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NAP Global Network 2018-2019 Strategic Plan

DRAFT



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Table of Contents

Introduction: The NAP Global Network’s 2018-2019 Strategic Plan	3
1. Context: National adaptation planning for climate-resilient development	3
1.1 The National Adaptation Plan (NAP) process	3
1.2 Problems to be addressed	4
1.3 The role of the NAP Global Network.....	5
2. The NAP Global Network	7
2.1 Network Basics.....	7
2.2 Vision	8
2.3 Mission.....	8
2.4 Goal.....	8
2.5 Objectives	8
3. Theory of Change	8
4.1 Sustained peer learning and exchange.....	10
4.2 National-level action	11
4.3 Enhancing bilateral support.....	13
4.4 Analysis, communications and knowledge production	15
4.5 Outreach and engagement	16
5. Lessons from first phase of operation (2015—2017).....	18
5.1 Observations / lessons on NAP processes.....	18
6. Priorities for 2018 – 2019	21
Annex A NGN Steering Committee: Terms of Reference	25
Annex B NAP Global Network Theory of Change.....	27
Annex C Country Support Hub	28

Introduction: The NAP Global Network's 2018-2019 Strategic Plan

As the effects of climate change become more discernable in ecosystems, economies and communities, more and more countries are taking steps to understand, prepare for and adjust to its current and future impacts. The national adaptation plan (NAP) process helps countries to identify their medium- and long-term adaptation needs and to develop and implement strategies and programs that address those needs.

For the last three years, the NAP Global Network has been supporting developing countries in advancing their NAP processes. Through a combination of peer learning, technical support, and enhanced coordination – particularly with bilateral development partners – Network participants have seen steady progress in their NAP processes, while the broader adaptation policy and practitioner community has learned more about what it takes to effectively support them.

This document sets out a Strategic Plan for 2018-2019 for the NAP Global Network. Section 2 describes the context in which the Network's priorities are set. Section 3 summarizes the basics of the Network, while Section 4 presents its theory of change. Section 5 describes the Network's main categories of activities, including an update on what has been undertaken under each category to date. Section 6 summarizes some of the lessons to date, which inform the Network's next phase of activity. Section 7 goes on to present the Network's Strategic Plan for 2018-2019, describing how it will achieve its medium- and longer-term outcomes.

Thus, the purpose of the Strategic Plan is to:

- Put the NAP Global Network's Vision and Mission in the context of current international developments;
- Provide a flexible framework for the Network's activities in the coming three years that will enable the Network to manage its activities across a range of key objectives and deliver value to its participants;
- Enhance the understanding and communication of the Network's objectives and areas work to different audiences, by providing a clear and coherent narrative on its role and work; and
- Provide a basis for multi-partner support to the Network that aligns the interests of partners with the Network's strategic goals and activities.

1. Context: National adaptation planning for climate-resilient development

1.1 The National Adaptation Plan (NAP) process

Formally established in 2010 under the [Cancun Adaptation Framework](#) (Decision 1 CP.16), the NAP process is continuous, progressive and country-driven, and strives to align itself with national priorities and sustainable development objectives. It has two objectives: "to reduce vulnerability to the impacts of climate change, by building adaptive capacity and resilience" and "to facilitate the integration of climate change adaptation, in a coherent manner, into relevant

new and existing policies, programmes and activities, in particular development planning processes” (UNFCCC, 2012, p.80). NAP processes assist countries to, inter alia, lead and coordinate adaptation at the national level, coordinate between sectors, assess their vulnerabilities, identify medium- and long-term adaptation needs, develop and implement adaptation actions that address identified needs, and monitor progress toward national adaptation goals.

The growing commitment to adaptation planning is reflected in the historic [Paris Agreement](#), under which parties, “shall, as appropriate, engage in adaptation planning processes and the implementation of actions, including the development or enhancement of relevant plans, policies and/or contributions” (Article 7.9). Most developing countries have also included an adaptation component in their nationally determined contributions (NDCs), in which they outline to the international community the steps they plan to take, in light of national circumstances, to help fulfil the purpose of the Paris Agreement. NAP processes, whether explicitly mentioned in the NDC or not, can provide a vehicle for implementing and updating the adaptation vision, priorities, and needs included in a country’s NDC.

Finally, in June 2016, the [Green Climate Fund](#) (GCF) Board passed a decision to allocate up to USD 3 million per country for “the formulation of national adaptation plans and/or other adaptation planning processes,” which can be accessed through its Readiness Programme. This decision underscores the importance of NAPs / NAP processes in helping countries access and deploy financial resources for adaptation.

1.2 Problems to be addressed

Given the growing urgency of adaptation and the availability of support for its implementation, **the need for more and higher quality NAPs** – as a means of accelerating strategic investments in climate-resilient development – has never been greater. However, ongoing efforts to advance NAP processes are hindered by a number of issues, including:

- **Limited and diverse understandings of NAP processes:** Is the NAP process essentially about producing a document? What exactly counts as medium- and longer-term? Can NAPs be sectorally focused? How should they link to countries’ other adaptation policies? What sections of the [LEG Technical Guidelines](#) are ‘must-dos’? These are some of the questions typically asked by country stakeholders who are embarking on or in the midst of their NAP process, and reflect some of the outstanding questions and knowledge needs that can impede their progress.
- **Relatively little ownership and leadership in the NAP process:** While the policy narrative around climate change has evolved from one cast in narrow environmental terms to one that recognises it as a core development challenge, the institutional legacy of the former persists in many developing countries. What this means practically is that climate change issues are still often managed by smaller, and oftentimes weaker, ministries and departments with limited influence, convening power, and resources to drive policy discussions – including those critical to the NAP process – thereby serving as another barrier to adaptation planning.
- **Insufficient (institutional, technical) capacity and knowledge:** Awareness of the need to adapt is less of a barrier to adaptation action than it was some 20 years ago.

Indeed, these days it is more the lack of institutional and technical capacity to move from awareness to action that constrains adaptation efforts like NAP processes. National development planning is a complex, cumbersome and resource-intensive exercise under the best of circumstances; NAP processes have the added complication of needing to incorporate a relatively new layer of information and knowledge – i.e. those related to climate change-related vulnerability, impacts and capacity. Thus, whether it is identifying and gathering the necessary information to design and prioritize adaptation options, or accessing the financial resources needed for their implementation, or devising systems to track their effectiveness – all of which are aspects of the NAP process – the capacity to execute and bring these pieces together is still limited in most countries.

