

19 November 2024

English only

Industrial Development Board**Fifty-second session**

Vienna, 25–27 November 2024

Item 8(b) of the provisional agenda

UNIDO Climate Change Strategy and its action plan**Draft action plan for the implementation of the UNIDO Climate Change Strategy****Note by the Secretariat**

This note complements document [IDB.52/17](#) “Update on the development of the action plan for the implementation of the UNIDO Climate Change Strategy. Report by the Director General” and presents a draft action plan 2025–2029 for the implementation of the UNIDO Climate Change Strategy.

Contents

	<i>Page</i>
I. Introduction	2
II. Draft action plan for the implementation of the UNIDO Climate Change Strategy	2
1. Background	2
2. Objective	4
3. Theory of Change	5
4. Ongoing and planned activities	5
5. Capacity-building	7
6. Partner engagement	9
7. Communication and awareness	12
8. Resource mobilization	15
9. Monitoring, evaluation and periodic updates	19
III. Action required from the Board	22

For reasons of sustainability, this document has not been printed. Delegates are kindly requested to refer to electronic versions of all documents.



I. Introduction

1. In resolution GC.19/Res.2, the General Conference requested the Director General to develop a draft strategy in consultation with Member States, for consideration by the Industrial Development Board at its fiftieth session, that will enhance the efficiency, effectiveness and coordination of UNIDO's activities in support of Member States' climate priorities related to inclusive and sustainable industrial development, and to implement climate-related best practices across its operations.
2. In its decision IDB.51/Dec.8, the Board endorsed the UNIDO Climate Change Strategy and requested the Director General to continue consultations with Member States to develop an action plan to implement the strategy within the mandate and available resources of UNIDO.
3. In alignment with decision IDB.51/Dec.8, two sessions of a Development Dialogue on an action plan for the implementation of the UNIDO Climate Change Strategy were convened on 30 April 2024 and 6 September 2024 respectively.
4. A zero draft of the action plan was circulated to the Permanent Missions for consideration on 4 September 2024.
5. In response to requests expressed by Member States during the Development Dialogue, a series of regional group meetings were convened during October 2024 to present the zero draft of the action plan and seek feedback from Member States.

II. Draft action plan for the implementation of the UNIDO Climate Change Strategy

1. Background

6. The Industrial Development Board, at its fifty-first session, endorsed the UNIDO Climate Change Strategy and requested the Director General to prepare an action plan for its implementation in consultation with Member States (decision IDB.51/Dec.8).
7. The purpose of the action plan is to guide UNIDO's efforts to pursue the vision 2050 set out in the Strategy being "a world without poverty and hunger, where industry drives low-emission economies, improves the living standards and preserves the liveable environment for present and future generations, leaving no one behind".
8. The action plan describes how UNIDO will continue and enhance its support to Member States in their efforts to transform industries towards low greenhouse gas emissions and climate-resilient development.
9. The action plan also delineates how UNIDO intends to enhance its own operational modalities, in particular in terms of capacity-building, resource mobilization, partnerships and communications, to deliver climate action in an efficient and coherent manner.

State of the global climate

10. The year 2023 was the warmest year on record, with the global average near-surface temperature at 1.45° Celsius above the pre-industrial baseline. It was the warmest ten-year period on record. Observed concentrations of the three main greenhouse gases, carbon dioxide, methane and nitrous oxide, reached record levels in 2022.¹

¹ World Meteorological Organization. 2024. State of the Global Climate 2023.
<https://wmo.int/publication-series/state-of-global-climate-2023>.

11. Extreme weather and climate events had major socio-economic impacts on all inhabited continents. These included major floods, tropical cyclones, extreme heat and drought, and associated wildfires. Weather and climate hazards exacerbated challenges with food security, population displacements and impacts on vulnerable populations.² Extreme weather became the top risk most likely to present a material crisis on a global scale in 2024.³ Economic damages to the 55 most climate-vulnerable economies are estimated at \$500 billion in the past two decades.⁴

12. In 2021/2022, global climate-related finance flows reached almost \$1.3 trillion, nearly doubling compared to 2019/2020 levels. In an average scenario, for a 1.5° Celsius pathway, annual climate finance investments need to grow by more than six times, reaching almost \$9 trillion by 2030 and a further \$10 trillion through to 2050.⁵

Industry and climate change

13. Industry is the largest consumer of energy and emitter of CO₂ emissions among end-use sectors, accounting for 38 per cent of total final energy use and 47 per cent of CO₂ emissions, factoring in electricity and heat emissions.⁶ In 2023, global CO₂ emissions from energy combustion and industrial processes increased by 1.1 per cent to an unprecedented 37.4 gigatons. Coal was the primary driver of emissions growth, contributing over 65 per cent of increase in 2023.⁷

14. The industrial sectors often rely on stable climate conditions to enable effective operations in complex supply chains. As extreme weather events increase in frequency and severity, the physical impacts of climate change will make current industrial practices more difficult or risky. Approximately 60 per cent of firms manufacturing electronics have more than a third of their facilities in areas with a high risk of flooding.⁸

