



NAP Global Network Strategy to 2025

Charting the course to a climate-resilient future



ABOUT THE NAP GLOBAL NETWORK

The NAP Global Network was created in 2014 to support developing countries in advancing their NAP processes and help accelerate adaptation efforts around the world. To achieve this, the Network facilitates South–South peer learning and exchange, supports national-level action on NAP formulation and implementation, and develops analysis, communications, and knowledge products. The Network's members include individual participants from more than 150 countries involved in developing and implementing National Adaptation Plans, as well as 11 donor members. Financial support for the Network has been provided by Austria, Canada, Germany, the United Kingdom, and the United States. The Secretariat is hosted by the International Institute for Sustainable Development (IISD). For more information, visit www.napglobalnetwork.org.

Any opinions stated herein are those of the author(s) and do not necessarily reflect the policies or opinions of the NAP Global Network, funders or Network participants.

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Cover photo: Lensational/ Esther Tinayo (Amboseli Trainee). A photography mentee, Catherine Pilalei, points her camera at livestock at a distance during a practical training session at a workshop on climate change adaptation and planning in Amboseli, Kenya.

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Abbreviations

AAC	Adaptation Action Coalition
ADCOM	Adaptation Communication
CDRFI	Climate and disaster risk finance and insurance
CFAN	Climate Finance Advisors Network
CSH	Country Support Hub
CSO	civil society organizations
GCA	Global Commission on Adaptation
GCF	Green Climate Fund
IISD	International Institute for Sustainable Development
LDC	least developed countries
LEDS	Low Emission Development Strategies
LEG	Least Developed Countries Expert Group
MEL	monitoring, evaluation, and learning
MOOC	Massive Open Online Courses
NAP	National Adaptation Plan
NDC	nationally determined contributions
NDCP	NDC Partnership
OECD	Organisation for Economic Co-operation and Development
ToC	Theory of Change
UNDP	United Nations Development Programme
UNFCCC	United Nations Framework Convention on Climate Change

1

Introduction

The last 5 years have seen a rapidly evolving landscape of support for adaptation. The political profile for adaptation has grown steadily, spurred in large part by the 2015 Paris Agreement, which placed adaptation on par with mitigation in the global effort to combat climate change. The evidence base has become more compelling than ever, with reports such as the Intergovernmental Panel on Climate Change's *Global Warming of 1.5°C* or the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services' (IPBES') *Global Assessment Report on Biodiversity and Ecosystem Services* laying bare the urgent need for and promise of adaptation. The Green Climate Fund (GCF), the world's largest dedicated climate change fund, has made significant progress toward allocating 50% of its funding to adaptation. And, in 2019, the Global Commission on Adaptation (GCA) launched its flagship report, making the case for accelerated action on adaptation. It also signalled a new era of investments and collaboration, which was showcased at the Climate Adaptation Summit in January 2021 where the Adaptation Action Agenda 2030 was launched to guide a Decade of Action to increase climate resilience.

Amid these larger developments is the central, foundational role of national adaptation planning. The importance of these processes cannot be overstated. They drive coordination, set policy priorities, mobilize resources, allocate support, and track progress in countries' efforts to achieve their adaptation goals. The systems and capacities that are established through a country's National Adaptation Plan (NAP) process are the foundation for adaptation action at scale, for moving from a patchwork of adaptation projects to a more coordinated effort at system change.

Since its establishment in December 2014, the NAP Global Network has worked with over 45 developing countries to put adaptation at the heart of decision making through their NAP processes. Building on its lessons and achievements, the Network must now look ahead to 2025. To this end, this document sets out a Strategic Plan for 2021–2025 for the Network. Section 2 describes the context in which the Network's priorities are set. Section 3 summarizes the basics of the Network, and Section 4 presents its Theory of Change. Section 5 describes the Network's Strategic Plan for 2021–2025, describing its priorities for achieving its medium- and longer-term outcomes.

Thus, the purposes of the Strategic Plan are to:

- Put the NAP Global Network's strategic orientations in the context of current international developments.
- Provide a flexible framework for the Network to manage its activities across a range of key objectives and deliver value to its participants.
- Present a basis for partnership building and fundraising.
- Enhance overall understanding and communication of the Network's objectives and activities to different audiences.

2

Context: National adaptation planning for climate-resilient development

2.1 The NAP Process

The NAP process enables countries to identify and address their medium- and long-term priorities for adapting to climate change. It involves analyzing current and future climate change and vulnerability to its impacts, identifying and prioritizing adaptation options, implementing these options, and tracking their progress and results. Importantly, the NAP process also puts in place the systems and capacities to make this effort part of regular development planning and budgeting rather than a separate ad hoc exercise.

The NAP process was formally established in 2010 under the United Nations Framework Convention on Climate Change's (UNFCCC's) [Cancun Adaptation Framework](#) (Decision 1 CP.16). It is continuous, progressive, and country driven and strives to align itself with national priorities and sustainable development objectives. As defined by the UNFCCC, the NAP process 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).

The Least Developed Countries Expert Group (LEG) published [technical guidelines](#) for the NAP process, and supplementary guidance has been published on a range of topics by a range of NAP support actors.

2.2 Policy Context

As noted in the Introduction, the profile of and support for adaptation action has grown since the formal establishment of the NAP process in 2010 and since the establishment of the NAP Global Network in 2014—all of which have implications for future Network activities.

PARIS AGREEMENT

The increasing global 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). The Agreement’s signature vehicle for implementation—the **nationally determined contributions (NDCs)**—has become a central part of the climate policy landscape. While the inclusion of adaptation in NDCs is voluntary, many developing countries are opting to do so. The NAP process can be used to develop and implement the adaptation component of a country’s NDC. Similarly, the Paris Agreement also states that Parties should submit and regularly update an **Adaptation Communication (ADCOM)**, which can include information on adaptation priorities, efforts, needs, and lessons. Again, the NAP process can be leveraged to prepare ADCOMs, particularly in advance of the first global stocktake, which will take place in 2023.

THE GCF

In June 2016, the 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/adaptation planning processes in helping countries access and deploy financial resources for adaptation. The 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; all other providers of NAP support—including the NAP Global Network—should assume that countries are developing or implementing NAP programs with GCF funding, pointing to an important coordination dynamic.

THE GCA

Launched in 2018 and sunset in January 2021 at the Climate Adaptation Summit, the GCA made the case for accelerated action on adaptation. In its flagship report, it identified three revolutions for increasing the pace and scale of adaptation—a revolution in understanding, a revolution in finance, and a revolution in planning. The latter called for changes, including mainstreaming climate risk into public and private sector decision making and working better across sectors and jurisdictions—all concerns that are central to the NAP process.

CALL FOR ACTION ON ADAPTATION AND RESILIENCE

Launched at the UN Climate Action Summit in 2019 by the governments of the United Kingdom and Egypt, in partnership with Bangladesh, Malawi, the Netherlands, Saint Lucia, and the United Nations Development Programme (UNDP), the Call aims to build momentum around adaptation and resilience. It calls for enhanced action in three areas, including putting climate risk at the centre of decision making, and cites NAPs as key vehicles for doing so. The Call was built upon to

form the [Adaptation Action Coalition \(AAC\)](#), launched in January 2021, whose purpose is to turn the intent and ambition of the Call into action through targeted sectoral workstreams and events; integrating climate risk into sectoral and national plans is a central theme in the workstreams.

Taken together, these policy developments have more than strengthened the case for support for NAPs—they have also raised expectations around the progress that should be made in both the development and implementation of NAPs.

2.3 Problem Context

If we want to see accelerated strategic investments in climate-resilient development, then we are going to need a greater number of and higher-quality NAPs. However, and as noted in the NAP Global Network's 2018–2019 Strategic Plan, ongoing efforts to advance NAP processes are hindered by a range of issues. However, some of these challenges have evolved, and new ones have emerged, as summarized below.

Challenges identified in the 2018–2019 Strategic Plan:

- **Limited and diverse understanding of NAP processes:** Is the NAP process essentially about producing a document? Can NAPs be sectorally focused? These are some of the questions typically asked by country stakeholders and reflect some of the outstanding knowledge gaps that can impede their progress.
- **Relatively little ownership and leadership in the NAP process:** Adaptation issues are still often managed by smaller and oftentimes weaker ministries and departments with limited influence, convening power, and resources to drive policy discussions. Moreover, strong mandates and high-level political support for adaptation are still the exception rather than the rule and often make the difference between a national adaptation planning project versus a full-fledged adaptation planning process.
- **Insufficient (institutional, technical) capacity and knowledge:** National development planning is a complex and resource-intensive exercise under the best of circumstances; NAP processes have the added complication of needing to incorporate relatively new layers of information and knowledge (e.g., climate change-related vulnerability, impacts, capacity, and finance), working closely with new actors (e.g., climate scientists, climate finance experts), and embracing new approaches (e.g., uncertainty in decision making). The capacity to do so is still limited in most countries.
- **Insufficient and uncoordinated technical and financial support:** The NAP process does not always receive the level of support needed; funders often prefer to focus on bigger, more tangible adaptation implementation efforts that are quick to demonstrate impact rather than longer-term (seemingly incremental) investments in system change. While the GCF funding

is a deliberate step toward rectifying the piecemeal approach to NAP support, it does have a cap; longer-term, ongoing support will be required to fill structural gaps in capacity and maintain momentum.