- **Insufficient and uncoordinated technical and financial support:** While recognised as essential parts of an enabling architecture for strategic, scalable and impactful adaptation action, NAP processes do not always garner the level of support needed; understandably, donors prefer to focus on bigger, more tangible implementation efforts. What's more, because NAP processes can be lengthy and emergent processes involving many sectors and consisting of many subsets of analysis and consultation (e.g. vulnerability assessments, economic analysis, finance strategies, indicator development, etc.), support for NAPs can be relatively ad hoc or piecemeal, spread across multiple donors and initiatives. Even in the absence of NAP processes, donor coordination in any given country is often a challenge. As such, NAP processes are often insufficiently supported, whether through the type and amount of support available or its coordination among support providers, leading to critical gaps in capacity and momentum.
- **Recent policy and funding developments with implications for NAP processes:** The Paris Agreement's entry into force has made its signature vehicle for implementation – i.e. the NDC – a central part of the international and domestic climate policy landscape. While the inclusion of adaptation in NDCs is voluntary, many developing countries have opted to include it. This has led to bigger questions around the relationship between NDCs and NAP processes, and how the two can be aligned to render them mutually reinforcing. Moreover, the recent availability of relatively large-scale, NAP-specific support via the GCF's Readiness Programme introduced a new and highly sought-after source of support to the NAP funding landscape. Both the ascendancy of NDCs and the new GCF support for NAPs have translated into new actors, initiatives, and resources that, while welcome, must be coordinated and aligned with an already complicated process.

1.3 The role of the NAP Global Network

In response to the challenges described above, the NAP Global Network was established and designed as a complementary NAP support initiative to:

- **Offer thought leadership and knowledge management on NAP-related issues from a more neutral vantage point:** Much of the NAP support currently on offer is through UNFCCC bodies (e.g. the LEG), UN agencies (e.g. UNDP, UNEP, FAO), and a few development agencies (e.g. GIZ, Ministry of Environment in Japan). While valuable and well received, the guidance and knowledge products provided by many of these sources

can be somewhat constrained by political sensitivities, geographic interests, bigger bureaucracies, or other agendas which may shape how and where these institutions focus their support. A more nimble NAP support offering, somewhat removed from these limitations and strong institutional profiles, could act as a surveyor, aggregator, translator, and broker of the latest thinking on NAPs. This would help to fill critical knowledge gaps and serve as a complement to existing initiatives.

- **Provide a space and/or platform for peer learning:** Scaling-up and accelerating NAP processes will be more effectively achieved through the optimization of peer learning; the scale of the challenge cannot rely on traditional technical assistance alone. Allowing policy-makers and practitioners to have honest and focused exchanges on what has and has not worked in formulating and implementing NAPs will help NAP actors avoid pitfalls or lose time in their respective processes.
- **Provide targeted and timely technical (matchmaking) support:** As countries' understandings of NAP processes become more sophisticated, their requests for technical assistance will correspondingly become more focused. A country may realise, for example, that an essential element in moving their NAP process forward is the development of a finance strategy to serve as a bridge from planning to implementation. These technical needs may become apparent at a point in the NAP process when it is difficult to address them through existing development programming. However, leaving these needs unaddressed risks stalling the NAP process entirely. Providing short-term gap filling, momentum-maintaining support to countries' NAP processes would be complementary to existing technical support programs.
- **Support coordination – on a number of levels and among different actors:** NAP processes represent massive coordination efforts across sectors, scales of governance, among and between governments and development agencies. Yet coordination is often taken for granted, an assumed function, and therefore often under-resourced. A NAP support initiative with an explicit emphasis on coordination could raise the profile of its central importance in the NAP process and ensure adequate support is available throughout implementation.

Overall, the aim was to launch an initiative that would lend itself to the establishment of a community of practice around NAPs, somewhat removed from the UNFCCC negotiation politics, and complementary to existing NAP support programs. Moreover, it would also highlight the efforts of bilateral donors in the NAP space, as their significant and ongoing support to adaptation planning and action was not necessarily being recognised as directly relevant to NAP processes – leading to missed opportunities for coordination, leverage, and impact.

2. The NAP Global Network

2.1 Network Basics

Establishment: In pursuit of the above, the NAP Global Network was established in December 2014 by adaptation policy-makers and practitioners from Brazil, Germany, Jamaica, Japan, Malawi, Peru, Philippines, South Africa, Togo, the United Kingdom and the United States.

Participation: The Network is a group of individuals and institutions coming together to enhance NAP processes in developing countries. With over 500 participants representing some 100 countries, the Network has representations from bilateral and multilateral donors, government departments and agencies from around the world, civil society organizations, and the private sector.

Funding and donor members: Established with initial (and ongoing) funding from Germany's Federal Ministry of Economic Cooperation and Development (BMZ) and the United States Department of State, the Network has also received support from Environment and Climate Change Canada and the Austrian Ministry of Environment. The Network currently has 11 donor participants, some of which are active donors and some of which contribute (or hope to contribute) to Network activities either in-kind and/or through active coordination in identified countries. The aim, however, is to secure financial contributions from more donors in order to sustain and build on current activities.

Governance: The **Secretariat** for the Network is hosted by the International Institute for Sustainable Development (IISD), with key personnel based in offices in Ottawa, Winnipeg and Toronto in Canada and Geneva, Switzerland. The Secretariat manages the day-to-day operations of the Network, and is led by the Director of IISD's Resilience Program, Anne Hammill, and managed by Program Manager, Christian Ledwell. A **Steering Committee** was established to provide strategic direction and broad oversight of Network activities, and acts as ambassadors for the Network. The Steering Committee's current Terms of Reference and membership are provided in **Annex A**. Finally, a **Management Team** consisting of Secretariat members and representatives from the donor agencies that have provided support to the Network, regularly consult on select issues such as topics of focus and coordination of national and regional activities.

Approach to the NAP process: Keeping in mind the two objectives adopted by the UNFCCC, the Network sees the NAP process as an opportunity for countries to lay out a pathway towards achieving robust, sustainable development in the face of climate stress. The Network follows the principle that the NAP process (and its form) should be driven by each country's needs. Ultimately, the Network operates on the basis that addressing climate risks and protecting development progress will require integration of climate change adaptation into relevant new and existing policies, programs and activities, and ensuring that these are supported by development partners in a coordinated fashion.

2.2 Vision

The Network's vision is a world where communities and countries – particularly the poorest and most vulnerable – are able to articulate, work towards, and realise their development aspirations in a changing climate. This would be possible by national adaptation planning processes that are aligned with development priorities and effectively channel resources to people, places and systems that need it most.

2.3 Mission

The Network's mission is to harness the collective knowledge and resources of governments, practitioners, donors and civil society to build capacities and accelerate the formulation and implementation of NAP processes.

2.4 Goal

The Network's goal is to enhance national adaptation planning and action in developing countries.

2.5 Objectives

The Network will achieve its goal by meeting the following objectives:

- **Facilitating sustained peer learning and exchange** on the challenges and opportunities to national adaptation planning and implementation
- **Supporting national-level action** on NAP development and implementation
- **Enhancing bilateral support for** adaptation and climate-sensitive sectors through donor coordination, with developing countries at the table to ensure that bilateral programs align with the priorities they set out in their NAP processes.

3. Theory of Change

The Network Secretariat developed a Theory of Change in 2016 to further refine the design and direction of its activities, translating its goal and objectives into a story of how the Network seeks change and the assumptions that underpin it. The full Theory of Change is presented in **Annex B**. A summary is provided in Figure 1 below.