15. Global annual renewable capacity additions increased by almost 50 per cent to nearly 510 gigawatt in 2023, the fastest growth rate in the past two decades. However, under existing policies and market conditions, global renewable capacity is forecast to reach 7,300 gigawatt by 2028. This growth trajectory would see global capacity increase to 2.5 times its current level by 2030, falling short of the tripling goal set at the United Nations Climate Change Conference in Dubai in 2023.⁹

16. Worldwide employment in renewable energy reached 13.7 million in 2022, an increase of one million since 2021.¹⁰ The energy transition is estimated to increase industrial energy employment by 45 million jobs by 2030.¹¹ Many countries are

² Intergovernmental Panel on Climate Change. 2023. Climate Change 2023: Synthesis Report - Summary for Policymakers.

https://www.ipcc.ch/report/ar6/syr/downloads/report/IPCC_AR6_SYR_SPM.pdf.

³ World Economic Forum. 2024. Global Risks Report. 19th Edition.

https://www3.weforum.org/docs/WEF_The_Global_Risks_Report_2024.pdf.

⁴ United Nations Environment Programme. 2023. Adaptation Gap Report 2023: Underfinanced. Underprepared. Inadequate investment and planning on climate adaptation leaves world exposed. Executive Summary. <https://www.unep.org/resources/adaptation-gap-report-2023>.

⁵ World Meteorological Organization. 2024. State of the Global Climate 2023.

<https://wmo.int/publication-series/state-of-global-climate-2023>.

⁶ International Energy Agency. World Energy Outlook 2023.

<https://iea.blob.core.windows.net/assets/86ede39e-4436-42d7-ba2a-edf61467e070/WorldEnergyOutlook2023.pdf>.

⁷ United Nations. Sustainable Development Goals Report 2024.

<https://unstats.un.org/sdgs/report/2024/The-Sustainable-Development-Goals-Report-2024.pdf>.

⁸ Moody's. November 2021. Critical industries have substantial exposure to physical climate risks. https://assets.website-files.com/5df9172583d7e0c04960799a/618872a58d35f2643cbcaef2_BX9770_ESG_Critical%20industries%20have%20substantial%20exposure_7Nov2021.pdf.

⁹ International Energy Agency. Renewables 2023. Analysis and forecast to 2028.

https://iea.blob.core.windows.net/assets/96d66a8b-d502-476b-ba94-54ffda84cf72/Renewables_2023.pdf.

¹⁰ International Renewable Energy Agency. 2023. Renewable energy and jobs: Annual review.

<https://www.irena.org/Publications/2023/Sep/Renewable-energy-and-jobs-Annual-review-2023>.

¹¹ International Renewable Energy Agency. 2023. World Energy Transitions Outlook: 1.5C

showing increased interest in localizing supply chains, creating jobs domestically and increasing energy security, with support from appropriate industrial policies.¹²

Recent developments in the global climate change regime

17. The United Nations Climate Change Conference held in Dubai, United Arab Emirates (UAE), in December 2023, culminated in the adoption of the UAE Consensus calling on Parties to contribute to the following global efforts, in a nationally determined manner, taking into account the Paris Agreement and their different national circumstances, pathways and approaches, inter alia: transition away from fossil fuels, triple the installed renewable energy capacity and double energy efficiency improvements by 2030. It also operationalized the Global Goal on Adaptation by establishing the Framework on Global Climate Resilience, and adopted a range of decisions relating to mitigation ambition, the UAE just transition pathways work programme, the loss and damage fund, nature-based solutions, climate finance, technology transfer and capacity-building.¹³

2. Objective

18. The objective of the action plan is to enhance UNIDO's support to Member States in their national and regional efforts to meet industry-related climate change commitments by:

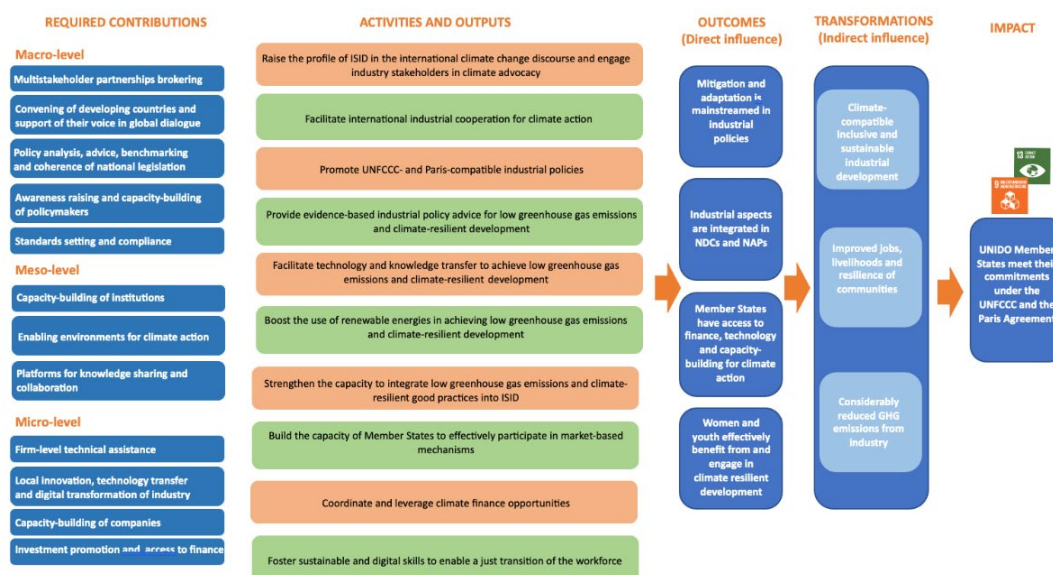
- (a) Responding to increasing demand of Member States for climate-related initiatives;
- (b) Coordinating existing UNIDO activities to promote synergies, avoid duplication of efforts and mainstream good practices;
- (c) Identifying climate change priorities of Member States and opportunities to address them within the UNIDO mandate on promoting inclusive and sustainable industrial development;
- (d) Capturing and communicating climate impact of UNIDO's interventions to increase the Organization's visibility and international profile in the intergovernmental climate change process; and
- (e) Supporting the identification of new partnerships, opportunities and resources to scale up action in support of Member States' Nationally Determined Contributions and National Adaptation Plans.