On top of these ongoing issues, the Network Secretariat has more recently taken note of the following challenges to advancing NAP processes in developing countries:

- **NAPs are over 10 years old and must adapt to new framings and priorities.** Since the NAP process was formally established in 2010, the Paris Agreement came into effect while the global adaptation conversation became structured around certain “action tracks” or workstreams. This has led to a bundle of related challenges: a) NAPs are old news and are competing for attention with the Paris Agreement’s newer climate action vehicles such as NDCs and ADCOMs; b) the call for action around NAPs centres around “do more, better, and faster,” which isn’t very compelling; and c) the relevance of NAPs to more visible adaptation issues like those captured in action tracks—for example, health and nature-based solutions—must be foregrounded in its case for support.
- **Progress in NAPs appears slow and removed from implementation.** While the 2020 LEG report *Progress in the Process to Formulate and Implement National Adaptation Plans* notes that 125 countries are undertaking activities to formulate and implement NAPs, only 22 NAP documents appear on [UNFCCC’s NAP Central](#). On the other hand, all countries have produced NDCs, which were established after the NAP process. While NDCs are fundamentally different in purpose and structure, this contrast in progress can give the impression that NAPs are not imbued with a sense of urgency or ambition but rather that they are perpetual planning processes that lead to documents instead of action.
- **On-the-ground impacts on NAP processes are not obvious or compelling.** NAPs are about processes and institutions. At a time where climate action is about “ambition raising” and funders are under increasing pressure to show numbers and impacts, having results in the way of institutional structures, meetings, and documents can seem insufficient. Milestones in a country’s NAP process—like adaptation being included in a national budget—can feel relatively incremental even though they signal important shifts in government decision making. And they often fall short of drawing a direct line between investments in a NAP process and improved conditions on the ground. Without being able to point to such impacts—at least not yet, as most countries are still in the early stages of their NAP processes—it can be difficult to make a compelling case for NAPs.
- **Social dimensions of adaptation are still underrepresented in national adaptation policies, but interest in tackling them through NAP processes is growing quickly.** Adaptation priorities and strategies are still largely structured around climate-sensitive natural resource sectors (e.g., water, agriculture, fisheries, coastal zones) and the built environment (e.g., infrastructure, cities). While health as a social sector is a priority in almost

all NAP processes, some of the more structural social dimensions of climate vulnerability and adaptive capacity, like gender equality and social inclusion, are usually acknowledged as contextual issues and guiding principles. Interest in tackling these issues through dedicated analysis, institutional structures, and adaptation action has grown markedly, pointing to a growing capacity need.

NAP processes play a fundamental and potentially transformative role in the climate action agenda—they are about changing systems to address a systemic challenge. The issues described above must be addressed in order to realize this potential and inform the strategic direction and priorities of the NAP Global Network.

3

The NAP Global Network

3.1 Network Basics

The Network's goal, objectives, activities, and reach to date are summarized in the figure below:

Figure 1. Overview of NAP Global Network as of June 2020

Goal	Enhance national adaptation planning and action in developing countries		
			
Objectives	Peer Learning and Exchange	National-Level Action	Knowledge
Activities	<ul style="list-style-type: none">• Global peer learning events• Tailored / regional peer learning events• Peer exchange program	<ul style="list-style-type: none">• In-Country NAP Support Programs (longer-term)• Country Support Hub (shorter term assistance)	<ul style="list-style-type: none">• Analysis• Guidance, toolkits• Case studies, policy briefs• Webinars, posters, social media, videos
Reach	350+ people, 45 countries	40 countries	180+ knowledge products

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

Members: The NAP Global Network was created in 2014 to support developing countries in advancing adaptation planning and action. The Network connects over 1,500 individual members

from more than 150 countries involved in developing and implementing NAPs, as well as 11 donor members¹ that have joined to enhance their support for adaptation through donor coordination.

Funding: Over CAD 20 million in financial support for the Network has been provided by Austria, Canada, Germany, the United Kingdom, and the United States.

Governance: The NAP Global Network governance structure is comprised of three main components:

- **The Secretariat**, hosted by the International Institute for Sustainable Development (IISD), with key personnel based 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 Senior Director of IISD's Resilience Program and managed by the Network Manager. More information on the Secretariat is provided in Appendix A.
- **A Management Team**, which consists of Secretariat members and representatives from the donor agencies that have provided support to the Network and regularly consults on issues such as topics of focus and coordination of national and regional activities.
- **A Steering Committee** to whom the Secretariat and Management Team are accountable. The 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 Appendix B.

3.2 Vision

Our vision is a world where communities and countries—particularly the poorest and most vulnerable—are able to articulate, pursue, and realize their development aspirations in a changing climate. This is possible by having robust adaptation planning processes in place that are aligned with development priorities and plans and are effective in channelling resources to the people, places, and systems that need them most.

3.3 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.

¹ Australia, Austria, Canada, Czech Republic, the European Commission, France, Germany, Japan, the Netherlands, the United Kingdom, the United States.

3.4 Goal

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

3.5 Principles

Guided by the two objectives adopted by the UNFCCC, the Network sees the NAP process as an opportunity for countries to lay out a pathway toward achieving robust, sustainable development in the face of accelerating climate change impacts.

The principles guiding NAP Global Network activities build on UNFCCC decisions around enhanced action on adaptation and include providing support that is:

- **Country driven:** Where countries decide what approach, process, and deliverables are best suited to identifying and addressing their adaptation priorities.
- **Gender responsive and socially inclusive:** Where the adaptation needs and the capacities of different genders and marginalized social groups are recognized, participation and influence in processes and decisions are equitable, and benefits resulting from country support are equitably accessible.
- **Flexible:** Where the iterative and emergent nature of NAP processes is recognized, allowing countries to define their needs on a continual basis and access support accordingly.
- **Participatory and fully transparent:** Where a wide range of stakeholders both within and outside of government—sub-national authorities, academia, civil society, the private sector—are invited to take part in activities, and both the delivery of NAP support and the NAP process itself are open, communicative, and accountable.
- **Coordinated,** where, at a minimum, Network activities do not repeat what has already been done or is underway through other initiatives and, ideally, work with other adaptation initiatives to deliver more comprehensive and effective support for NAP processes.

3.6 Objectives

The Network will achieve its goal by meeting the following three overarching 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
- Generating, synthesizing, and sharing knowledge on NAP processes.

Underpinning these objectives, as a cross-cutting principle, the Network aims to enhance bilateral donor coordination with developing countries at the table to ensure that bilateral programs align with the priorities they set out in their NAP processes.

3.7 The NAP Global Network's Role

In response to the policy and problem contexts described in Section 2.3, the NAP Global Network is designed as a complementary NAP support initiative that plays the following roles:

- **Long-term technical ally:** Countries have a wide range of capacity and knowledge needs for advancing their NAP processes. The Network strives to address these through tailored programs using local or regional capacity, with the Network Secretariat offering a constant, technical backstopping presence.
- **Gap filler and momentum-maintainer:** NAP processes are complex and comprehensive, comprised of different phases and a range of actors; they are massive coordination efforts that can be challenging to sustain. Providing short-term support can help ensure NAP processes do not become stalled and are complementary to bigger, existing technical support programs—such as those funded by the GCF.
- **Innovative peer learning facilitator:** Accelerated progress in NAP processes cannot rely on traditional technical assistance alone—peer learning has an important role to play. Creating spaces to allow policy-makers and practitioners to have honest and focused exchanges on what works and does not work in formulating and implementing NAPs will help actors avoid pitfalls or losing time in their respective processes.
- **Thought leader and advocate for NAPs in the global climate policy conversation:** The Network is a key voice in reminding policy-makers and practitioners of the relevance and importance of NAP processes, highlighting their structural role and transformative potential. The Network also works to educate new stakeholders to expand the base of support and action for NAP processes.
- **Communicator and knowledge manager:** Given the communications challenges described above, continued support for NAPs means conveying that important progress has been made while also calling out the outstanding needs for accelerated action. The Network has been working to build compelling narratives around how changes in policy, institutional structures, relationships, and access to resources lead to real impacts on the ground to strengthen the case for investments in NAP processes.

The Network Secretariat anticipates that emphasis given to any of these roles can change as the adaptation policy and support landscape evolves; new roles may even arise.

4

Theory of Change

The Network Secretariat developed a Theory of Change (ToC) in 2016 to connect its activities and translate its goals and objectives into a story of how it seeks to change and the assumptions that underpin it. The ToC has since been updated to reflect changes in activities, as well as the Network's evolving role. The full ToC is presented in Appendix C.

The long-term impact to which the Network is contributing is countries being able to achieve their sustainable development goals in a changing climate, which itself will be made possible through the reduced vulnerability of ecosystems, economies, and people—particularly women and marginalized social groups—to the impacts of climate change. And this reduced vulnerability will be enabled by achieving the nearer-term impact of accelerated strategic investments in climate-resilient development.

