental goals. After assessing market demand, a new modality for e-bike and scooter sharing was introduced in the tourist cities of Vietnam, providing a low-carbon solution for last-mile connectivity. In addition, an economic model was developed to assess the impact of employing new and advanced technologies in Vietnam's road transport sector on job creation, which has guided evidence-based e-mobility policymaking. Furthermore, an end-of-life solution was proactively introduced to address the growing demand for managing electric vehicle batteries.

### **Engaging stakeholders throughout implementation:**

Vietnam's green recovery strategy emphasizes the need to ensure the continued involvement and commitment of stakeholders throughout the implementation phase. By aligning green recovery initiatives with market drivers, the country is securing ongoing investment and participation from various sectors. This strategic alignment not only provides economic incentives for businesses to adopt sustainable practices but also reinforces the long-term commitment of stakeholders, insuring sustained implication in green recovery efforts.

### **Generating evidence to guide policy:**

An important element in Vietnam's green recovery journey is the initiation of case studies on green transportation. This includes an inception report about e-vehicles sharing, a national green public

transport development roadmap, a case study on green transport and a roadmap for Hue city, and the implications of an economic model to qualify the impacts on jobs driven from green transport transition – which were all synthesized in a lessons learnt report. This focused study aims to document and analyse the successes and challenges encountered in the implementation of green transportation initiatives. The insights gained from these case studies and the policy recommendations informed Vietnam’s e-mobility policies and were used as an engagement tool for broad-based stakeholders by demonstrating specific impacts that could be seen through targeted interventions.

#### **Global and regional knowledge exchanges:**

Vietnam's commitment to sharing its' experiences extends beyond national borders. The country aims to contribute to global and regional knowledge exchanges by disseminating the insights gained from green transportation case studies and lessons learned on a global scale. In May 2024, Hue City hosted a workshop to share lessons learned between five pilot countries implementing green recovery initiatives, and its practices and experiences were well received by other countries.

Vietnam's green recovery journey stands as a testament to the effectiveness of aligning initiatives with market drivers to drive innovation and technology adoption. By ensuring the participation of stakeholders throughout the implementation phase and actively contributing to global knowledge exchanges, Vietnam is not only building a sustainable future at home but also playing a vital role in advancing the global discourse on green recovery

## **1.4 Green recovery in Benin: Encouraging dialogue with the Ministry of Economy to accelerate climate action**

Benin, a West African nation with a commitment to sustainable development, is actively engaging with the Ministry of Economy to enhance efficiency in green recovery initiatives. This review explores Benin's unique context, emphasizing the role of active dialogue and collaboration with public administration, with a focus on establishing e-pools of experts to guide climate action. Key lessons learned during this transformative journey are integral to fostering a network-centric approach.

#### **Working with the Ministry of Economy to mainstream climate into fiscal policy planning:**

A thorough mapping exercise of climate financing has been undertaken in Benin. Combining forces with the Ministry of Economy allowed the drafting of a resource mobilization action plan. Its content reaches out to innovative sources of financing and aims to deconstruct barriers that hinder access to these sources, through a comprehensive action plan. Seeking inspiration through an assessment of private sector approaches to climate finance was also part of the exercise.

Studies concerning the financial aspects related to climate action require close collaboration between Ministry of Environment and the Ministry of Economy and Finance. This collaboration between climate and finance actors was rather unusual and proved itself complex, for instance, in accessing the relevant departments or mobilizing the appropriate people on these issues. The necessary contacts have been made and must now be maintained in order to move forward efficiently on climate and recovery topics in the future.

#### **Climate issues at the heart of economic and financial priorities:**

Benin underscores the need to prioritize climate issues at the core of economic and financial considerations. Recognizing the interconnectedness of environmental and economic factors, the country

advocates for linking economic loans and programs explicitly to climate issues. This strategic alignment ensures that sustainability is not just an isolated goal but an integral part of broader economic and financial strategies, contributing to a holistic green recovery framework. With the close involvement of the National Budget Office and subsequent capacity-building support, climate change considerations are now better integrated into the preparation, execution, monitoring, and evaluation phases of the general budget.