Pathway. https://www.irena.org/media/Files/IRENA/Agency/Publication/2023/Jun/IRENA_World_energy_transitions_outlook_2023.pdf.

¹² International Renewable Energy Agency. 2023. Renewable energy and jobs: Annual review. <https://www.irena.org/Publications/2023/Sep/Renewable-energy-and-jobs-Annual-review-2023>.

¹³ <https://unfccc.int/cop28/outcomes>.

3. Theory of Change



4. Ongoing and planned activities

19. By fostering inclusive and sustainable industrial development, UNIDO aims to contribute significantly to the global efforts to limit temperature rise, enhance climate resilience, and ensure a just transition that empowers all stakeholders, including those in vulnerable situations, to participate in, and benefit from, the shift towards low greenhouse gas emissions and climate-resilient development. This underscores UNIDO's commitment to acting as a catalyst for global industrial transformation, ensuring that its actions contribute to broader international efforts to address climate change and promote sustainable development.

20. UNIDO climate change-related activities include support to Member States in developing national strategic and policy instruments; climate change mitigation and adaptation projects on the ground; capacity-building and knowledge sharing programmes; facilitation of access to climate finance; awareness raising and advocacy; and engagement in intergovernmental processes, among others.

21. In the action plan, all activities are grouped under the areas of work contained in paragraphs 21-30 of the UNIDO Climate Change Strategy as presented below.

(a) Raise the profile of inclusive and sustainable industrial development in the international climate change discourse and engage industry stakeholders in climate advocacy

22. Ongoing activities include participating in international climate change conferences, publishing reports and policy briefs highlighting the role of inclusive and sustainable industrial development in climate mitigation and adaptation and facilitating dialogues between industry leaders and policymakers. Planned initiatives encompass developing a comprehensive communication strategy to showcase inclusive and sustainable industrial development success stories and creating a digital platform for knowledge sharing on climate-friendly industrial solutions. UNIDO also aims to strengthen partnerships with key industry stakeholders to amplify the message of sustainable industrialization as a crucial component of climate solutions.

(b) Facilitate international industrial cooperation for climate action

23. UNIDO is strengthening global and regional alliances to support the decarbonization of value chains and hard-to-abate industries and facilitate regional

renewable energy cooperation. Efforts also include promoting circularity, resource efficiency and sustainable practices, particularly in fisheries, aquaculture and other blue industries. Planned initiatives will focus on developing strategic partnerships with industrial stakeholders to enhance technology cooperation and coordinated climate action, including broader energy systems such as energy efficiency, district energy and smart mobility solutions, and facilitate experience sharing on national standards as well as adoption of harmonized standards for carbon accounting.

(c) Promote UNFCCC- and Paris-compatible industrial policies

24. Ongoing activities include assisting developing countries in elaborating policy and regulatory frameworks to support just energy transition and industrial decarbonization. Planned activities involve expanding evidence-based cross-sectoral policy advisory services enhancing local frameworks for monitoring, reporting and verification of industrial emissions, and developing a knowledge-sharing platform for good industrial practices in low-emission and climate-resilient development. Activities will also accelerate zero- and low-emission technologies, including, inter alia, renewables, nuclear, abatement and removal technologies such as carbon capture and utilization and storage, particularly in hard-to-abate sectors and low-carbon hydrogen production, as well as transitional fuels.

(d) Provide evidence-based industrial policy advice for low greenhouse gas emissions and climate-resilient development

25. UNIDO is providing policy advice to Member States to integrate industry-related targets and measures into Nationally Determined Contributions, National Adaptation Plans and other national strategic instruments. Future activities will involve launching new cross-sectoral policy advisory services focused on sustainable industrialization, environmentally-conscious blue policies and governance, data-driven recommendations for introducing climate-friendly practices in national health industries, systemic innovation and circular economy, and other emerging trends.