LONGER-TERM OUTCOMES

Looking at the results that fall within the NAP Global Network's sphere of influence, the longer-term (5+ years) outcomes the Network is working toward 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 made available for the implementation of adaptation priorities.

MEDIUM-TERM OUTCOMES

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 the Network activities:

- An active network of experts within and across countries regularly sharing knowledge to support each other in advancing NAP processes
- Increased in-country technical and institutional capacity to advance NAP processes
- Greater global policy recognition of NAP processes and how they can be leveraged for climate-resilient development.

OUTPUTS

These outcomes will be achieved by delivering the following outputs:

- Adaptation practitioners from 40+ countries regularly meeting and learning from peers from other countries on challenges and best practices related to NAPs
- 70+ countries engaging with and requesting NAP support from the Network, articulating their needs, and sharing progress updates
- A high-quality body of knowledge and guidance on NAP processes, accessible in multiple formats and through various channels
- Ongoing advocacy efforts on the relevance and importance of NAP processes, emphasizing both progress and needs in developing countries.

We sought to deliver these outputs through the specific activities of the Network, which can be categorized under:

- Peer learning and exchange
- Support for national-level action
- Partnership building and coordinated support
- Generating, synthesizing, and sharing knowledge
- Outreach and engagement.

In summary, the NAP Global Network will deliver a suite of mutually reinforcing activities that will expand the number of people who are effectively advancing NAP processes in their countries, strengthen the institutional architecture needed to coordinate and mainstream adaptation in public sector decision making, and increase the political visibility of adaptation planning in domestic and global policy conversations. In so doing, developing countries will have the resources and capacities needed to identify and address their adaptation priorities for years to come and ensure that climate change adaptation leaves no one behind.

ASSUMPTIONS

And underpinning this ToC are the following assumptions:

1. Demand-driven and responsive design increases the relevance and value-add of Network support for priorities identified in NAP processes.
2. The provision of an unofficial “safe” space for sharing and having frank discussions leads to deeper engagement both among countries and between countries and the Network.
3. A multi-dimensional, integrated, and sustained approach to learning enhances capacity.
4. The country team approach leads to broadened (e.g., across a wider range of actors) and sustained in-country capacity.

5. Participating countries find lessons from outside of their regions to be applicable and informative in their own contexts.
6. The absence of up-to-date analysis and documented country experiences with NAPs is constraining efforts to advance NAP processes.
7. The presence of a consistent, non-United Nations voice on the progress, lessons, needs, and strategic relevance of NAPs will reinforce their perceived legitimacy and importance.
8. Countries have the capacity and resources to act on lessons and best practices that emerge through peer learning and exchange.
9. The lack of a clear articulation of adaptation priorities, as well as strategies and needs for addressing them, has been limiting strategic investments in adaptation.
10. Greater in-country technical and institutional capacity will lead to more lobbying and the political visibility of the NAP process.
11. A greater political profile for the NAP process will encourage funders to better understand and support the adaptation priorities of developing countries.
12. The implementation of NAP priorities will lead to more financing opportunities and investments in adaptation.
13. Greater capacity will lead to the improved identification of needs and requests for corresponding support.
14. Greater capacity will lead to more lobbying and the political visibility of the NAP process.

The above list reflects updates to the 2016 ToC. Similarly, the decision to move *enhancing bilateral coordination* from an objective to a cross-cutting principle provided an opportunity to give greater weight to the Network’s role as an advocate for NAP processes.

As such, the following changes to the 2016 NAP Global Network ToC are summarized in Table 1.

Table 1. Adjustments to the NAP Global Network ToC

Section	2016 ToC language	Proposed change	Reason for change
Longer-term (4–5 years) outcomes	Better financial and technical resources available to support the NAP process.	Better financial and technical resources available for the implementation of adaptation priorities.	While more and better resources for NAPs are still needed, the GCF NAP support is a significant step forward; as more countries develop NAPs, the focus is increasingly shifting to a transition to implementation.

Section	2016 ToC language	Proposed change	Reason for change
Medium-term (3–5 years) outcomes	Active community of practice within and across countries that allows peers to call on each other for support in advancing their NAP processes.	Active network of experts within and across countries regularly sharing knowledge to support each other in advancing NAP processes.	The shift away from the cohort model of peer learning—where the same countries came together every year for 4 years—calls for broader recognition of peer learning efforts.
	Better coordinated NAP support from bilateral development partners that is aligned with country priorities and leverages other investments.	Greater global policy recognition of NAP processes and how they can be leveraged for climate-resilient development.	“Enhancing bilateral support” is now a cross-cutting principle rather than an objective; opportunity to give greater weight to the Network’s NAP advocacy role.
Outputs	30+ countries engaging with and requesting NAP support from the Network, articulating their needs and sharing progress updates.	70+ countries engaging with and requesting NAP support from the Network, articulating their needs and sharing progress updates.	Update the number of countries reached with support to the 2025 target.
	Group of 15–20 countries regularly meeting and learning from each other on challenges and best practices related to NAPs.	Group of adaptation practitioners from 40+ countries regularly meeting and learning from each other on challenges and best practices related to NAPs.	Update the number of countries engaged in peer learning activities to the 2025 target.
	Group of 10+ bilateral donors with greater understanding of NAP processes actively working with each other to deliver NAP support.	Ongoing advocacy efforts on the relevance and importance of NAP processes, emphasizing both progress and needs in developing countries.	Reflect the increased emphasis on the Network’s NAP advocacy role.
Activities	Enhancing bilateral support.	Partnership building and coordinated support.	Reflect growing efforts in linking NAP issues to multiple agendas and coordinating activities with other NAP support providers.

As part of this ToC, we have identified four mutually reinforcing areas of change to describe the results and/or impacts of our work: change in policy, change in knowledge or practice, change in collaboration, and increased investment in adaptation (Figure 2).

Figure 2. Four types of changes to accelerate climate-resilient development



These areas of change can also be understood as pathways of change between the different activities, outputs, outcomes, and impacts of the Network. For example, the output of countries “engaging with and requesting NAP support from the Network” can lead to a change in knowledge or practice that results in the medium-term outcome of “increased in-country technical and institutional capacity to advance NAP processes,” which can itself lead to changes in policy and collaboration that result in the longer-term outcomes of “higher-quality and more effective NAP processes” and “greater political recognition, support, and leadership for the NAP process.”

Our belief is that such changes—taken together—lead to the wholesale transformation of planning and decision-making systems needed to reduce harm and loss in the face of climate change.

5

Looking Forward to 2025: The next NAP Global Network Strategy

Today, the NAP Global Network connects over 1,500 individual members from more than 150 countries (see Appendix D for a list of countries involved with specific NAP Global Network activities to date). Working with partners, we have been able to provide direct technical assistance to 52 countries, train more than 3,500 people on climate adaptation, and produce over 200 knowledge products.² These accomplishments point to a bigger story of progress in adaptation planning in developing countries, as the number of countries undertaking the NAP process grows steadily. But there is much more that needs to be done.

Lessons from the first 5 years of Network activities have pointed to successful foundations for continued support, areas in need of improvement, and new opportunities for accelerating progress in NAP processes. A summary of these lessons and recommendations from an independent evaluation of the Network are provided in Appendices E and F, respectively. They are also synthesized in the report, [Resilience in Action: Five Years of Supporting NAP Processes](#).

5.1 Priorities to 2025

To realize the outcomes and impacts described in its updated ToC, the Network will continue to support NAP processes through peer learning, technical support, and knowledge sharing. But there will also be some shifts in emphasis, reflecting the policy and problem context described above, taken together with the lessons and evaluation recommendations from the first 5 years of Network activity. Assuming a similar, if not greater, level of financial support as previous years, the Network will pursue the following priorities out to 2025:

1. Continue and expand tailored technical support
2. Innovate and experiment with peer learning
3. Make knowledge around NAPs more accessible and compelling.

² As of August 31, 2021.

Across all these priorities will be a continued commitment to gender equality and social inclusion. Activities will include working with countries to address some of the structural drivers of climate vulnerability; creating opportunities for women and marginalized social groups to engage, influence, and co-create in the NAP process; and elevating the voices and experiences of those most affected by climate impacts in shaping a country's adaptation priorities and stories of progress.

These priorities, along with the ToC, will form the basis of programming decisions and fundraising efforts going forward.

5.1.1 Continue and Expand Bespoke Technical Support

Through the implementation of long-term in-country support programs and responses to shorter-term requests for support via the Country Support Hub (CSH), the Network will continue to offer countries tailored technical assistance on NAPs. While this support will meet countries where they are in their NAP processes and should respond to the gaps and needs that countries define, the Network Secretariat will work with countries to:

- **Make the transition from planning to implementation:** The Network will support countries in navigating the “messy middle” between adaptation priorities and action through activities such as financing and/or implementation strategies, project concept notes, incentive schemes, and campaigns for action, to name a few examples.
- **Ensure accountability and iteration in adaptation:** As more countries invest in monitoring, evaluation, and learning (MEL) in their NAP processes, the Network will help them to ensure it leads to regular cycles of progress reporting, learning, and updating in national adaptation efforts.
- **Leverage NAP processes for policy alignment:** The Network will support countries in using their NAP processes to advance multiple policy agendas. This will be both within the climate space, with NAPs used to implement other parts of the Paris Agreement (e.g., preparation of adaptation communications, NDCs, biennial transparency reports, etc.), and more broadly with NAP processes linked to policies addressing other development priorities such as, for example, job creation, pandemic recovery, biodiversity conservation, energy transitions, peacebuilding, and racial justice.
- **Engage civil society in adaptation planning:** Heeding the calls for better inclusion of local, diverse, and/or underrepresented voices in national adaptation decision making, the Network will provide opportunities for more targeted and sustained engagement with civil society actors in NAP processes. This could include awareness raising and training to empower civil society actors to engage in adaptation conversations.