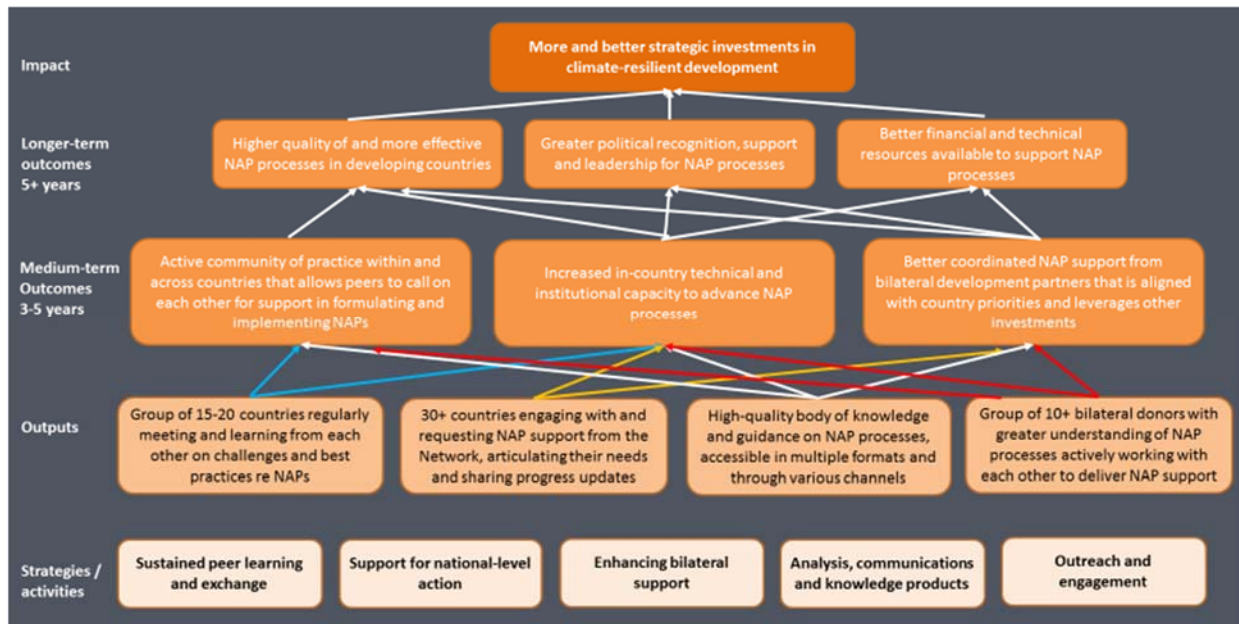


Figure 1: NAP Global Network Theory of Change (simple)

The **longer-term (5+ years) outcomes** the Network is working towards are:

- Higher quality and more effective NAP processes in developing countries
- Greater political recognition, support and leadership for NAP processes
- Better financial and technical resources available to support NAP processes

And each of these will be supported, to various extents, by three **medium-term (3-5 years) outcomes** that directly shape the nature and direction of Network activities:

- Active community of practice within and across countries that allows peers to call on each other for support in advancing their NAP processes
- Increased in-country technical and institutional capacity to advance NAP processes
- Better coordinated NAP support from bilateral development partners that is aligned with country priorities and leverages other investments.

These outcomes will be achieved by delivering the following **outputs**:

- Group of 15-20 countries regularly meeting and learning from each other on challenges and best practices related to NAPs
- 30+ countries engaging with and requesting NAP support from the Network, articulating their needs and sharing progress updates
- High quality body of knowledge and guidance on NAP processes, accessible in multiple formats and through various channels
- Group of 10+ bilateral donors with greater understanding of NAP processes actively working with each other to deliver NAP support.

These outputs will be delivered through the specific activities of the Network, which are described in the next section.

4. Network activity areas and status updates

The Network has four broad activity areas, three of which correspond with each of the Network's objectives and one of which is cross-cutting in nature (see Figure 2 below)



Figure 2: NAP Global Network activity areas

4.1 Sustained peer learning and exchange

The Network's seeks to facilitate sustained peer learning and exchange on the challenges and opportunities associated with national adaptation planning and action. The specific activities that support this objective are:

- a) **Targeted Topics Forums (TTF)**, which are a series of workshops that bring together policy-makers and practitioners involved in NAP processes. These forums are an opportunity to have focused, technical discussions on challenges and best practices related to national adaptation planning, and how coordination may help. In an attempt to build a community of practice, the Network has established two cohorts of countries that reconvene about once a year, so participants can build on established relationships and discussions.

Cohort 1	Cohort 2
Albania	Benin
Brazil*	Cambodia*
Grenada	Colombia
Jamaica*	Fiji*
Kenya	Kiribati
Malawi*	Madagascar
Peru	Mexico*
Philippines	Samoa
Togo	Solomon Islands
	South Africa
	Tanzania
	Thailand
	Vanuatu

*denotes a TTF host country

TTFs are dynamic and interactive events, structured around three pillars of learning to help participants dig into a particular topic: 1) **Technical** inputs from experts in the field to

enhance understanding and frame discussions; 2) **Relational** opportunities for participants to share experiences and learn from their peers around the world; and 3) **Reflexive** opportunities for countries to unpack what these inputs mean in their own country contexts. To date, the TTFs have covered the following topics:

- Building political support for the NAP process
- Sectoral integration / integrating adaptation into sectoral plans and actions
- Financing the NAP process
- Monitoring and evaluation in the NAP process
- Communications in the NAP process

Status of TTFs: 21 cohort countries; six TTFs (including Fiji) since 2015; one remaining for Cohort 2. Will phase out TTFs for Peer Learning Summits starting in 2019.

- b) **South-South Peer Exchange Program**, which offers adaptation planners from developing countries opportunities to get together and share their knowledge and experience on specific aspects of the NAP process. These exchanges can be organised in conjunction with specific workshops or trainings where an expert from another country travels to a host country to present their experience and offer insights into what lessons might be applicable in the host country. The exchange can alternatively be developed as more of an on-the-job training opportunity, where an expert is brought in to work with, shadow, and observe their peer working on the NAP process.

Status of Peer Exchange Program: To date, the Network has organised nine peer exchanges, all of which have been in conjunction with national / regional workshops. The themes have included sectoral integration, monitoring and evaluation, and communications.

4.2 National-level action

The Network's efforts in supporting national-level action has evolved to now comprise three types of activities:

- a) **NAP Assemblies**, which are meetings that convene national stakeholders to build awareness of and support for the NAP process. In effect, they seek to create a political moment for the NAP process so that better coordination and alignment can be achieved.

Status of NAP Assemblies: Five NAP Assemblies have been organised by the Network, with another five planned for 2018. NAP Assemblies will continue to be an offering of the Network but will not necessarily be the focus of dedicated promotion; Assemblies will be pursued when deemed appropriate and essential, as contributing to workshop / meeting fatigue is a risk to the NAP process.

- b) **Country Support Hub (CSH)**, a mechanism through which Network participants can request free expert advice and/or short-term targeted in-country technical support that will fill critical gaps and maintain momentum in the NAP process. Support should be provided in full within six months and can be done by Secretariat staff, if appropriate, or consultants and other organisations engaged by the Network. Figure 3 below highlights the range of support that can be provided via the CSH.