(e) Facilitate technology and knowledge transfer to achieve low greenhouse gas emissions and climate-resilient development

26. UNIDO is facilitating the emergence, deployment and adoption of innovative low-emission and climate adaptation technologies and solutions aligned with the goals of the Paris Agreement and sustainable development while building markets to ensure their widespread use by industry and local communities. Future plans include enhancing technology transfer through North-South, South-South and triangular cooperation and promoting the adoption of disruptive technologies as well as increasing the affordability and accessibility of such technologies.

(f) Boost the use of renewable energies in achieving low greenhouse gas emissions and climate-resilient development

27. Ongoing and planned activities focus on promoting the application of renewable energy solutions, including renewable hydrogen, ocean-based renewable energy and biofuels, hydropower and decentralized energy solutions such as mini-grids to enhance renewable energy supply and integration.

(g) Strengthen the capacity to integrate low greenhouse gas emissions and climate-resilient good practices into inclusive and sustainable industrial development

28. Capacity-building initiatives are underway to help developing countries assess climate change impacts on industries and integrate adaptation and resilience-building measures with a whole-of-society approach. Future activities will include developing learning programmes and toolkits to promote nature-based solutions, including forests with their absorption capacity, and resilience-building strategies in industrial settings.

(h) Build the capacity of Member States to effectively participate in market-based mechanisms

29. UNIDO is assessing the feasibility of establishing a dedicated programme to build the capacity of developing countries to participate in the market-based mechanisms under Article 6 of the Paris Agreement and support interested countries in identifying and developing projects eligible for carbon trading.

(i) Coordinate and leverage climate finance opportunities

30. UNIDO is collaborating with climate finance institutions, including the Global Environment Facility (GEF), the Green Climate Fund (GCF) and the Adaptation Fund, to mobilize resources for industry-related climate action in developing countries. The Organization is also exploring opportunities for new partnerships with recently established financial institutions such as the Loss and Damage Fund and the Global Biodiversity Fund. The Organization is in the process of developing frameworks and guidelines for both UNIDO project managers and financial institutions to work effectively together, and to conceptualize and design programmatic service modules that promote financial instruments, which will combine technical cooperation with financial tools for best development synergies, also in the field of combating climate change. UNIDO will promote the mobilization of sustainable finance, including climate finance, such as adaptation finance, mitigation finance, transition finance, as well as blended finance and infrastructure finance, as applicable, especially for hard-to-abate sectors.

(j) Foster sustainable and digital skills to enable a just transition of the workforce

31. Efforts focus on equipping the workforce in developing countries with the necessary skills to thrive in a sustainable, digitalized industrial landscape, ensuring a just transition as economies shift towards low-emission climate-resilient models. Ongoing and planned activities include rolling-out skills development programmes on climate technologies and smart manufacturing processes, partnering with educational institutions to integrate sustainability and digitalization into learning programmes, and conducting skills gap analyses in various industrial sectors.

32. A detailed list of ongoing programmes, projects and initiatives as well as new activities being designed to address needs and priorities of Member States is under preparation.

5. Capacity-building

Objective

33. A fit-for-purpose organization requires a workforce equipped with skills for the future. UNIDO will invest in nurturing climate-savvy and impact-focused personnel through online learning programmes, skill development initiatives and on-the-job training.

34. The objective of the capacity-building activities under the UNIDO Climate Change Strategy is to equip personnel in both the Headquarters and field offices with the necessary knowledge, skills and expertise to conceptualize, develop, implement and monitor climate change-related programmes and initiatives as well as empower them to mainstream climate change considerations in all UNIDO operations. Ultimately, UNIDO will be better positioned to address the pressing global challenge of climate change and become a partner of choice for Member States, financial actors and industry stakeholders alike.

Capacity needs assessment

35. The first essential step towards creating a targeted and effective capacity-building plan is a capacity needs assessment. A survey assessing the capacity needs of UNIDO staff has already been developed and circulated. The assessment, which

includes both a general survey and in-depth interviews with staff, will help identify specific knowledge gaps and skill deficiencies among personnel. This approach ensures that planned capacity-building efforts are based on real needs, enhancing resource allocation efficiency, and helping establish a clear baseline to measure progress. Involving personnel in the assessment process will increase buy-in and help ensure that the resulting capacity-building plan is relevant and valuable to them.

36. In addition, a separate survey has been developed to assess and identify specific needs of Member States. This will assist UNIDO in better supporting its Member States in achieving their climate change related commitments through action in industry.

Development of the capacity-building plan

37. The capacity-building plan will be designed and implemented to address the specific knowledge and skills gaps identified during the needs assessment. The plan will include a combination of learning modalities based on the needs of target groups.

38. These modalities may range from basic climate literacy courses to advanced modules on carbon markets or transformational adaptation. Practical skills development may also be offered through learning-by-doing workshops on project design, proposal writing, data analytics and stakeholder engagement. Continuous learning and peer exchange may also be promoted through regular peer-learning sessions, mentoring programmes and access to an online repository of resources.