Proposed new programming: Establishment of a Civil Society Engagement window under the Country Support Hub

Despite there being a clear need, civil society organizations (CSOs) often have difficulty accessing the funding they need to contribute to climate action. As such, they are typically not engaged in climate decision making and implementation at the level required by governments to meet national climate ambitions.

By piloting a Civil Society Engagement window under the CSH, the NAP Global Network could help address this gap by designing and administering small grants targeting CSOs working or looking to work on climate change. Through the Civil Society Engagement window, the Network and partners would provide training and small grants of up to USD 25,000–30,000 to CSOs to participate in the NAP process—from engagement with government actors in identifying risks and adaptation solutions to the implementation of these solutions.

5.1.2 Innovate and Experiment With Peer Learning

Peer learning and exchange formed the initial core offering of the Network. Over 5 years of delivering such opportunities have yielded lessons on how to design learning experiences, build relationships that will inspire action, and track impacts. The COVID-19 pandemic forced the Network Secretariat to think about how these lessons could translate onto virtual platforms. Even as the world begins to open up and face-to-face meetings will be possible again, virtual convenings are here to stay. With all of this in mind, the Network will:

- **Look for ways to build learning cohorts again:** The Targeted Topics Forum model of convening the same group of countries every year for 4 years demonstrated the value of building learning relationships over time. As Peer Learning Summits continue to be organized over the coming years, the Network Secretariat will also explore options for recreating the cohort model—either as part of or separate from Peer Learning Summits—around a targeted set of issues and/or participants (e.g., women, least developed countries [LDCs], fragile and conflict-affected states).
- **Explore different approaches to facilitating virtual peer learning:** With the proliferation of online meeting opportunities and the associated increase of online meeting fatigue, virtual peer learning must be more than a glorified (interactive) webinar. The Network Secretariat will explore options and invest in tools for designing virtual peer learning experiences that incentivize participation, create genuine opportunities for applied learning, and (linked to the previous point) build relationships across countries that provide participants with additional resources for NAP development and implementation.

5.1.3 Make Knowledge Around NAP Processes More Accessible and Compelling

The Network's knowledge offering is central to its value-add. As more and more countries advance further in their NAP processes, the information and knowledge base on NAPs is correspondingly expanding. Organizing and mining this knowledge base to identify key trends and lessons will be important to accelerating progress in adaptation. Moreover, as noted in Section 2, these trends and lessons need to be translated into a compelling case for support and stories of impact. As such, the Network will emphasize the following knowledge priorities to 2025:

- **Step up storytelling and creative communications around NAPs:** Building on pilot experiences such as engaging the artistic community or supporting women's empowerment through photojournalism, the Network will continue to explore new ways of telling stories about how NAP processes lead to action and results on the ground.
- **Turn Network-generated knowledge into action:** With over 200 knowledge products available and growing demand for new learning opportunities, the Network Secretariat will pursue opportunities for translating its knowledge base into self-directed online learning materials and innovative engagement campaigns.
- **Maintain a NAP database (official name TBD):** Established in 2021, the NAP database is a system for tracking the adaptation priorities of different countries and the approaches taken to address them. The NAP Global Network Secretariat has already undertaken various thematic scans of NAP documents posted on NAP Central to understand how issues such as gender equality, conflict and peacebuilding, nature-based solutions, sexual and reproductive health and rights, and climate and disaster risk financing and insurance are reflected (or not) in NAPs. These analyses can be updated and stored on such a database, along with basic, higher-level information about the climate risks, sectors, and adaptation actions contained in NAP documents.
- **Strengthen advocacy efforts around NAP processes:** Using the different resources described above, the Network Secretariat will redouble its efforts to continuously update and improve the case for support for NAP processes and underline their critical role in climate action. Targeted engagement tactics will be developed for different audiences, and strategic partnerships established to amplify messaging.

New programming: Women's empowerment through photojournalism

With funding from Global Affairs Canada, in 2021 the NAP Global Network launched a partnership with the social enterprise Lensational, whose mission is to elevate the voices of underrepresented women through photography. Through this collaboration, the Network is using participatory photography and storytelling training to empower women to share their stories and experiences related to climate change adaptation with policy-makers and other stakeholders, thereby informing NAP processes. The photos and stories can also be used as part of a broader effort to highlight the importance of these processes and the changes they drive. Importantly, the participants' economic empowerment is supported by offering the sale of the trainees' photographs on Lensational's online platform, providing an additional revenue source.

Proposed new programming: Self-directed online learning modules

Drawing from the 200+ knowledge products already produced, the Network will develop a set of Massive Open Online Courses (MOOCs) to translate guidance notes and toolkits into dynamic online learning modules, focusing on different aspects of the NAP process. These courses may be developed in partnership with other organizations and feed into and enhance virtual peer learning experiences.

Indeed, the potential of enhancing peer learning efforts is great. Given pandemic-related travel restrictions, the virtual class structure could provide a greater chance for exchange than webinars or virtual events, as well as a greater chance for engaging MOOC participants in NAP Global Network activities (e.g., co-developing technical support requests, developing blog commentaries as a course exercise). Moreover, MOOCs lend themselves to certification, which has been a point of interest for peer learning participants in the past as a means to career advancement.

5.2 Targets to 2025

Recognizing the increasing number of developing countries that are undertaking NAP processes, the importance of working with LDCs in identifying and addressing their adaptation priorities, and the urgent need to shift from planning to implementation, the NAP Global Network’s higher-level targets from 2020–2025 (relative to a baseline of June 2020) are:

- Reaching 30 developing countries that have not previously accessed Network support
- Ensuring at least 30% of technical support and peer learning opportunities go to LDCs
- Working with at least 15 countries on the transition from planning to implementation.

These targets strive to achieve a balance between old and new, providing enough space for the Network to continue working with existing partner countries who are interested in accessing support.

Depending on funding, we will aim to achieve the targets presented in Figure 3 under the different objectives and activity areas.

Figure 3. Targets to 2025 under the NAP Global Network’s three activity areas

	 Peer Learning and Exchange	 National-Level Action	 Knowledge
Objectives			
Targets	<ul style="list-style-type: none"> • 10 Peer learning Summits (2 per year) • Establish at least 1 multi-year peer learning cohort <ul style="list-style-type: none"> ◦ LDCs, women’s leadership • 50 peer exchanges <ul style="list-style-type: none"> ◦ 10 “on the job” 	<ul style="list-style-type: none"> • 3–5 in-country support programs (longer-term) • 75 CSH requests (15 per year) • 25 requests for remote expert advice • Set-up Civil Society Engagement window under the CSH 	<ul style="list-style-type: none"> • 100 new knowledge products <ul style="list-style-type: none"> ◦ Impact storytelling • 3 self-directed online courses • NAP database • NAP advocacy • Quarterly webinars