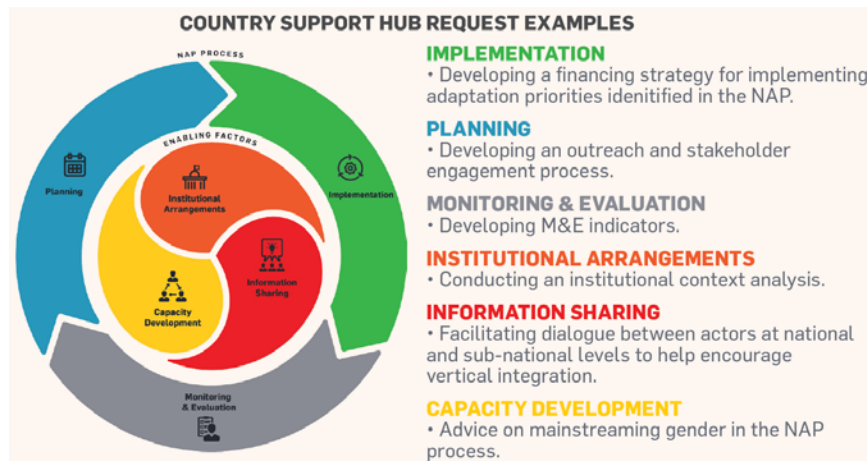


Figure 3: Examples of NAP support available through the Network’s Country Support Hub

Status of CSH requests: The Network has managed 14 CSH requests from nine countries since September 2016, which ranged from developing a NAP framework to sharing a communications strategy. An overview of the types of requests received to date is provided in Annex C. A dedicated CSH Manager was engaged in August 2017 to help oversee this increasingly important area of work.

- c) **In-Country Programs:** The Network also provides more long-term support through tailored in-country support programs. Ranging in duration from one to four years, these programs are negotiated between the Network Secretariat, national governments, and specific donors to identify where gaps in the NAP process exist and how they might be addressed. They are designed to be complementary to existing NAP support activities and are funded by a specific donor in one or several priority partner countries or regions.

Status of In-Country Programs: As of January 2018, the Network has developed or is in the process of developing in-country programs in 17 countries, some of which are bundled together into regional programs (i.e. Eastern Caribbean, West Africa, and the Pacific Islands.) The thematic areas of focus for the specific activities in each country are summarized in Table 1 below. The specific activities for South Africa, some of the countries in West Africa, and the Pacific Islands are still being defined with the governments.







	Latin America / Caribbean					E & S Africa			W Africa				Pacific Islands				
	Colombia	Peru	Guyana	St. Lucia	St. Vincent & Grenadines	Ethiopia	S. Africa	Uganda	Cote D'Ivoire	Ghana	Guinea	Sierra Leone	Togo	Fiji	Kiribati	Solomon Islands	Tuvalu
 Planning						X					X	X					
 Implementation								X	X			X		X			
 M&E										X	X				X	X	X
 Enabling factors	X			X	X	X		X	X				X			X	
 Cross-cutting issues										X							
GCF NAP proposal						X					X	X					
NAP framework								X	X			X		X			
Vulnerability assessment									X	X					X	X	X
Sector / sub-national plans	X			X	X	X		X	X				X			X	
Budget integration											X						
Financing plans	X		X		X		X		X								
Project design																	
Proposal development																	
Pilot AD actions	X																
M&E framework	X	X	X								X			X			
Indicator development		X													X		
Learning & review															X		
Institutional strengthening				X	X				X	X	X	X	X	X	X		
Data & knowledge mgmt									X			X			X	X	X
Media & communications		X	X	X		X			X								X
Vertical integration						X								X			
Gender analysis						X			X	X		X			X		
NDC-NAP linkages								X						X			
Policy alignment			X														

Table 1: Summary of thematic activities for in-country programs (January 2018)

4.3 Enhancing bilateral support

The Network seeks to enhance bilateral support, especially coordination at both the global and national levels. To this regard, the Network Secretariat has focused on the following activities:

- a) **Bringing more donors into the Network** to raise their awareness on NAP processes, making them aware of the latest developments in NAP policy discussions and programming activities, and providing them with opportunities to ask questions and share their own experiences. Donor members officially announce their participation in the Network, receive regular Network updates, and are invited to Network events, as appropriate (i.e. all global events, relevant national events.) Their level of participation can fall along a spectrum (Figure 4 below), from 'preliminary', when they largely receive information, to 'fully active', when they provide (financial) resources to the Network and inform decisions.

Levels of participation build on each other 

	Preliminary	Engaged	Fully Active
Description	"receives information"	"provides inputs, attends events"	"provides funding, informs decisions"
Requirements	<ul style="list-style-type: none"> Sign up as an individual participant and self-identify as donor representative 	<ul style="list-style-type: none"> Share information on current NAP/ adaptation support Connect Network with relevant regional and country offices Sustained participation in Network events 	<ul style="list-style-type: none"> Provide financial contribution to Network activities / Secretariat
Benefits of participation	Access to Network resources and latest news on NAPs	Assistance for coordinating NAP support, learning from partners & peers, and recognition as a NAP supporter	Opportunity for shaping Network activities and higher-profile visibility as a NAP supporter
Decision-making	No decision-making role in Network	<ul style="list-style-type: none"> Periodically invited to provide targeted inputs on Network activities Invited to participate on Steering Committee (pending open seat) 	Invited to participate in Management Team and/or Steering Committee (pending open seat)

Figure 4: Levels of participation for donor members of the Network

Status of donor engagement in the Network: As of January 2018, the Network had eleven official donor participants: Australia, Austria, Canada, Czech Republic, European Union, France, Germany, Japan, The Netherlands, United Kingdom, and the United States. Four of these donors are providing financial support to the Network. Conversations with other donors are ongoing and the goal is to have three to four more announce their participation in the Network by 2019, with at least one more providing financial support.

- b) Knowledge management and sharing** on latest developments in NAP policies and programming, looking for opportunities to collaborate. Several options have been proposed to donors to formalise this activity, such as joint / shared training materials for country staff on the NAP process and a database of information on who is doing what and where on NAP support. More opportunistically, activities such as donor meetings on the margins of UNFCCC meetings and updates or check-ins from the Network Secretariat on NAP-related matters have been organised to facilitate knowledge sharing and coordination.

Status of knowledge sharing with donors: Donor members expressed that having the Network develop somewhat generic, shared training materials for donor agency staff was unlikely to be of much use given how each agency has their own approach to staff capacity building. Also, while most donors have expressed a desire to have an up-to-date database to track donor activities related to NAP support, and the Secretariat has been trying to maintain one informally, the feasibility of doing so in any formal, systematic and up-to-date manner is low without full and regular participation of donor members – which would place undue burden on them. As such, the Secretariat has focused on looking for opportunities to meet with and update donors, learn more about their priorities and programming, and identify opportunities to collaborate with the Network and/or with other donors' initiatives. For example, conversations are ongoing about how this might take place with the Netherlands' recently-launched Global Centre of Excellence on Climate Adaptation or the UK-funded Building Resilience and Adaptation to Climate Extremes and Disasters (BRACED) program.