Resource identification and accessibility

39. UNIDO will engage both internal and external experts to develop and deliver the learning content. Relevant learning materials will be selected and compiled, including existing UNIDO resources and new materials tailored to identified gaps. A detailed learning schedule will be developed to ensure sessions are accessible to all relevant personnel, including those in remote field offices. Various formats, including online courses, webinars and in-person workshops, will be considered to accommodate different learning preferences.

Monitoring and feedback mechanism

40. To ensure the continuous refinement and improvement of the capacity-building process, a feedback loop will be established. Feedback will be collected from participants after each learning session to assess the effectiveness of the content and delivery methods. The learning materials and approaches will be regularly updated based on feedback and emerging needs.

Resource estimation

41. The resource requirements for the capacity-building plan will be estimated based on the costs associated with designing and developing learning materials, the logistics of delivering learning sessions, and monitoring and evaluation activities. After the capacity needs assessment is completed, a detailed budget will be prepared, taking into account the number of personnel requiring learning, the typology and amount of learning needed, and the associated delivery costs. Potential funding sources and cost-sharing opportunities, such as partnerships with other organizations or leveraging existing UNIDO resources, will be considered in the resource estimation process.

Institutional support and sustainability

42. To ensure the sustainability of the capacity-building efforts, the plan will focus on embedding climate-related knowledge and skills within the institutional structure of UNIDO. This will include working with the Human Resource Management Division to incorporate climate-related competencies into job descriptions, performance evaluations and professional development plans. A culture of continuous

learning will be fostered through peer-to-peer knowledge sharing sessions and mentorship programmes, and a repository of climate-related resources will be established for ongoing reference and learning.

6. Partner engagement

43. The United Nations General Assembly defines partnerships as “voluntary and collaborative relationships between various parties, both public and non-public, in which all participants agree to work together to achieve a common purpose or undertake a specific task and, as mutually agreed, to share risks and responsibilities, resources and benefits”.¹⁴

44. UNIDO recognizes that engaging diverse partners is essential to maximizing the impact and reach of its Climate Change Strategy. By leveraging the strengths, resources and expertise of governments, private sector, industry, academic institutions, civil society organizations and international entities, UNIDO can accelerate innovation, scale up impactful interventions and drive transformative change in industrial practices and policies. Strategic partnerships enable UNIDO to amplify its efforts, fill critical knowledge and resource gaps, and create synergies that are vital to achieving low greenhouse gas emissions and climate-resilient development on a global scale. Through collaborative engagement, UNIDO aims to catalyse collective action, foster shared responsibility, and ultimately enhance the effectiveness of its support to Member States.

Added value and benefits

45. Partner engagement offers an added value to UNIDO’s climate change related activities, enhancing its ability to fulfil the mission of promoting inclusive and sustainable industrial development. This includes:

- (a) Strengthened synergies and enhanced influence for collective results and greater impact;
- (b) Access to specialized knowledge, technical expertise and innovative solutions, as well as possibilities for financial, human and technical resource mobilization;
- (c) Broadened reach and impact across different sectors, regions and communities, increased visibility and networking opportunities; and
- (d) Knowledge sharing and capacity-building, fostering a learning environment that continuously improves outcomes and impact.

46. Engaging with diverse partners also expands UNIDO’s influence and ensures its initiatives are inclusive and reach more regions and communities.

47. Partners benefit from UNIDO’s deep expertise in industrial development and sustainability, gaining access to technical assistance, capacity-building programmes and research. Joint initiatives with UNIDO help partners enhance their visibility and impact on the global stage, connect to a diverse network of stakeholders, and explore opportunities for new collaborations.

Engagement modalities

48. UNIDO’s engagement with partners through its global and regional activities is instrumental in addressing complex climate change challenges. The organization tailors its collaboration modalities to fit various types of partnerships and specific initiatives.

¹⁴ United Nations General Assembly resolutions [68/234](#), [66/223](#), [64/223](#), [62/211](#), [60/215](#), [58/129](#) and [56/76](#).

49. Multi-stakeholder partnerships are particularly valuable for tackling climate change due to their holistic approaches as these partnerships typically involve a diverse range of actors. UNIDO prioritizes these collaborative, multi-partner models because they offer a broader scope for innovation and have a potential for a greater impact. The Private Financing Advisory Network, which connects climate and renewable energy entrepreneurs and investors in developing markets, is an example of such a multi-stakeholder engagement hosted by the Renewable Energy and Energy Efficiency Partnership and UNIDO with the involvement of a range of partners from the private sector, financial institutions, civil society and academia.

50. UNIDO also prioritizes partnerships for the implementation of well-defined initiatives and activities. Typically, such engagements are based on written agreements, which include expected concrete results, clearly defined roles and responsibilities of the partners and sustainability strategies. For example, the work of the Global Alliance on Circular Economy and Resource Efficiency, which facilitates a global just transition to more climate-resilient, resource efficient and circular economies, is supported through a partnership between the European Union, the United Nations Environment Programme and UNIDO.