6

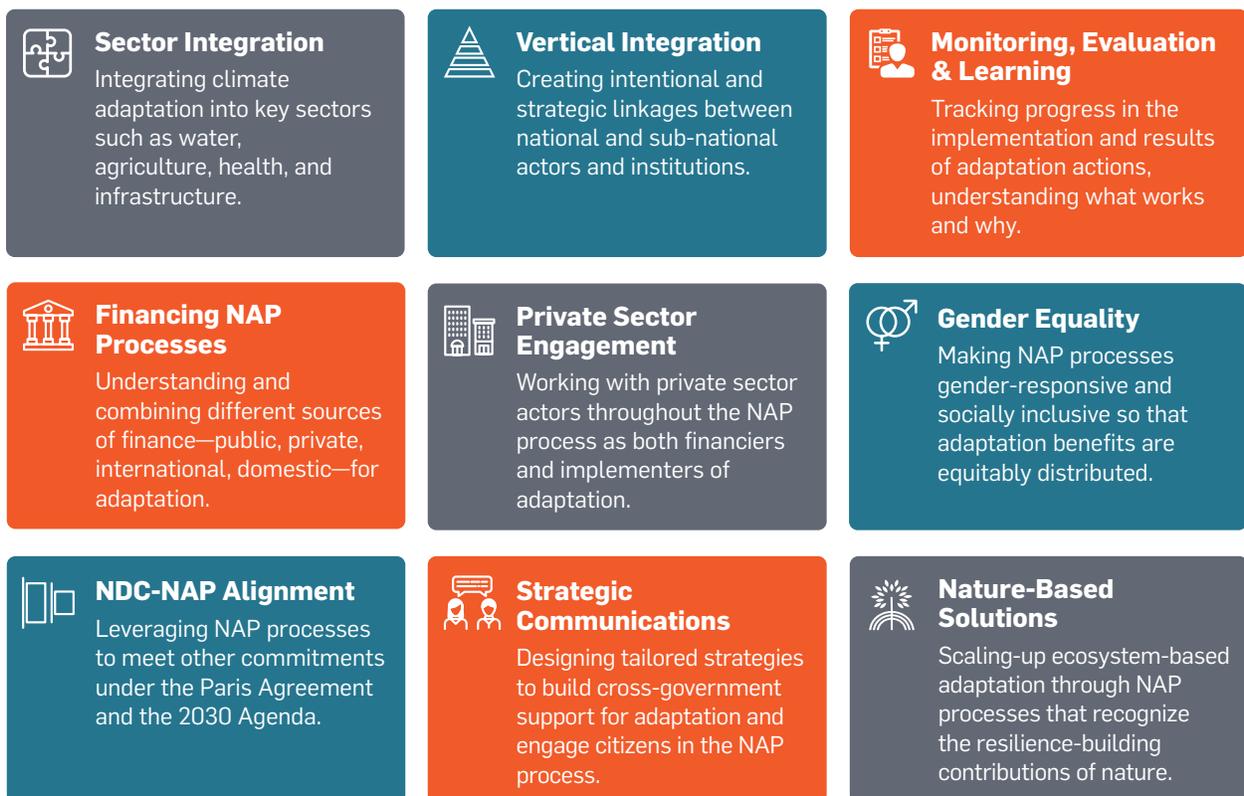
Thematic Areas of Work

6.1 Key Themes

The NAP Global Network Secretariat established a set of key themes in its first 5 years that focused much of its work. While continuing to be active on these themes, a number of emerging themes have also become increasingly important to our work.

Much of the NAP Global Network’s technical support, peer learning, and knowledge activities to date have been structured around the key themes depicted in Figure 4.

Figure 4. NAP Global Network key themes



These themes can be divided into three broad categories that characterize how the themes relate to the NAP process. Moreover, in addition to the nine themes depicted above, the Network has been working on several new ones that also fall under these categories.

- **Category 1: The NAP Process**, where the themes focus on advancing through different phases or aspects of the NAP process
 - Themes: sector integration; financing NAP processes; monitoring, evaluation, and learning (MEL); strategic communications
- **Category 2: Effectiveness**, where the themes focus on ensuring that the NAP process considers key stakeholders, issues, and dynamics
 - Themes: gender equality, vertical integration, private sector engagement
 - New themes: conflict and peacebuilding; social inclusion more broadly
- **Category 3: Alignment**, where the themes focus on leveraging the NAP process to advance other policy objectives
 - Themes: nature-based solutions; NDC–NAP alignment
 - New themes: ADCOMs; COVID-19 recovery

While we have emphasized different key themes at different times—responding to trends in country requests and in Network funder priorities—we will aim to stay active in all the above themes to some extent to ensure we have breadth. Indeed, part of the reason the NAP process can be challenging is that it is so all-encompassing, and this should be acknowledged in the range of issues the Network addresses.

However, the Network cannot be a leader in all themes. To strengthen the Network’s value-add and niche, we will specialize in certain themes where there is especially strong demand. This is already the case on the themes of gender equality, vertical integration, and private sector engagement. We anticipate this becoming the case for the themes of MEL, ADCOMs, and nature-based solutions.

Looking ahead toward 2025, balancing the breadth and depth of our thematic work will require ongoing monitoring and adjustment to ensure we respond to the emerging demands but do not chase every thematic interest that arises. For themes where the NAP Global Network has been a consistently active voice, we will aim to consolidate learning and experiences, while for newer themes, we will focus on initiating conversations and sharing experience to build a knowledge base and track trends.

6.2 Emerging Themes

6.2.1. Adaptation Communications (ADCOMs)

An important emerging area of NAP Global Network support to countries is the development of ADCOMs to submit to the UNFCCC. While this area of support falls under the thematic category of alignment, it is worth calling out on its own given the huge potential for mutual reinforcement between ADCOMs and NAP processes. ADCOMs are voluntary, flexible, country-driven reporting instruments established under the Paris Agreement with multiple purposes, which include increasing the visibility and profile of adaptation and balancing it with mitigation; strengthening adaptation action and support for developing countries; providing input to the global stocktake of progress toward the Paris Agreement's goals; and enhancing learning and an understanding of adaptation needs and actions.

As of August 2021, the NAP Global Network is supporting 19 developing countries to draft their first ADCOM while still receiving new requests.

Recognizing ADCOMs' flexibility and country-driven nature, the NAP Global Network is closely tracking countries' approaches and views on the value added by this instrument. The NAP Global Network has encouraged country partners to draw on their NAP processes strategically in developing their ADCOMs and to reduce any additional burden by drawing on adaptation planning that is underway (as opposed to creating a parallel planning process). Several countries that have been implementing a NAP for multiple years (e.g., Saint Lucia, Grenada, Burkina Faso) are linking their ADCOM development to their NAP progress reporting.

Our work on ADCOMs has clear links to other activities on linking the NAP process to other vehicles in the Paris Agreement (e.g., NDC–NAP alignment) but also has links to other existing key themes (e.g., MEL for countries making links to NAP progress reporting, and NAP financing for countries using ADCOMs emphasizing their adaptation finance needs).

6.2.2 From Planning to Implementation

Recognizing that there are many intermediate steps in making the transition from planning to implementation—and that this is a key moment at which momentum can be lost—we hope to demystify this process and help country partners prepare for it, understanding that a new set of actors and capacities may be needed to make this transition.

Once a country has prioritized adaptation measures through the NAP process, the transition to implementation can require making the right people consistently aware of adaptation priorities; translating a priority in specific actions and steps; designing projects or programs (i.e., feasibility studies, capacity needs assessments); costing adaptation actions; financing or resource mobilization

strategies to identify where the money will come from; accessing finance through proposals, donor pitches, government budgeting; implementation strategies to clarify who is responsible for what, by when; and partnership building to get the right people or partners on board.

6.2.3 Conflict-Sensitive NAP Processes

When properly designed and implemented, adaptation can not only enhance the capacity of countries and communities to cope and rebound from climate shocks and stresses, it can also help address the root causes of conflict and strengthen the foundation upon which peace is built. Through this theme on which the Network is preparing supplementary guidance to the LEG Technical Guidelines, we are seeking to understand how countries can “conflict sensitize” the NAP process by considering potential conflict, fragility, and power dynamics throughout the process, and in so doing, ensure that adaptation planning and implementation do not unintentionally contribute to the escalation of conflict and violence but instead help to advance peacebuilding objectives.

7

Partnerships

Partnerships are core to the NAP Global Network's modus operandi. As comprehensive, wide-ranging processes that strive to fundamentally change how decisions are made, resources are allocated, and progress is tracked, NAP processes cannot be supported by any single initiative.

The NAP Global Network has continued to coordinate its activities with other NAP support initiatives and has more recently engaged new partners to expand the range of audiences reached and activities delivered with Network support. Partners include:

- **Climate Finance Advisors Network (CFAN):** The NAP Global Network joined the CFAN, which is also funded by Global Affairs Canada, as an Affiliate Member in 2020 in order to coordinate support to countries with the new initiative. It regularly participates in CFAN member coordination calls.
- **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 developing countries. The Network regularly liaises with the GCF Secretariat, inviting them to Network meetings and collaborating on different events.
- **InsuResilience Global Partnership:** Recognizing that climate and disaster risk finance and insurance (CDRFI) solutions can play an essential role in climate change adaptation—enabling governments, businesses, and individuals to protect their financial security in the event of shocks—the NAP Global Network and the InsuResilience Global Partnership are collaborating to converge efforts to support better integration of CDRFI solutions in NAP processes. An analysis of CDRFI in NAP documents and GCF Readiness proposals will be jointly published in 2021.
- **Low Emission Development Strategies (LEDS) Global Partnership:** The NAP Global Network and LEDS Global Partnership, with support from the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) Support for the implementation of the Paris Agreement (SPA) project, are currently co-organizing a Peer Learning Summit exploring integrated approaches to adaptation, mitigation, and development agendas that also address recovery from the COVID-19 crisis.
- **Lensational:** Through financial support from Global Affairs Canada, the NAP Global Network is partnering with the social enterprise Lensational to deliver training on participatory photography and storytelling training to empower women from

underrepresented groups to share their experiences and perspectives with policy-makers involved in climate change adaptation planning processes.