- c) Coordination in regions and countries:** Moving a step beyond knowledge sharing about priorities and experiences at a global level, the Network has actively pursued coordination with and among bilateral partners in countries of programming. This can range from sharing

information to avoid duplication of efforts, to sequencing activities so they build on each other, to organising joint events.

Status of on-the-ground coordination: Coordination with other bilateral and multilateral agencies is growing as the Network's own portfolio of in-country and regional activities expands. For example, the US In-Country program's work plan in the Eastern Caribbean is executed in close collaboration with the Japan-Caribbean Climate Change Partnership. In Kenya, the Network is working with other development agencies to ensure the country's CSH request is coordinated with its evolving program on NDC implementation. More recently, the French Development Agency contacted the Network to determine how they might draw from the Network's expertise in the Caribbean to establish their own NAP support programming in the region.

4.4 Analysis, communications and knowledge production

The Network is positioned as a knowledge generator, translator and sharer on a range of NAP-related issues. Since its inception, the Network has produced a range of knowledge products related to the following themes:

- **Sector integration:** Integrating adaptation into sectors' development planning is one of the main objectives of the NAP process. There is no single way for doing this, however, and the Network has tried to capture the range of approaches that countries have used to initiate and achieve sector integration.
- **Vertical integration:** Integration of adaptation across different levels of government is also an objective of the NAP process. Vertical integration is the process of creating intentional and strategic linkages between national and sub-national adaptation planning, implementation, and monitoring and evaluation.
- **Financing:** Significant financing is needed throughout the entire NAP process, but especially for its implementation phase. Countries will need to combine a range of potential sources of finance – private, public, international, and domestic – to do so. A key challenge for many countries is determining how to access and match these sources with a country's NAP needs.
- **Monitoring and evaluation (M&E):** M&E is a key phase of a country's NAP process. By designing and implementing M&E systems as part of the NAP process, countries can strengthen their accountability and reporting of adaptation actions, as well as gain insights into what's working (or not) so actions can be adjusted accordingly.
- **Strategic communications:** A strategic approach to communications, in which key messages are tailored for priority audiences and delivered through appropriate channels, can improve how governments engage citizens throughout their NAP process.
- **Gender:** The NAP process presents an important opportunity to address gender inequalities. A gender-responsive NAP process involves recognising gender differences

in adaptation needs, opportunities and capacities; equitable participation and influence in the process; and equitable access to financial resources and other benefits resulting from the NAP process.

- **Nationally determined contributions (NDCs):** For countries who have opted to include an adaptation component in their NDC, identifying links to their NAP process – at whatever stage and in whatever form it may be – will be important to NDC implementation.

Status of analysis, communications and knowledge production activities: To date, the Network has produced the following range and numbers of knowledge products (Table 2 below):

Resource type	Communications and Knowledge Product
Documents	<ul style="list-style-type: none"> • 12 sNAPshots (i.e. briefs) on 5 topics • 2 Guidance Notes (Vertical Integration, Finance) in three languages • 2 gender reports • 1 Expert Perspective on NDC, NAP and SDG linkages • 11 Country Posters • 1 NAP Global Network Yearbook
Web-based resources	<ul style="list-style-type: none"> • 1 website (redesigned in January 2018) with 115,800 all-time views • 5 webinars • 4 videos • 36 blogs • Monthly Network Newsletters
Social media	<ul style="list-style-type: none"> • 1,500 Twitter followers and 850+ tweets • 450 Facebook 'likes'

Table 2. Summary of communications and knowledge products.

4.5 Outreach and engagement

In addition to the activity areas described above, the Network also undertakes a range of outreach and engagement work to establish and maintain links to other NAP-related initiatives. These have included:

- **UNFCCC Least Developed Expert Group (LEG):** In addition to attending LEG meetings since 2016, the Network has worked with the Secretariat and LEG members in developing inputs for the NAP Expo and to support the COP-requested NAP review (decision 4/CP21). On the latter, the Network is undertaking an assessment of the extent to which gender considerations have been integrated into the NAPs submitted to the UNFCCC's NAP Central.
- **UNFCCC Adaptation Committee (AC):** The Network has regularly attended the AC meetings since 2016, providing updates on how Network activities might support the Committee's work plan and ongoing discussions.

- **NAP Global Support Programme (NAP GSP):** As the first and highest-profile NAP support initiative, it has been important for the Network to liaise regularly with the NAP GSP to ensure that complementarities are identified and coordination maximised in both global and national activities.
- **UNDP-FAO Integration Adaptation into NAPs (NAP-Ag):** As NAP-Ag works closely with NAP GSP, this has facilitated coordination with Network activities. Common countries of engagement have been identified and regular updates shared to ensure that, at a minimum, each initiative's activities are not duplicative.
- **Japan-UNDP Caribbean Climate Change Partnership (JCCCP):** As noted above, the Network has been working closely with the JCCCP in designing and implementing NAP support activities in common Caribbean countries of engagement. The collaboration has been regular and has resulted in joint activities such as co-organised meetings and events.
- **Global Centre of Excellence on Climate Adaptation (GCECA):** Established in 2017 by the government of The Netherlands, the Network has liaised with the GCECA to identify common interests and areas of activity. One specific opportunity that was identified was having Network participants from developing countries conduct peer learning and exchanges with developed country members of the GCECA around specific adaptation planning themes.
- **Green Climate Fund (GCF):** With their decision to provide dedicated support to NAPs and/or adaptation planning processes via their Readiness Programme, the GCF has quickly become the most important NAP support program for many countries. The Network has regularly liaised with the GCF Secretariat, inviting them to Network meetings, collaborating on different events, and exploring the development of joint knowledge products.
- **NDC Partnership:** The relatively recent ascendancy of NDCs in international climate policy, and their role in shaping domestic conversations – even around adaptation – has prompted the Network Secretariat to identify how these conversations link to NAP processes and what types of support can help countries better understand and operationalise these links.
- **Global Adaptation Network (GAN):** The Adaptation Forum hosted by the Global Adaptation Network has provided an opportunity for the Network to share its own activities and experiences with a broader adaptation audience.