51. Membership in alliances and inter-agency groups plays a vital role in promoting synergies and coherence in global climate action. UNIDO actively contributes to activities of the UN-Energy, the United Nations inter-agency mechanism on energy issues.

52. Project-based partnerships are defined by a joint project with UNIDO, where the roles of each partner are explicitly described. Such partnerships expire on completion of the project and could be renewed in a follow-up project. It is important to distinguish between a partnership for achieving common goals and the procurement of goods and services for project implementation purposes.

Types of partners

53. Main partner groups and specific focus areas of engagement are described below.

<i>Type of partner</i>	<i>Focus of partnerships</i>	<i>Examples of partnerships¹⁵</i>
Member States	Member States are the key partner group for UNIDO. Collaboration focuses on supporting Member States in mainstreaming industry aspects in national climate change strategic planning as well as incorporating climate change aspects in industrial policies and practices. Many Member States are also funding partners for climate change-related projects.	Programme for Country Partnerships
United Nations Framework Convention on Climate Change (UNFCCC)	The collaboration between UNIDO and the UNFCCC Secretariat is guided by the Joint Declaration signed by the Principals of the two Organizations. UNIDO also contributes to the work of UNFCCC constituted bodies.	UNIDO collaborates with the UNFCCC Technology Executive Committee by supporting the organization of events and preparation of knowledge products.
Private sector ¹⁶	Business sector partnership is a type of partnership involving one or more entities from the business sector to achieve mutual	UNIDO collaborates with over 100 private entities across more than 55 countries. The recent

¹⁵ These examples are provided for reference and do not represent an exhaustive list. A more complete list of partnerships is contained in the annex.

¹⁶ The partnerships between UNIDO and the private sector entities are regulated by the UNIDO Policy on Business Sector Partnerships.

<i>Type of partner</i>	<i>Focus of partnerships</i>	<i>Examples of partnerships¹⁵</i>
	objectives and resource sharing between UNIDO and business partners, which require mandatory due diligence. These partnerships focus on harnessing the potential of the private sector, business and industry in mainstreaming climate change considerations into their operations and achieving sustainability.	partnerships with Google and Microsoft aim at harnessing digital innovation to drive industrial transformation.
United Nations entities and intergovernmental organizations	These partnerships enable UNIDO to raise the profile of its mandate of promoting inclusive and sustainable industrial development within broader United Nations frameworks and initiatives, including those focusing on climate action. Partnerships with a trusted United Nations entity in the context of a specific joint initiative or project are also known for legitimacy, independence and a convening power to bring stakeholders together for collective climate action.	The Food and Agriculture Organization of the United Nations – UNIDO Agrifood Systems Transformation Accelerator The United Nations Partnership for Action on Green Economy
International Financial Institutions	Partnerships with International Financial Institutions (IFIs) and Development Financial Institutions (DFIs) help UNIDO in the mobilization of public and private capital, including in the climate sphere, to scale up its technical cooperation programmes and projects, thereby achieving greater impact for Member States.	The African Development Bank Group, Afreximbank, the Arise Integrated Industrial Platforms, the Islamic Development Bank Group
Civil society and non-governmental organizations	These partnerships often involve community-based and volunteer groups, and women and youth organizations, ensuring that industrial projects are tailored to meet local environmental and social needs while fostering community engagement. These engagements typically occur on a project-specific or ad hoc basis.	Youth Advisory Group established to support the convening of the International Vienna Energy and Climate Forum
Academia and think tanks	UNIDO maintain a vast network of partners from academic and research institutions, think tanks, analysts, practitioners and leading experts, to acquire knowledge and expertise on industrial development issues, jointly conduct research and disseminate its results.	Tsinghua University

Programme for Country Partnership

54. The Programme for Country Partnership (PCP) is a UNIDO's innovative model for accelerating inclusive and sustainable industrial development in Member States. The PCP is a multi-stakeholder partnership from programme design to implementation. It builds synergies with ongoing governments' and partners'

interventions relevant to industrial development, including climate action in industry. The PCP is designed to leverage additional investment in priority sectors. As such, it is a model that facilitates the mobilization of partners and resources to achieve larger development impact.

55. UNIDO has nine PCPs under implementation and four in the programming stage.

South-South and triangular Industrial Cooperation

56. UNIDO's South-South and triangular Industrial Cooperation (SSTIC) is a vital mechanism for addressing the escalating climate crisis through collaborative efforts in technical capacity-building, technology transfer and sustainable industrial practices. SSTIC empowers countries to adopt climate-friendly technologies, enhance energy efficiency and transition towards low-carbon, resource-efficient industrial production. By fostering sustainable industrial development, providing policy guidance and creating economic opportunities, SSTIC supports nations in building resilient, sustainable economies capable of mitigating and adapting to the impacts of climate change.

57. In 2010, UNIDO launched the Global Network of Regional Sustainable Energy Centers programme, a pioneering South-South and triangular multi-stakeholder partnership. Under a joint platform, UNIDO assists regional economic communities in the creation and operation of sustainable energy centres, which drive and accelerate the energy transition "from the region for the region".