Benin's green recovery journey is characterized by a commitment to a network-centric approach. By integrating climate considerations into economic and financial priorities, Benin is creating a pathway for efficient and sustainable progress. The lessons learned from this experience are invaluable for other nations seeking to enhance dialogue amongst ministries and climate actors and accelerate their green recovery agendas.

## **1.5 Green recovery in Jordan: Swift opportunities in a continuously recovering landscape**

Jordan, situated in a region marked by challenges, is making remarkable progress in green recovery by swiftly identifying opportunities within continually recovering situations. This review sheds light on Jordan's unique context, emphasizing the importance of seizing opportunities promptly, with a focus on the impactful transport sector and strategic timing. Key lessons learned in this journey contribute to a holistic understanding of green recovery.

### **Swift identification of opportunities:**

In Jordan, recognizing opportunities quickly has become a cornerstone of the green recovery strategy. Whether emerging from the challenges of a pandemic, conflict or climate disaster, the ability to identify and leverage opportunities in these situations is pivotal. An example of this approach can be found in the transport sector, where timely interventions have yielded significant environmental and socio-economic benefits. In particular, Jordan's Transport Sector Strategy was updated with NDC and green recovery themes. A climate finance proposal for a sizeable transport project was established with key stakeholders (Ministry of Transport, Land Transport Regulatory Commission (LTRC), and Greater Amman Municipality (GAM) and training on climate and blended finance for sustainable development was provided. Additionally, a green jobs assessment "what-if" scenario for the transport sector in Jordan focusing on potential job creation through expanded public transportation, was developed. The study analysed socio-economic implications, including investments and job impacts, and assessed the benefits of the transport projects on women and youth empowerment. By strategically seizing opportunities, Jordan showcases the transformative power of green recovery in a continually evolving landscape.

### **Open dialogue and citizen engagement:**

Jordan recognizes the importance of open dialogue and citizen engagement, particularly with the youth, in shaping effective green recovery strategies. Initiatives such as the "Dry Flood" podcast series, featuring ten episodes on climate change, green recovery and climate justice, were recorded in Arabic with young speakers. The success of this series in reaching the youth and citizens highlights the effectiveness of knowledge-building through accessible mediums. Open dialogues with high-level ministers, specifically in the transport and environment sectors, further exemplify the power of inclusive discussions in shaping successful recovery strategies.

### **Documenting and sharing experiences:**

Acknowledging that recovery is a constant reality, Jordan emphasizes the need to document and share successful experiences (good practices, unsuccessful ideas, etc.). This "troubleshooting" approach allows for continuous learning and improvement. Engaging the scientific and academic community in this process enhances the depth and breadth of knowledge-sharing, creating a robust repository of experiences that can guide future green recovery initiatives.

### **Size of intervention – small-scale, big impact:**

Jordan's experience underscores the idea that the size of an intervention does not determine its impact. Small-scale projects, when properly designed and inclusive of relevant stakeholders throughout, can have significant positive effects. This lesson emphasizes the importance of strategic planning, stakeholder engagement, and a focus on impactful outcomes rather than the scale of financial and resource investment. Especially, the pilot project serves as a proof of concept, demonstrating the scalability and replicability of the approach taken. It has already attracted interest from other donors to replicate the nature-based flood mitigation solutions. Additionally, using the same proven method and approach and leveraging the relationship built with the Ministry of Transport, the country office is now preparing a multimillion-dollar resource mobilization proposal for the Green Climate Fund.

### **Continued engagement beyond project completion:**

A crucial lesson learned in Jordan's green recovery efforts is the importance of not halting initiatives once a project is completed. UNDP's commitment to sustained engagement is crucial for convincing policymakers of the long-term aims and potential impact of projects. By demonstrating ongoing commitment, UNDP contributes to the institutionalization of green recovery principles, fostering a culture of sustainability within the policymaking sphere.