5. Lessons from first phase of operation (2015—2017)

5.1 Observations / lessons on NAP processes

- **Approaches to NAPs are diverse, signaling country tailoring and – hopefully – ownership:** Ranging from 50 to 150 pages in length, available in either one or multiple volumes, detailing – or not – the country’s observed and projected impacts of climate change, organising adaptation priorities by sector, theme, geographic region, or some combination thereof – countries have taken decidedly different approaches to producing their NAPs.
- **But diversity of approaches can also breed confusion.** The relatively loosely-defined, ‘do what makes sense for your country context’ messaging around NAP processes can make it challenging to both arrive at a quickly articulated and shared understanding of NAPs, explain what exactly they involve, offer actionable guidance, and easily exchange lessons. As is standard with climate change adaptation, everything must be contextualised – which often requires more time, creative thinking and communications.
- Many countries are seeing a **proliferation of (climate) planning processes and documents which can make it difficult to give NAP processes the profile and attention they need.** This is especially true when compared to plans and strategies that are more explicitly linked to resource mobilization. It also means that, ideally, more time (i.e. resources) must be invested in positioning and aligning the NAP with existing / ongoing processes in order to avoid duplication or its marginalization.
- **Piecemeal approach to NAP process is less prominent.** Compared to just five years ago, NAP processes appear to be progressing in less *ad hoc* and fragmented ways. However, since the Paris Agreement was adopted, the last two years have seen a shift from dedicated programming to NAP processes towards NDC implementation and a hope – among donors – that NAP support can be rolled into NDC implementation support. While the desire for alignment is understandable, there is also an increased risk that NAP processes will go back to unfolding in interrupted and opportunistic ways, setting the process back by months and even years in some contexts.
- **Unclear on the extent to which NAPs are fulfilling their strategic functions;** countries appear to have differing understandings on ‘medium- and long-term.’ NAP timeframes can range from four to twenty+ years. While more than elaborate ‘wish-lists’ of adaptation investments, NAP documents do not always present a sequencing of priority of actions that build on each other, nor a considered matching of actions with appropriate financing sources.

- **Policy developments are outpacing institutional capacity.** Countries may have the mandates, processes, laws, and associated documents prepared to support the development and implementation of strategic investments in adaptation, but the capacity of governments to act on them remains limited. The nature of NAP processes in particular – where they tend to be trans-sectoral and less prominent than other policy processes – further disadvantages their implementation.
- **Big gaps in knowledge remain with the NAP process:** While understanding of the NAP process has increased with the development of the LEG Technical Guidelines and the support provided through various NAP initiatives, including the NAP Global Network, critical gaps in knowledge remain. Drawing from over two years of engagement with developing countries, the Network has identified the following gaps:
 - **Private sector involvement in the NAP process:** Moving beyond including them as a stakeholder to be consulted, the private sector’s role in the NAP process continues to mystify most NAP actors. Part of this challenge may be due to the fact that the private sector is discussed as a homogenous constituency, but it is clear that there are multiple roles and opportunities for them in the NAP process.
 - **The role of ‘orphan’ sectors in the NAP process:** Most NAP processes and documents focus on certain priority sectors such as water, agriculture & food, health, ecosystems & biodiversity, cities, and tourism. Less explicit attention has been paid to date on sectors such as fisheries, telecommunications, and waste management. As countries increase their understanding of adaptation and align their national development strategies with the Sustainable Development Goals, such sectors may require more consideration in NAP processes.
 - **Bridging activities from planning to implementation:** Much of the NAP community is comfortable with the planning phase of the NAP process. While all of the activities in this phase are undertaken with the intention of enabling implementation, the specific steps and capacities needed to move from planning to implementation remain a challenge. This is likely because the expertise and skillsets required to make this transition fall out of the purview of traditional NAP actors – i.e. technocrats in the Ministry of Environment. Some of the specific tasks associated with the transition phase include the development of financing strategies, detailed project design and pipeline development.

5.1 Lessons for the Network offering and operations

- Networks are about relationship management, which require a significant investment of Secretariat personnel time – much more than anticipated.
- Peer learning opportunities are welcome but not enough of an incentive for country participation and interest in an initiative – more technical, implementation-focused support is needed.

- Despite efforts to avoid convening workshops and meetings, they are both an essential part of the NAP process (particularly in-country) and a mechanism for demonstrating relevance and leadership more broadly. Thus, there is a need to look for innovative ways to convene and conduct them.
- There continues to be a significant need in knowledge management – i.e. synthesis, translation, sharing – around NAPs.
- Bilateral coordination cannot really be accomplished by a non-bilateral actor – i.e. the Network Secretariat. At a minimum, a strong bilateral donor leader is needed to shape and drive the activities under this theme.
- Having the in-country programs is a massive asset to the Network – gives the Network credibility and firsthand experience from which to draw when acting as a knowledge broker.
- There is a need to be nimble and adaptable to a changing policy landscape. The emergence of the NDCs have taken up a lot of space among donors and developing countries – sometimes shifting attention away from NAPs; the GCF's Readiness support for NAPs has made them the most significant NAP support initiative for developing countries.
- There is a further need to be mindful of the space the Network occupies between donors and developing countries when it comes to NAPs; the Network is meant to address the needs of both communities, but there needs to be a balance – e.g. NDCs.

6. Priorities for 2018 – 2019

The approach taken to defining and sequencing the Network’s activities to date are summarized in Table 3 below:

Year	Phase and activities
2015	<ul style="list-style-type: none"> • Establishing our offering • Set-up Secretariat at IISD, hire staff • Establish institutional structure and relationships • Branding and definition of unique selling point • Partnership building • Design and deliver one of the Network’s signature offerings – i.e. TTFs
2016	<ul style="list-style-type: none"> • Increasing our visibility, adjusting activities as needed • Making a name for ourselves on peer learning via TTFs • Begin offering other services – i.e. NAP Assemblies, peer exchanges, technical support • Roll out knowledge products – sNAPshot series, webinars, guidance notes, etc. • Bring in more donors, highlight their participation • Participation in international events
2017	<ul style="list-style-type: none"> • Scaling-up and out, adjusting as needed • Refining peer learning offering • Stepping up in-country activities – e.g. Pacific work; Country Support Hub • Identifying priority geographies
2018	<ul style="list-style-type: none"> • Consolidating our brand and approach • Designing the next phase of peer learning – emphasis on peer exchanges, moving away from TTFs and towards Peer Learning Summits • Making the Country Support Hub a central part of the Network’s engagement with participants – investing in awareness raising / marketing • Refocusing the bilateral donor angle – looking in-country, documenting examples • Stepping up knowledge management on NAP issues (championing specific themes, developing joint products with other key players, revamping web presence) • Exploring strategic partnerships on specific themes – e.g. finance, private sector • Mid-term review
2019	<ul style="list-style-type: none"> • Staying the course and mining for impacts • Continuing with activities as (re)designed, planned • Emphasis on documenting and sharing stories about enabling adaptation action • Taking stock of the Network’s unique selling point, value-add • Looking at options for building on accomplishments, meeting emerging needs in advancing NAP processes

Table 3. Network activities by year.

The Network has had a few years to get established, operational, and position itself amongst a quickly-evolving landscape of climate policy and support. Moreover, the Network Secretariat has spent a significant portion of the last two years rethinking and refining its activities by incorporating feedback from both developing countries and bilateral donors alike. Some of this

is captured in the lessons described in the previous section, which are informing the next phase of Network activities.

Network activities for 2018-2019 will focus on consolidation and delivery. While the medium- and long-term outcomes will remain the same, and the broad categories of activities will remain the same, there will be some shifts in emphasis and investment of Network resources.