Partnership mobilization

58. A road map for UNIDO's partnership engagement involves a structured approach to identifying, developing and managing collaborative efforts. It starts with identifying potential partners through a comprehensive mapping exercise.¹⁷ Establishing clear objectives and mutual goals with identified partners ensures alignment and sets a foundation for effective collaboration. The next stage is designing and implementing joint initiatives, where roles, responsibilities and resources are clearly defined. Ongoing monitoring and evaluation are crucial to track progress, assess impact and address any challenges that arise.

7. Communication and awareness

59. The communication and awareness plan serves as a framework for disseminating information about the UNIDO Climate Change Strategy to key stakeholders and the broader public. It aims to enhance understanding of UNIDO's role in addressing climate change through inclusive and sustainable industrial development.

60. The objectives of the communication and awareness plan are:

- (a) To increase awareness about UNIDO's initiatives and contributions to climate change mitigation and adaptation in the industrial sector;
- (b) To facilitate engagement and promote dialogue among Member States, industry partners and other actors, in support of climate-friendly industrial practices;
- (c) To showcase the impact of UNIDO's work by highlighting impactful projects and good practices that demonstrate the effectiveness of combining industrial development with climate action; and

¹⁷ A map of existing and potential partners, prepared using UNIDO Partner Mapping tool, will be included in the final version of the action plan. A partner matrix will be created to identify partners' interest levels and influence in implementing UNIDO Climate Change Strategy.

(d) To provide clear, actionable information that supports the adoption of sustainable industrial solutions and technologies, particularly in developing countries and economies in transition.

61. By implementing this communication and awareness plan, UNIDO aims to strengthen its effectiveness in promoting inclusive and sustainable industrial development and contribute to global climate action in line with the global climate change treaties.

Situation analysis

62. The situation analysis identified the strengths, weaknesses, opportunities and threats (SWOT) that influence UNIDO's ability to convey its messages on climate change. By understanding these factors, UNIDO aims to leverage its unique position among different stakeholders, address existing challenges and capitalize on emerging opportunities.

63. UNIDO possesses substantial strengths, including its technical knowledge and practical expertise in developing local capacity and advancing inclusive and sustainable industrial development. The Organization's mandate in providing industry-related solutions gives it a distinctive advantage in addressing global challenges, particularly climate change. Through its productive collaborations with various stakeholders, UNIDO is well positioned to drive climate action within the industrial sector. UNIDO's broad geographic and institutional coverage allows it to effectively promote low greenhouse gas emission and climate-resilient industrial practices across diverse regions. Foundational communications tools have already been established as a solid base for further enhancing its communication capabilities.

64. Several weaknesses challenge UNIDO's communication effectiveness. Limited human and financial resources make it difficult to sustain impactful communication initiatives. The complexity of engaging a large and diverse group of stakeholders also complicates the delivery of consistent and cohesive messaging, weakening the overall communication impact.

65. In terms of opportunities, UNIDO is well-positioned to influence global climate policy setting, particularly in the rapidly growing field of climate-friendly industrial solutions. UNIDO can leverage its expertise to become a leading voice in this area. There are also numerous opportunities to enhance the visibility of UNIDO's climate change initiatives by showcasing impactful projects at various events and international forums. Furthermore, expanding partnerships with key stakeholders provides valuable cross-promotional opportunities, enabling UNIDO to broaden its reach and amplify its impact on global efforts to combat climate change.

External and internal communications

66. Both external and internal communications play vital roles in achieving the objectives of this plan, each with distinct expected outcomes and impacts.

67. External communications aim to elevate UNIDO's profile as a key player in industrial climate action, fostering increased engagement from Member States, attracting new partnerships and mobilizing resources for climate initiatives. The anticipated impact includes greater support for UNIDO's climate programmes, enhanced global climate policy influence and accelerated adoption of sustainable industrial solutions globally.

68. Internal communications are expected to create a more informed and aligned workforce, resulting in improved coordination across directorates and more effective implementation of the UNIDO Climate Change Strategy. This internal alignment is projected to enhance UNIDO's overall efficacy in delivering climate change-related initiatives, leading to more impactful outcomes in Member States. Personnel at all levels will be well-informed and able to effectively contribute to, and advocate for, UNIDO's climate change efforts.

69. By harmonizing external and internal communications, UNIDO will present a cohesive message, streamline its operations, amplify its influence and strengthen its position as a leader in inclusive and sustainable industrial development.

Target audience

70. For the external communications, UNIDO engages with a diverse group that includes its Member States, the global climate change community, other United Nations entities, intergovernmental organizations and climate finance institutions, along with the private sector and industry. The general public also represents an important audience for broadening awareness and support.

71. Internal communications target the leadership, management, staff members and other types of personnel at both the Headquarters and in the field. This is not limited to personnel directly involved in the implementation of climate change initiative. It is of paramount importance to instil at least basic climate literacy in the UNIDO workforce to be able to mainstream climate change considerations in all UNIDO operations.