- **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 identify complementarities and maximize coordination in both global and national activities.
- **NDC Partnership (NDCP):** With NDCs driving so much climate action both domestically and internationally, the Network Secretariat is regularly connected to the NDCP Support Unit to identify how their activities are linked to NAP processes. In 2020, the NAP Global Network accessed funding from the NDCP through the Climate Action Enhancement Package for support activities in Costa Rica and Tonga.
- **Organisation for Economic Co-operation and Development (OECD):** The NAP Global Network follows the work of the OECD's Development Assistance Committee and occasionally contributes to their knowledge activities (e.g., inputs to recent guidance and speaking at an upcoming webinar on the topic of private sector engagement in adaptation).
- **Projet d'Appui Scientifique aux processus de Plans Nationaux d'Adaptation dans les pays francophones les moins avancés d'Afrique subsaharienne (PAS-PNA):** This GIZ–Climate Analytics initiative has provided essential support to francophone LDCs in sub-Saharan Africa. We have supported the delivery of two PAS-PNA francophone forums on the NAP process, which drew on approaches from the NAP Global Network's Targeted Topics Forums.
- **Support Programme on Scaling up Climate Ambition on Land Use and Agriculture through NDCs and NAPs (SCALA):** The recently launched SCALA program is a collaboration between the UNDP and the Food and Agriculture Organization of the United Nations that builds on the successes of the Integrating Agriculture in National Adaptation Plans (NAP-Ag) program. The NAP Global Network has joined the Advisory Committee to coordinate our support and look for opportunities to collaborate on knowledge work.
- **UNFCCC Adaptation Committee:** The Network has regularly attended Adaptation Committee meetings since 2016, providing updates on how Network activities might support the Committee's work plan and ongoing discussions.
- **UNFCCC 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 Conference of the Parties-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.
- **UN Women:** We have been coordinating with UN Women to jointly advance efforts to promote gender-responsive NAP processes and closely following the work of their Enabling Gender-Responsive Disaster Recovery, Climate and Environmental Resilience in the

Caribbean (EnGenDER) Project. We will be partnering with UN Women on a peer learning event in Asia under the regional program EmPower: Women for Climate-Resilient Societies in June 2021.

The NAP Global Network also coordinates on an informal basis with other actors with whom our work intersects, such as Adapt'Action, the LDC Initiative for Effective Adaptation and Resilience (LIFE-AR), the Global Adaptation Network (GAN), the UNCDF Local Climate Adaptive Living Facility (LoCAL), the African Adaptation Initiative (AAI), the Adaptation Action Coalition (AAC), the Pacific Resilience Partnership (PRP), and the GCA.

8

Risks

Table 2 identifies the potential risks associated with the NAP Global Network’s 2025 Strategic Plan. The risks, associated probabilities, and mitigation measures will be monitored and adjusted over time.

Table 2. Risk matrix

Category of risk	Description of risk	Likelihood	Impact	Overall risk rating	Mitigating actions
External context	Delays in global vaccination rollout make in-person peer learning impossible or unsafe, and virtual models are not able to replace this pillar of the NAP Global Network’s objectives.	Likely	Moderate	Moderate	New virtual models to be piloted and events to be organized in-person as it is safe to do so (e.g., regional events rather than global).
External context	The NAP Global Network’s technical support offer, which has a modest budget relative to other larger funding sources (e.g., the GCF Readiness program), becomes no longer relevant or sought after.	Moderate	Significant	Moderate	The NAP Global Network will seek to identify gaps and strategic topics that are under-supported, as well as countries that are at a moment in which they require additional support (e.g., developing a proposal, waiting for a proposal to be approved) to ensure momentum around NAPs is maintained.

Category of risk	Description of risk	Likelihood	Impact	Overall risk rating	Mitigating actions
External context	NAPs do not attract the level of political support and financing required to advance.	Minor	Significant	Moderate	The Network advocacy and outreach activities will continuously update the NAP case for support, demonstrating its strategic relevance to priorities that are attracting political support and financing.
Delivery	Inadequate project/program management and execution capacity.	Moderate	Moderate	Moderate	The NAP Global Network Secretariat shares project and program management responsibilities, as well as technical expertise, across multiple members of staff to create redundancy in case of turnover. It also has a track record of recruitment processes in cases of turnover, backstopped by the IISD Human Resources dept.
Delivery	Lack of capacity in developing countries to undertake prospective work and/or lack of technical expert capacity.	Moderate	Moderate	Moderate	In cases where identifying an expert is challenging, the NAP Global Network can rely on partner organizations to refer an expert with the necessary capacities. In cases where this does not yield results, regional or international consultants will be considered. The NAP Global Network can also provide greater technical backstopping in such cases, which may support building the capacity of national expert partners.

Category of risk	Description of risk	Likelihood	Impact	Overall risk rating	Mitigating actions
Operational	The NAP Global Network is unable to attract ongoing funding to continue its activities to 2025.	Moderate	Significant	Moderate	Network Secretariat will continue ongoing discussions with donors to outline funding opportunities and demonstrate the impact of investments via the NAP Global Network.
Delivery	Carbon emissions from project activities.	Minor	Minor	Minor	The NAP Global Network prioritizes regional and local expertise to minimize carbon-intensive travel and will purchase offsets where carbon-intensive travel is required.
Reputational	Relying on a “fly-in, fly-out” model of consultancy.	Moderate	Moderate	Moderate	The NAP Global Network will continue to make a strong effort to engage national consultants and regional consultants in cases where a national expert is not identifiable.

9

Conclusion

By implementing this NAP Global Network strategy to 2025, we believe that the investment made in relationships, partnerships, knowledge, and capacity building can be leveraged to accelerate adaptation globally through more effective NAP processes.

We can build on our successes to date, responding to the growing demand for NAP Global Network support and can prioritize support to the most vulnerable. We can connect adaptation practitioners and decision-makers through peer learning, tapping into the expertise of Network members and broadening the range of stakeholders we engage. And we can expand our role as thought leaders and advocate for NAP processes.

The United Nations Environment Programme's recent [Adaptation Gap Report 2020](#) recognized significant progress in adaptation planning over the last 20 years, reporting that 72% of countries have adopted at least one national-level adaptation planning instrument—such as a plan, strategy, policy, or law. But it also recognized significant gaps, especially in implementability and MEL. The broad adoption of adaptation planning is a positive trend, and the need for more and better support on translating plans to action is a role that the NAP Global Network can and should contribute to.

Appendix A. NAP Global Network Secretariat Structure (2021)

The Network's Secretariat is hosted by the Resilience Program at the International Institute for Sustainable Development (IISD), a global think tank working to create a sustainable future in our changing climate.

The Secretariat manages the day-to-day operations of the NAP Global Network and provides research, logistical, administrative, and strategic support.

Under the guidance of the Senior Director of the IISD Resilience Program, the Secretariat has a core team of approximately six staff who focus most of their work on NAP Global Network activities, supported by Technical Advisory and Research Support Teams who support specific NAP Global Network programming as needed alongside their main portfolio of IISD Resilience Program projects.

Appendix B. NAP Global Network Steering Committee Terms of Reference

Purpose, Mission, and Scope of the NAP Global Network Steering Committee

The Steering Committee has been established to guide the NAP Global Network. 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**
 - i. Network identity: Develop/refine the overarching problem statement, goal, objectives, membership structure, and guiding principles for the Network.
 - ii. 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, formulation, and implementation at both the global and national levels.
 - iii. 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: South–South Peer Learning and Exchange events, enhancing bilateral coordination, in-country donor coordination;
 - (iii) outreach: sharing the NAP Global Network’s work with different policy-makers and practitioners.
2. **Broad oversight of NAP Global Network activities**
 - i. Review annual work plans to ensure they are structured to meet Network goals and objectives, reach intended audiences, etc.
 - ii. Track progress, using agreed-upon milestones to assess whether the activities are aligned with established aims
 - iii. Review NAP Global Network outputs, including selected communications materials (e.g., Network brochure) and publications (e.g., factsheets).
3. **Increase the profile of the Network, both nationally and internationally**
 - i. Promote the NAP Global Network at relevant events and in different forums at the global and/or national level
 - ii. Facilitate links to relevant initiatives and processes at the global and/or national level
4. **Targeted assistance for the implementation of NAP Global Network activities**

The Secretariat may solicit targeted support from specific Steering Committee members on NAP Global Network 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 peer learning event focused on this issue.