- a) **Sustained peer learning and exchange:** Changes to the peer learning pillar of Network activities will consist of the following:
- ***Phasing out the Targeted Topics Forums after early 2019, when Cohort 2 meets for the fourth and final time.*** The relationships established during the TTFs were undoubtedly strong and valuable to cohort countries, and the Network Secretariat will continue to look for ways to reinforce and support them moving forward – perhaps through peer exchange opportunities.
 - ***Organising 3 Peer Learning Summits***, which will maintain much of the approach as TTFs but will not rely on a regular convening of cohorts / same group of countries, thereby making them more open in terms of participation.
 - **Activity:** Three Peer Learning Summits will be organised in the 2018-2019 period – approximately one a year. The first – likely in mid-2018 – will be focused on NDC-NAP links. The remaining two will be smaller (although there could be scope for making them bigger if adequate additional resourcing is secured) and will focus on topics to be determined.
 - ***Stepping up the Network peer exchange program***, which will offer more bilateral on-the-job opportunities between countries to share knowledge and best practice.
 - **Activity:** 45 exchange opportunities – i.e. an average of 15 exchanges per year – will be made available to participants from the Network. In an effort to make these more ambitious and directly linked to progress in a NAP process, they will be more carefully designed by Secretariat staff.
- b) **National-level action:** Changes or enhancements to the activities under this category will consist of the following:
- ***Scaling up the role of the Country Support Hub (CSH)*** in providing technical support to developing countries in the Network: After 18 months of experience in establishing, branding, and operationalising the CSH, it is now poised to become one of the Network's signature offerings – on par with the TTFs / peer learning offering. The Secretariat has been actively seeking inputs from developing country Network participants to build the profile and communicate the role of the CSH to a broader constituency.
 - **Activity:** The current budget will allow for about 20-25 CSH requests to be addressed in the 2018-2019 period, depending on the nature and scale of the request. As such, fundraising for the CSH will be a priority for the Secretariat.

- **Securing support to continue country / regional programs whose funding will come to a close in 2018:** Both Uganda and the Pacific Island countries received support over 2017-2018 for work on their respective NAP processes. The relatively short timeframe allowed the Secretariat to identify needs and begin addressing them, but much more can be accomplished with even one more year of support.
 - **Activity:** The Secretariat will work to secure future funding for the Pacific in-country programs from various donors.
 - **Explore possibility of adding up to 5 new countries for the in-country program, provided available resourcing:** As it stands now, the Network is expected to be active in 17 countries during the 2018-2019 period. IISD's interest is in providing tailored yet flexible support using Network resources to complement other, bigger NAP support programs. As such, the Secretariat is not necessarily motivated to significantly increase the number of countries in which it is active with dedicated programs, but would be open to adding a few more – i.e. up to 5 – should the opportunity be presented.
- c) **Enhancing bilateral support:** This area of activity will be revisited and reshaped given emerging interests and movements in the bilateral donor landscape. This will include:
- **Identifying one or several donors who will be willing to act as champions and convenors for the Network.** While the Network is not intended to create more work for donor participants and cannot provide any financial support to somehow incentivise more active engagement, the activities that fall under this objective nonetheless require some kind of 'donor face' to advance implementation. The Network will provide all the Secretariat and follow-up support possible, but having one or two donors who are willing to work with the Secretariat on the specific activities listed below will be important.
 - **Systematizing donor engagement and updates:** In 2017, a donor-oriented Network Newsletter was initiated with the intention of providing more donor-specific updates to this particular constituency. Coupled with bilateral, in-person meetings on the margins of international events such as UNFCCC meetings, these have been the primary mechanisms for receiving and sharing information on the latest developments with the NAP process in different countries, NAP programming, and NAP support.
 - **Activity:** Secretariat to send out bi-annual donor Newsletters re. NAP activity updates.
 - **Convening a donor dialogue around NAP support.** At the time of the Network's establishment, the OECD still had an Adaptation Task Team that met regularly and could serve as a forum for exchange. This body is no longer active, however. Organising a meeting on the margins of a UNFCCC event, such as the Conference of the Parties, is another option. This would likely have to be held in conjunction with a meeting on another, more high-profile issue (e.g. NDCs) to secure the attention of donors. Ideally, one donor meeting a year could take place to allow for both general updates / impressions on NAP support and targeted discussions on a specific topic – e.g. the

challenges and opportunities of linking NAPs with NDC implementation in country programming.

- **Activity:** Canvass donor members of the Network in the first half of 2018 – possibly at a UNFCCC meeting – to explore interest in a meeting.

d) Analysis, communications and knowledge production

Having invested in a dedicated Media and Communications Officer for the Network has paid off, as the Network is currently recognised as a reliable and up-to-date resource on NAPs. The 2018—2019 phase of work will continue to pursue the current approach to communications.

- **Building on existing thematic areas:** Given the uptake the Secretariat observed with its knowledge products on existing themes (described in sub-section 5.4), the strategy will be to continue gathering and documenting country examples and sharing them via the various Network channels (e.g. briefs, webinars, social media, etc.).
 - **Activity:** Continue with producing one Guidance Note and six sNAPshot briefs per year, organizing four webinars per year, and creating seven more digital stories (one per thematic area) between 2018—2019.
- **Offering technical support on strategic communications in the NAP process:** Already identified as a thematic area of the Network, it is worth noting that the Network will offer targeted support on strategic communications. This may range from offering media training and developing communications strategies to developing messaging and implementing in-country strategies (e.g. website development, communications campaigns, branding, etc.).
- **Emphasising storytelling and tracking impact:** Building on the relationships and stories emerging from the peer learning and exchange activities, the Network will focus on turning country experiences and personal stories into more compelling communications stories. The aim will be to deliver products that achieve the balance between neutral / authoritative and personalized / ground-truthed. Particular emphasis will be placed on documenting stories of impact, where activities of the Network – whether via peer learning, in-country action, or bilateral coordination – have helped advance a NAP process in a particular country.

e) Outreach and engagement

For the 2018—2019 period, the Network will continue to build on the relationships established with the various institutions and initiatives described in section 5.5.

Annex A | NGN Steering Committee: Terms of Reference

March 13, 2017

Purpose, mission and scope of the NGN Steering Committee

The Steering Committee has been established to guide the NAP Global Network (NGN). Members will deliberate, make decisions, provide strategic direction, and act as ambassadors for the Network.

The Steering Committee members will provide the following:

1. VISION AND STRATEGIC DIRECTION FOR THE NETWORK

- **Network identity:** Develop /refine the overarching problem statement, goal, objectives, membership structure and guiding principles for the Network.
- **Agenda setting:** Assist in prioritizing and determining the strategic focus of the Network. Specifically, ensure the three Network elements address issues of critical importance to NAP coordination and implementation at both the global and national levels.
- **Strategy development:** Help shape the work plan that will enable the Network to meet its stated goal and objectives. This will include providing advice, information and guidance on the audience, positioning, tasks and materials associated with: (i) Building Network membership; (ii) Designing core activities: Targeted Topics Forum; Global Donor Coordination; In-Country Donor Coordination; (iii) Outreach: sharing NGN's work with different policy makers and practitioners.

2. BROAD OVERSIGHT OF NGN ACTIVITIES

- **Review annual work plans** to ensure they are structured to meet Network goals and objectives, reach intended audiences, etc.
- **Track progress**, using agreed-upon milestones to assess whether the activities are aligned with established aims
- **Review NGN outputs**, including selected communications materials (e.g. Network brochure) and publications (e.g. factsheets).