Jordan's journey in green recovery showcases the transformative power of seizing opportunities swiftly, particularly in a landscape marked by continual recovery. Through ongoing engagement, open dialogue, and experiences documentation, Jordan is not only recovering from crises but also building a resilient and sustainable future. The lessons learned in this process contribute valuable insights for other nations navigating the complexities of green recovery in dynamic environments.

## **2. Practical application of the framework, challenges and solutions**

The country review from Jordan is an interesting reminder of the important role the step-by-step framework developed by UNDP can play on green recovery strategies.

The step-by-step framework offers guidance through the different types of support it highlights and makes available to countries. For instance, country experiences showcase how understanding country context and needs, namely through scoping studies, is paramount to setting efficient action. Assessing sustainability levels of actions and defining relevant monitoring tools is equally important when it comes to steering green recovery and climate strategies.

Countries reported that working through the steps of the framework was an important exercise to set a functional green recovery strategy (e.g. analysis of finances gives an opportunity to evaluate efficiency and effectiveness of what countries are doing). The output of this exercise brings added value through the understanding and appropriation of new concepts and tools by governments.

Countries have faced many different challenges these past years on their quest to develop green recovery strategies and implement effective climate actions. The following table highlights some of the recurring challenges, as well as the ingenious solutions countries have developed to overcome these hurdles. As stressed in several of the previous country reviews, sharing these experiences is key for developing coherent and efficient global action towards resilient and sustainable economies. This table therefore aims at sharing experiences that contribute to the broader discourse on sustainability, fostering collaboration and mutual learning.

**Table 1 - Obstacles encountered and solutions taken by UNDP to support climate change and recovery actions – overview of country experiences**

OBSTACLES ENCOUNTERED	SOLUTIONS
<b>Some projects require close collaboration between ministries, sometimes unaccustomed to working together and that have different priorities.</b>	<ul style="list-style-type: none"> <li>• UNDP country offices have an important role to try to change this, showing the benefits of planning for climate change impacts: meetings must be organized to accelerate the process, country offices must be the focal technical point in order to adapt quickly to political change and must get the country involved in the UNFCCC's Conference of Parties (COP) (which is key to increasing attention for climate issues and motivating teams).</li> </ul>
<b>Information detained by certain ministries (e.g. finance) can be sensitive and therefore hard to access, making it hard to move forward with certain key studies (scoping, macroeconomic, etc.).</b>	<ul style="list-style-type: none"> <li>• Getting different ministries dialoguing helps the exchange of information (for instance, via edited fiscal policies or by making key people available).</li> <li>• Capacities must however also be strengthened (especially climate and environmental services inside the finance ministry). To this end, showing how climate change will impact economic indicators is helpful to accelerate the process.</li> </ul>
<b>Slow decision-making process can slow overall action.</b>	<ul style="list-style-type: none"> <li>• Constant communication with relevant stakeholders is needed to speed up the process of decision-making.</li> <li>• Wider expert teams must meet and discuss on a regular basis (setting next project steps) and avoid dependency on one person.</li> </ul>
<b>New hiring procedures result in a smaller number of applications.</b>	<ul style="list-style-type: none"> <li>• Publication readvertisement with renewed conditions and through new channels (UNDP social media, local newspapers, involvement of other ministries to receive a wider range of service providers, etc.) can help.</li> <li>• Expert teams and UNDP should discuss potential obstacles regularly.</li> </ul>
<b>Slow procedures between the stakeholders due to institutional setup can slow overall action.</b>	<ul style="list-style-type: none"> <li>• Providing the proper budget and resources (small ministries can have limited people and resources) will help to move forward efficiently.</li> </ul>
<b>Knowledge is lacking on specific topics, such as shipping goods and the solar PV market.</b>	<ul style="list-style-type: none"> <li>• Corporate LTAs (list of international companies under UNDP's roster of consultants) help understand challenges and identify suitable partners.</li> </ul>
<b>All ministries do not have the same awareness level in relation to climate change. In addition, some sectors aren't focused enough on emissions reductions (greenhouse gases), despite being key to meeting ambitious national objectives.</b>	<ul style="list-style-type: none"> <li>• The step-by-step framework can help country offices insert themselves in the formulation of key evolving strategies: (1) key expertise to support calculation and (2) paradigm shift thanks to new skills and awareness level of ministries.</li> <li>• Training can be organized on climate change, starting "from the beginning", educating the appropriate ministries and getting everyone onboard at understanding the objectives to reach by "speaking the same language".</li> </ul>