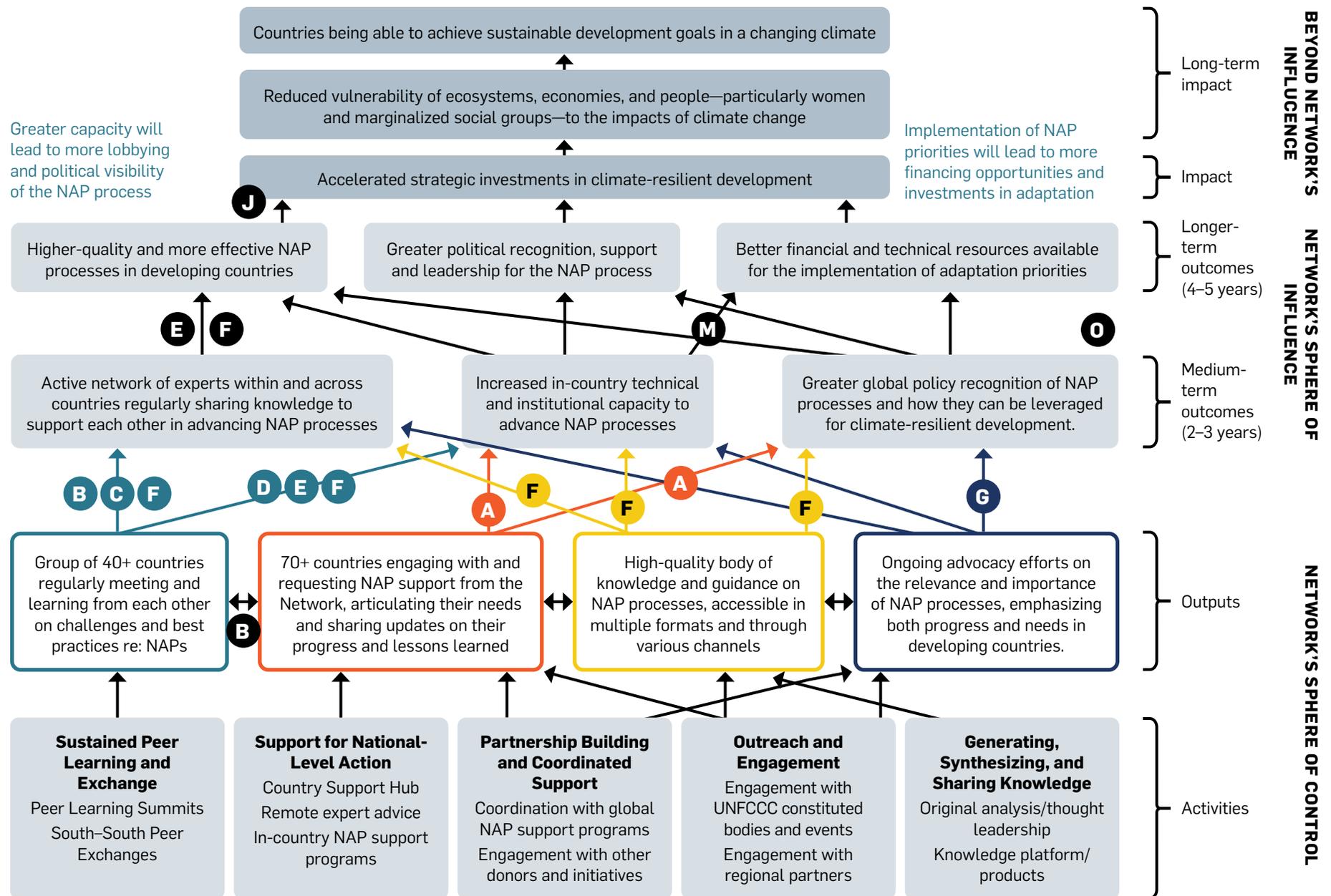
Guiding Principles for Committee Operations and Participation

- **Balance:** Between donor countries and developing country partners, policy-makers and practitioners, men and women, and global–national–sub-national perspectives.
- **Active participation:** Regularly sharing expertise and offering feedback on Network activities, as well as participating in 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.

2021 Steering Committee membership

As of May 2021, the NAP Global Network Steering Committee is composed of representatives of the following countries: Albania, Canada, Côte d'Ivoire, Colombia, Germany, Ghana, Grenada, Kenya, Nepal, Tuvalu, the United States.

Appendix C. NAP Global Network Theory of Change



ASSUMPTIONS

- A** Demand-driven and responsive design increases relevance and value-add of Network support for priorities identified in NAP processes.
- B** The provision of an unofficial “safe” space for sharing and having frank discussions leads to deeper engagement both among countries and between countries and the Network.
- C** A multi-dimensional, integrated and sustained approach to learning enhances capacity.
- D** The country team approach leads to broadened (e.g., across a wider range of actors) and sustained in-country capacity.
- E** Participating countries find lessons from outside of their regions to be applicable and informative in their own contexts.
- F** The absence of up-to-date analysis and documented country experiences with NAPs is constraining efforts to advance NAP processes.
- G** The presence of a consistent, non-United Nations voice on the progress, lessons, needs, and strategic relevance of NAPs will reinforce their perceived legitimacy and importance.
- H** Countries have the capacity and resources to act on lessons and best practices that emerge through peer learning and exchange.
- I** The lack of a clear articulation of adaptation priorities, as well as strategies and needs for addressing them, have been limiting strategic investments in adaptation.
- J** Greater in-country technical and institutional capacity will lead to more lobbying and political visibility of the NAP process.
- K** Greater political profile of the NAP process will encourage funders to better understand and support the adaptation priorities of developing countries.
- L** Implementation of NAP priorities will lead to more financing opportunities and investments in adaptation.
- M** Greater capacity will lead to improved identification of needs and requests for corresponding support.
- N** Greater capacity will lead to more lobbying and political visibility of the NAP process.
- O** Greater political profile of the NAP process will encourage funders to better understand and support the adaptation priorities of developing countries.

Appendix D. NAP Global Network Activities by Country

Countries that engaged in NAP Global Network activities for the first time after June 2020 are marked with an asterisk for the purposes of tracking progress toward 2025 targets.

South–South Peer Learning and Exchange

Countries whose representatives have participated in South–South peer learning and exchange activities since 2015.³

Albania, Benin, Botswana, Brazil, Burkina Faso, Cambodia, Colombia, Cook Islands*, Costa Rica, Côte d'Ivoire, the Democratic Republic of the Congo, Ethiopia, Federated States of Micronesia*, Fiji, Ghana, Grenada, Guinea, Haiti, Jamaica, Jordan, Kenya, Kiribati, Madagascar, Malawi, Mexico, Morocco, Nepal, Nigeria*, Niue*, Palau*, Paraguay, Peru, the Philippines, Republic of the Marshall Islands, Rwanda, Saint Lucia, Samoa, Senegal, Sierra Leone, Solomon Islands, Somalia*, South Africa, Sri Lanka, St. Vincent and the Grenadines, Tanzania, Thailand, Togo, Tonga*, Tuvalu, Uganda, Vanuatu, Vietnam

Technical Assistance

Countries that have accessed short-term technical assistance:

Albania, Antigua and Barbuda*, Benin, Bolivia*, Botswana, Brazil, Burkina Faso, Cambodia, Central African Republic*, Chad*, Costa Rica*, the Democratic Republic of the Congo*, Eswatini*, Ethiopia, Ghana, Grenada, Haiti, Jamaica, Kazakhstan, Kenya, Kiribati, Liberia*, Madagascar, Malawi, Mexico*, Morocco, Namibia*, Nepal, Nigeria, Peru, the Philippines, Republic of the Marshall Islands, Sierra Leone, Solomon Islands, Somalia*, South Africa, The Gambia, Tonga*, Turkmenistan, Uganda, Vanuatu, Vietnam, Zimbabwe

Countries that have accessed longer-term technical assistance through an in-country NAP support program:

Côte d'Ivoire, Colombia, Ethiopia, Fiji, Ghana, Guinea, Guyana, Kiribati, Peru, Republic of the Marshall Islands, Saint Lucia, Saint Vincent and the Grenadines, Sierra Leone, Solomon Islands, South Africa, Togo, Tuvalu, Uganda

³ This does not count webinars and refers only to participants of in-person peer exchanges or peer events organized virtually due to the pandemic.

Donor members that have joined the Network

Australia, Austria, Canada, Czech Republic, European Commission, France, Germany, Japan, the Netherlands, the United Kingdom, the United States

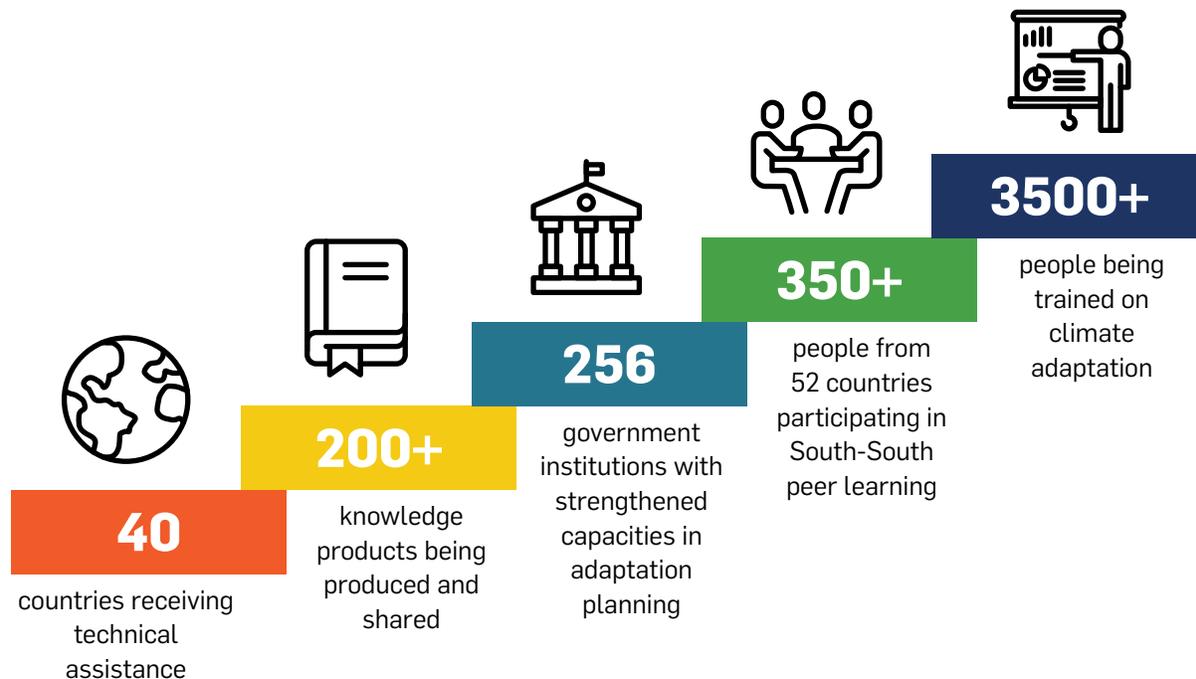
Financial support for the NAP Global Network has been provided by:

Austria, Canada, Germany, the United Kingdom,* the United States

Appendix E. Key Lessons from the NAP Global Network's First 5 Years (2015–2020)

The NAP Global Network's first 5 years can be captured in many ways, including through a high-level look at some of the numbers that describe our reach and level of activity (Figure 5).