3. INCREASED PROFILE OF THE NETWORK, BOTH NATIONALLY AND INTERNATIONALLY

- **Promote the NGN** at relevant events and in different fora at the global and/or national level
- **Facilitate links** to relevant initiatives and processes at the global and/or national level

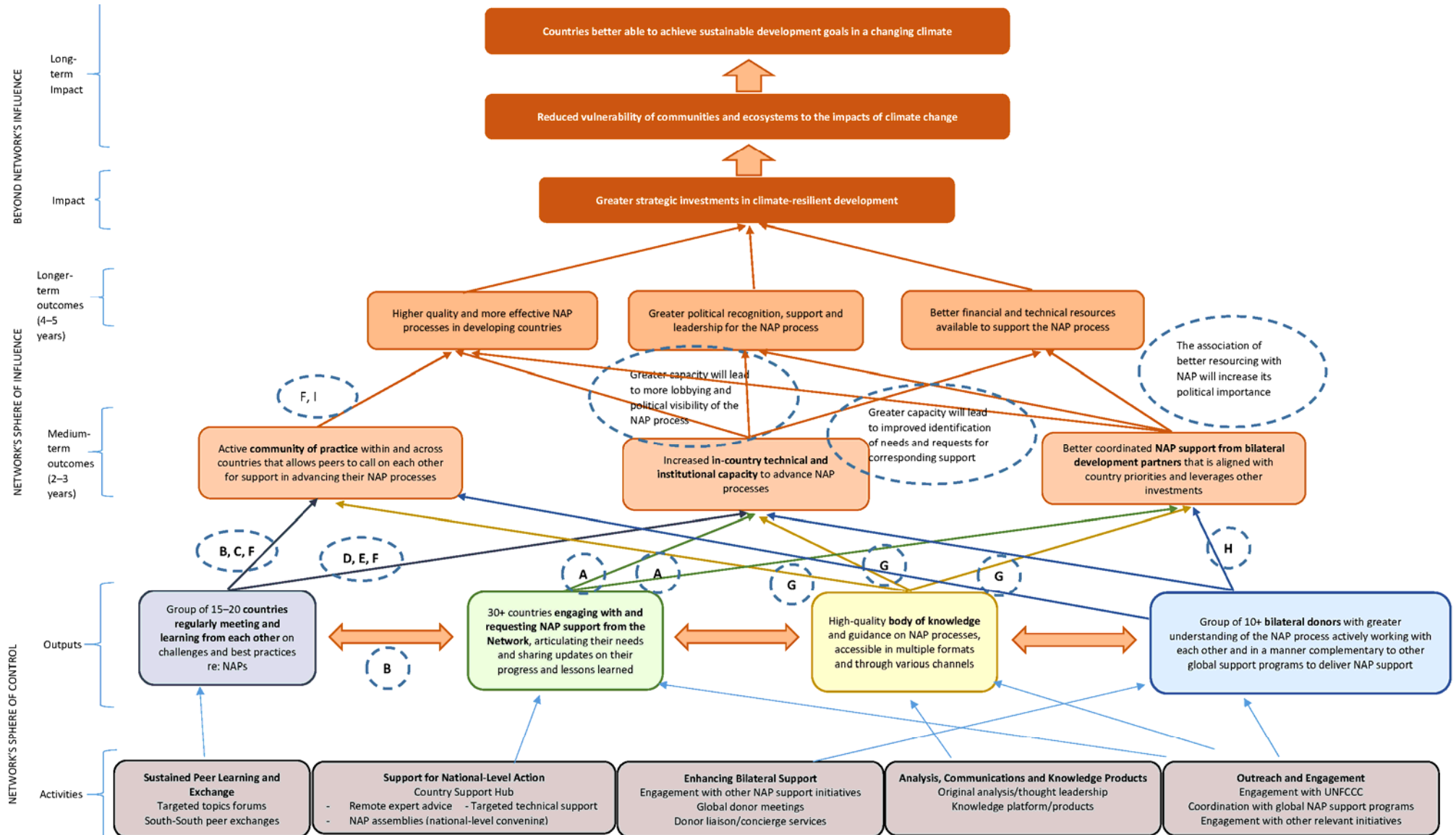
4. TARGETED ASSISTANCE FOR IMPLEMENTATION OF NGN ACTIVITIES

The Secretariat may solicit targeted support from specific SC members on NGN activities that are directly related to their geography, role in the NAP process, or area of expertise. For example, members working on sub-national adaptation planning may be asked to provide inputs for a TTF focused on this issue.

Guiding principles for Committee operations and participation

- **Balance:** Between donor countries and developing country partners, between policy makers and practitioners; men and women; global – national – sub-national perspectives.
- **Active participation:** Regularly sharing expertise and offering feedback on Network activities, as well as participating at Network events
- **Collaborative leadership:** Managing relationships and complementary capacities to empower each other and the broader Network membership to accomplish a collective outcome.
- **Clarity of vision:** Developing and communicating a clear, compelling and shared narrative around the value proposition of the NAP process, including what the Network has to offer it.
- **Adaptive management:** Revisiting Network goals, objectives and activities regularly and amended as appropriate, as we build membership and experience.
- **Commitment to joint value creation:** Developing new insights into the NAP process through the interaction of different perspectives and approaches.

Annex B | NAP Global Network Theory of Change



Assumptions

- Demand-driven and responsive design increases relevance and value-add of Network support for priorities identified in NAP processes.
- The provision of an unofficial "safe" space for sharing and having frank discussions lead to deeper engagement both between countries and between countries and the Network.
- Cohort approach contributes to a strengthened community of practice.
- Multi-dimensional, integrated and sustained approach to learning enhances capacity.
- The country team approach leads to broadened (e.g., across a wider range of actors) and sustained in-country capacity.
- Participating countries find lessons from outside of their regions to be applicable and informative in their own contexts.
- The absence of up-to-date analysis and documented country experiences with NAPs is constraining efforts to advance both NAP support and in-country NAP processes.
- Active involvement of bilateral development partners signals a willingness and ability to coordinate efforts with other donors.
- Countries have capacity and resources to act on lessons and best practices that emerge through peer learning and exchange.

Annex C | Country Support Hub

Completed Requests

- **Morocco** – Development of NAP Road Map
- **Botswana** – Training on climate change adaptation and NAP process for government officials
- **Albania** – Integrate climate change adaptation into medium-term budget process into Environment and Urban Planning sectors
- **Jamaica** – Training on integrating CCA into national and ministerial budgeting processes
- **Cambodia** – shared NAP communications strategies from other countries

On-Going Requests

- **Morocco** – Country-level donor meeting around the NAP Road Map
- **Albania** – Development of Adaptation-related criteria and indicators for Regional Development Fund. Workshop to present indicators to stakeholders
- **Nepal** – Technical inputs to a synthesis document, which will be developed jointly by the Government of Nepal, Action on Climate Today and the Network. Validation workshop anticipated.

Requests in Development

- Multiple requests are in development to support Kenya, Grenada, Madagascar, Vanuatu, and Brazil focused on themes including finance, communications, and M&E.