OBSTACLES ENCOUNTERED	SOLUTIONS
<b>“Some things just take time” (expert hiring, governmental approvals, site selection, etc.).</b>	<ul style="list-style-type: none"> <li>To avoid setbacks and resistance, government's point of view and data should be sought after first. To accelerate processes, key stakeholders must be included throughout the project to raise awareness, promote and replicate.</li> <li>Often, the time needed is linked to the novelty of the project (methods, procedures, etc.). Governments need insurance that the projects are impactful. This is never possible with new projects, but once proof of effectiveness and potential exists, it should be used (e.g. maps, hotspot identifications, etc.).</li> <li>Rosters can improve the hiring process.</li> </ul>
<b>Some concepts are new to governments, making it hard to find the appropriate methodologies.</b>	<ul style="list-style-type: none"> <li>Dialoguing with private companies, associations, etc. to understand the needs and policy context helps understand how to proceed and to determine more detailed activities.</li> </ul>
<b>Many subsectors and stakeholders can compose the project environment, making it hard to get all the information needed to move forward.</b>	<ul style="list-style-type: none"> <li>Conducting many consultations is key: local authorities, private sector, academia, etc. The market needs must be identified to ensure the involvement/investment of private sector (companies want to invest because of market perspective). Policy recommendations (incentives) from authorities help to get the private sector involved.</li> </ul>
<b>The scaling-up process requires time-consuming laws and decrees first.</b>	<ul style="list-style-type: none"> <li>Anticipating the needs for legal reforms by involving key stakeholders early in the process and making sure reforms don't slow down the process more than necessary, is key.</li> </ul>
<b>Ministerial agreements can be necessary for implementing a given project (e.g. climate budget tagging) when very little timeframes are available to act and implement.</b>	<ul style="list-style-type: none"> <li>Priorities must be set when advancing on climate budget tagging: institutions that already report climate issue, such as energy and environmental ministries, national parks, etc. should be pilot institutions to develop e-learning tools with.</li> <li>Scoping studies delimiting the perimeter of climate budget tagging are also key for this exercise.</li> </ul>

### 3. Taking forward lessons to prepare for future crises and the next cycles of NDCs

There has been much discussion about the similarities between the coronavirus health crisis and the climate change challenge. While distinct crises, both are truly global problems: national borders do not stop viruses or carbon dioxide emissions. They also share a disproportionate impact on the poorest communities, and both demand a coordinated international response<sup>14</sup>. The country cases presented in this document provide important lessons to tackle climate change in the future with a crises backdrop.

In our crisis-torn world, helping to expand people’s choices for a sustainable future by investing in long-term development and strengthening multilateralism and development cooperation is not only how we can break today’s crisis cycle, it’s also how we can ensure we are prepared for whatever lies ahead<sup>15</sup>. Injecting support into long-term resilience building projects and funding initiatives, which can kick-start livelihoods and local economies, is indeed key to overcome different crises (pandemics, horrors of conflict, natural disasters and economic turmoil). This is illustrated by Albania’s bottom-up approach that aligns with the country’s broader climate goals and is a testament to the importance of subnational action.

<sup>14</sup> Butler, Lottie (2021). It pays to be prepared: What the world can learn from COVID-19 about preparing for climate change. London: Imperial College London, the Grantham Institute.

<sup>15</sup> Modéer, Erica and Doyeon, Won (2023). The world is facing increasingly turbulent times but investments in development are showing us a route out of the crisis cycle. New York: UNDP.

Albania's ability to identify sectoral vulnerabilities as opportunities to drive socio-economic development through climate action is also an eye-opener. More generally, understanding the socio economics of climate action has been a key element that stands out throughout the different country cases, from Jordan's aptitude to seize opportunities and showcase the transformative power of green recovery, to Vietnam's recognition of the transformative potential of market drivers in facilitating the adoption of green recovery measures.