Figure E1. NAP Global Network in numbers up to June 2020.



Yet the numbers belie the learning that took place over the same period—both in terms of the NAP process and provision of support to developing countries on NAP processes.

- 1. South–South peer learning and exchange.** Peer learning started out as the Network's main offering and focus before a shift in focus to direct country support in 2017. We remain convinced of its importance, however, and note the following lessons:
 - i. The “cohort” model, which brought together two peer groups of countries once per year for 4 consecutive years, was unique, valuable, and worth replicating. It was, however, only possible because of the longer-term (4-year) funding horizon.
 - ii. Peer exchanges the way we had originally envisaged (as on-the-job exchanges) require much more resourcing; our peer exchanges became more opportunistic and meeting based.

- iii. The impact of peer learning can be difficult to track but is possible with the right tools and relationships; this reinforces the value of the cohort model of bringing the same group of people back together over time.
- iv. A community of practice around NAPs was established, albeit informally. In retrospect, we might have taken more steps to formalize it, but (effective) communities of practice cannot be forced.

2. **National-level action: Longer-term In-country NAP Support Programs**

- i. Credibility. Providing technical assistance, especially through longer-term programs, gave the Network a direct line to the needs, conversations, and dynamics involved in NAP processes. It allowed the NAP Global Network to be more than a knowledge platform.
- ii. Ground-truthing knowledge work. These programs delivered insights on the specifics of how countries advance at different stages of the NAP process, which were then the basis of knowledge activities.
- iii. Being country driven requires time. Developing bespoke country programs that respond to needs takes a lot of time. The inception phase of many programs was longer than anticipated.
- iv. The “capacity strengthening via delivery” model sought to avoid fly-in, fly-out consultancy approaches. The Network Secretariat’s role in providing technical backstopping and quality assurance became important.

3. **National-level action: Short-term support via the Country Support Hub**

- i. Short-term, gap-filling, momentum-maintaining support is hugely valuable. This became especially clear after Green Climate Fund NAP Readiness support became available. Our support is small in comparison but addresses important needs in a rapid, flexible manner that is relatively easy for countries to access.
- ii. Transaction costs (for the Secretariat) of running an effective short-term support mechanism are significant compared to longer-term programming.
- iii. Expert remote advice was under-utilized, but its potential was evident.
- iv. Developing a “country support value chain” can accelerate knowledge-to-action. We developed knowledge products that became important resources for peer learning events, which, in turn, prompted countries to identify technical support needs that could be addressed through the Country Support Hub. Offering a mutually reinforcing package of support activities allowed countries to turn their learning into action without losing momentum.

4. **Enhancing bilateral support**

- i. There were two separate but related entry points for addressing enhanced bilateral support—global and national. Almost all of our work in this area was at the national level, helping to convene donors active in a particular country.
- ii. To enhance bilateral support effectively—especially at a global level—we needed a visible bilateral champion(s) who was regularly asking for enhanced coordination and gave the Network a mandate.
- iii. Bilateral coordination requires much more resourcing than what we had—both globally and at the national level.
- iv. While the rationale for focusing on bilateral donors made sense initially, it felt a bit arbitrary in practice to limit it to bilateral donors to the exclusion of multilateral donors. It was somewhat at cross-purposes with promoting coordination.

5. **Knowledge and communications**

- i. There is clearly significant demand for guidance, case studies, and analysis related to NAPs. This quickly became a bigger, more important part of our offering than expected.
- ii. Co-production of knowledge was among some of our biggest successes, as it resulted in ownership over the knowledge product developed.
- iii. Knowledge use: Case studies were not just shared between countries; participants used briefs about their own countries for awareness raising and engagement.
- iv. Communicating about NAPs is hard and thankless. Compelling storytelling about governance is challenging, and this is especially true of governance of adaptation, which is often a poorly understood concept.
- v. Communications within the NAP process—both across government and with non-government stakeholders—have been less of a donor interest. It is a softer ask compared to monitoring, evaluation, learning, or financing, but there is a lot of interest from countries.

These lessons have informed the NAP Global Network's prioritization of activities for work to 2025 and were the basis for the 2020 Steering Committee decision to elevate "knowledge, analysis and communication" to be the Network's third objective while transitioning "enhancing bilateral support" to a guiding principle.

Appendix F. Summary of Recommendations From an Independent Evaluation of the U.S. Support for the NAP Global Network

Between September 2015 and September 2020, the United States provided the single largest source of funding for scaling up the NAP Global Network, which, alongside key investments by Canada, Germany, and Austria, helped the Network make progress toward its mission. An [independent evaluation](#) of the work accomplished with U.S. funding from 2015 to 2020 was conducted to assess progress and provide recommendations for how the Network should move forward.

The evaluation conducted by Le Groupe-conseil baastel ltée found that “IISD succeeded in becoming the Secretariat of the Network,” that the Network “has influenced and is influenced by the global discussion on NAPs,” and that we exceeded the targets in the grant agreement. It also noted:

The Network is considered an “honest knowledge broker” and established a space that is considered “safe” or “neutral” outside of the political UNFCCC context where government representatives can discuss without the pressure and postures of negotiations.

The evaluation provided a set of 17 recommendations, which the Network Secretariat [responded to here](#).

A summary of recommendations and responses is as follows:

- Review the Network Theory of Change to develop quantitative and qualitative indicators that will allow for more comprehensive tracking of progress and impact beyond donor reporting requirements.
- Fundraising to continue NAP Global Network activities to 2025. This goal is reflected in IISD’s strategic framework for 2020–2025, which includes the priority “increase the resilience of developing countries to climate shocks and stresses, including by growing the NAP Global Network.”
- Use a direct modality of support from the NAP Global Network when appropriate, guided by two criteria: 1) country needs and/or preferences, and 2) collaborative capacity strengthening.
- Make knowledge production a core objective.
- Continue with peer learning events and exchanges and improve tracking of results of peer learning events and exchanges to document how lessons learned through these activities are being put into practice.

- Continue the generation of knowledge products to invest in efficient and impactful ways of producing guidance to advance adaptation planning, sharing country experiences that inspire and inform action in other parts of the world, providing timely analysis and reflections on the latest developments or trends in NAP-related policy discussions, and telling stories of progress and impact that demonstrate the critical role of NAP processes in enabling adaptation action.
- Continue to provide direct support to countries through both longer-term in-country programs and shorter-term assistance.
- Strengthen the initial diagnosis phase of country-level activities, including by seeking to address needs that fulfill multiple agendas. We will also explore ways to support country efforts to simultaneously advance adaptation action and pandemic recovery.
- Provide follow-up and ongoing assistance when supporting the early phases of the NAP process, including through crowding in additional donor support.
- Support countries to make the transition from planning to implementation.
- Continue advocacy efforts by emphasizing the benefits of NAP processes.
- Increase the number of total countries supported by setting a goal to reach an additional 30 new countries by the end of 2025, with at least 30% of all support going to least developed countries and Small Island Developing States.
- Prioritize the engagement of national consultants (or regional ones where national consultants are not available) in the implementation of longer-term in-country programs of work. The Secretariat staff will make in-country missions a central part of establishing in-country programs while balancing the goals of country ownership, sustained capacity strengthening, minimizing the burden on partner governments, and limiting greenhouse gas emissions associated with Network Secretariat travel to partner countries.
- Reflect on the benefits and costs of becoming a Green Climate Fund (GCF) Delivery Partner for the GCF NAP Readiness Program, pursuing this role only in a relatively limited number of cases where country ownership is indisputable, relationships with in-country partners are very strong, and the Network's approach to providing support—i.e., country-driven collaborative capacity building—is deemed appropriate and desirable.
- Step up the engagement of expertise among members of the Network, seeking contributions to build dialogue, inviting stories for knowledge products, sharing expertise at Network and other NAP events, and generally playing a greater role in Network storytelling and advocacy efforts around NAPs.
- Enhance complementarity and collaboration with other initiatives at both the global and the country levels, improving coordination mechanisms with other initiatives to better understand specific ways in which it can best support other adaptation- and NAP-focused

initiatives. We will also seek to create the role of Partnerships Coordinator within the Secretariat if resources can be secured.

- Further support the following topics: engagement of the private sector, health/COVID-19, vertical integration, and integration of adaptation into NDCs.



Coordinating Climate-Resilient Development

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