All country experiences point towards the need to share good practices in relation to green recovery and climate action. Policymakers must therefore build a powerful, genuine listening mechanism to capture first-hand knowledge of the issues caused by climate change and work together to develop appropriate responses.

The country cases also highlight the need for financial resources. Ecuador's green recovery journey illustrates the transformative power of integrating climate considerations into national budgeting and planning, with the Ministry of Finance at the forefront. Four priorities for scaling climate finance are relevant to mention here<sup>16</sup>:

1. **Debt distress:** 60 percent of low-income countries are in, or nearing, debt distress and are spending an estimated five times more on debt servicing than on climate adaptation every year, clearly undermining future resilience and growth prospects.<sup>17</sup> These countries need urgent debt relief, through multilateral debt workout, grant-based sources of financing, multilateral sources of financing, etc.
2. **Innovative mechanisms:** This could include rechanneling SDRs (IMF's Special Drawing Rights) to multilateral development banks (MDBs), addressing allocation issues to ensure SDRs go to where they are needed most, or considering more ambitious approaches such as new SDR asset classes with specific purposes such as climate resilience.
3. **Development banks additional financing:** The global network of hundreds of government-backed development banks at all levels has a long-term horizon, which counters the pro-cyclical tendencies of private finance. It also has local knowledge and expertise to forge solutions across countries and regions.
4. **Private finance:** As well as using incentives, there needs to be discipline in the form of regulatory measures to drive productive investment and alignment of private finance flows with the Paris Agreement (through increased environmental, social and corporate governance (ESG) patterns, green bonds and climate-debt-swaps).

To summarise, the response to the pandemic can inform how to build resilience to climate change. The country cases highlight the importance of:

- **Evidence:** Countries should start with understanding the impacts of proposed climate and recovery measures to grasp the synergies and trade-offs.
- **Involving all of society:** People must understand the issues and own the response. All stakeholders should be included and engaged, with political support and involvement at the root.
- **Taking effective and coherent national and local action:** Actions should be well-organized, data-driven, and coordinated throughout ministries and levels.
- **Establishing institutional and lasting systems:** This includes warning and monitoring systems that are people-centred, based on science and experience, and involve the whole government and society.

<sup>16</sup> Kozul-Wright, Richard (2023). A climate finance goal that works for developing countries. Switzerland: UNCTAD.

<sup>17</sup> Ibid.

Even though these pilot projects were implemented in the context of a unique crisis, the lessons learned and approaches taken can be applied to other contexts, both in crisis and non-crisis settings. It was a reminder that climate action does not exist in a vacuum and that we must better understand the socio-economics of climate action. We need to make whole-of-society and whole-of-government efforts to realize true socio-economic transformation that benefits the planet, people, and their livelihoods.

Another key lesson learned from the project was that a small-scale intervention can still serve as a proof of concept with potential for further replication and scalability, especially the approaches, systems, and engagements used in the intervention. In many pilot countries, including Albania, Jordan and Vietnam, the project has proven effective and is being further replicated and scaled up through other projects. This demonstrates the importance of well-designed interventions. The success highlights how such an approach can make a significant and lasting impact, proving the usability of the framework itself.

Especially as countries are preparing for NDC 3.0, due in 2025, the key lessons and approaches can be further integrated into the design of NDCs. This will ensure they remain a strong political signal and serve as an investment plan that is valid and robust in any context or change.



United Nations Development Programme (UNDP)  
304 E 45<sup>th</sup> Street, New York, NY 10017  
[climatepromise.undp.org](http://climatepromise.undp.org)  
@UNDPClimate

CLIMATE  
PROMISE



From  
the People of Japan



Federal Ministry  
for Economic Cooperation  
and Development

Supported by:



Federal Ministry  
for Economic Affairs  
and Climate Action

on the basis of a decision  
by the German Bundestag



UK Government



Sverige



Belgium  
partner in development



Government of Iceland  
Ministry for Foreign Affairs



Ministry of Infrastructure  
and Water Management  
of the Netherlands



+ UNDP's  
Core Donors