Communication channels

72. UNIDO website serves as the primary digital hub for information related to the Organization's climate change projects, initiatives and updates. The climate change section of the website requires revamping to align with the UNIDO Climate Change Strategy and fully reflect the latest developments. Opportunities include incorporating detailed, up-to-date content on climate change activities, integrating interactive elements such as project maps and data dashboards, and providing accessible downloadable reports and multimedia content.

73. UNIDO social media platforms including Twitter, LinkedIn and Facebook, are essential tools for real-time engagement and outreach. These platforms are used to share updates, highlight success stories and engage with global audience. There are also several project-specific platforms.¹⁸

74. UNIDO newsletters are tools for delivering regular updates and insights to subscribed stakeholders. These newsletters feature highlights of recent developments, major achievements, upcoming events and relevant news. There is a general UNIDO newsletter as well as directorate, divisional and project-specific newsletters. A dedicated climate action newsletter for external audience or a specific section in the general UNIDO newsletter could be created.

75. UNIDO design manual establishes the visual and branding guidelines for all communication and marketing materials. It ensures consistency across all external and internal documents, presentations and digital content.

76. UNIDO intranet, internal newsletters and emails are vital tools for internal communication. These platforms can be enhanced by integrating information specifically related to climate action, facilitating better information sharing and collaboration across the Organization.

Communication means

77. Diverse communication means can be utilized by UNIDO to effectively reach its target audiences and disseminate key messages.

78. Case studies/success stories/good practices highlight successful climate change projects and interventions, demonstrating tangible impacts and lessons learned.

79. Publications, including reports, policy briefs and research papers offer in-depth analysis and updates on climate change initiatives.

¹⁸ The mapping of existing platforms is ongoing.

80. In-person and online events provide opportunities to present UNIDO's climate action, share knowledge and foster dialogue with experts, policymakers and stakeholders to enhance partnerships. It is important to consider innovative formats.
81. Visual materials such as flyers, posters, infographics and banners effectively communicate key messages about UNIDO's climate change efforts.
82. Media outreach through press releases, interviews and feature articles helps UNIDO amplify its climate change messages, increase visibility and generate interest.
83. Social media serves as a dynamic channel for sharing real-time updates on climate change projects and initiatives.
84. Videos can effectively capture and convey the impact of UNIDO's climate change efforts through visual storytelling, from project highlights to interviews with stakeholders.
85. Podcasts can feature discussions with UNIDO experts, project beneficiaries and climate change leaders.
86. Collaboration with influencers and climate change ambassadors, partnering with influencers and thought leaders in the sustainability and climate space can amplify UNIDO's messages and bring them to wider audiences.
87. Awareness raising campaigns with other United Nations entities, IFIs and DFIs can promote global climate action and sustainable solutions.
88. Exhibitions at high-level events can bring visibility to UNIDO's climate change initiatives and impacts.
89. While using these communication means, it is crucial to prioritize storytelling and use innovative formats to captivate and engage the audience.

Monitoring and evaluation

90. Monitoring the effectiveness of climate-focused communication and awareness-raising efforts involves tracking both outreach and advocacy activities. For outreach, the focus will be on the number of climate-related policy deliverables produced through national, regional and global engagements that promote climate-focused work. Advocacy efforts will be assessed by the number of national, regional and global climate-related policy-influencing events that enhance UNIDO's visibility. Regular media monitoring services can be used to analyse climate action trends and assess UNIDO's image in social media coverage.

Road map

91. Initial efforts will focus on updating foundational communication tools and resources related to UNIDO's climate change work, ensuring they reflect current priorities and messaging. Next, collaborative campaigns with key partners will be planned to amplify reach and effectiveness. Enhancing storytelling will be a key focus, emphasizing the impact of UNIDO's initiatives and highlighting its value proposition. Establishing robust communication channels and implementing feedback mechanisms will facilitate continuous engagement and adaptability. Continuous collaboration with stakeholders will be crucial to keeping the plan dynamic and responsive to emerging needs and opportunities.

8. Resource mobilization

92. The effective implementation of the UNIDO Climate Change Strategy hinges on effective resource mobilization. This plan outlines an approach to secure and allocate sufficient, reliable and sustainable financial resources to achieve the strategy's vision. By leveraging diverse funding sources, fostering partnerships with financial institutions, and exploring non-traditional sources, UNIDO aims to maximize its impact in supporting Member States' transition to low greenhouse gas

emission and climate-resilient development. The resource mobilization efforts are designed to be flexible, scalable and aligned with the evolving landscape of climate finance and international cooperation.

Situation analysis

93. UNIDO relies on two types of funding: regular budget and voluntary contributions. The regular budget is funded from assessed contributions of UNIDO Member States, and it covers operational expenses, administration and other regular costs. UNIDO's development cooperation activities are primarily financed by external funding partners through voluntary contributions, given that only six per cent of the regular budget may be used for such activities.

94. The share of voluntary contributions in the overall budget of the Organization has steadily increased over the past several decades. Funds mobilized in 2023 amounted to \$328.4 million, an increase by 44 per cent compared to 2022, reaching the highest levels ever attained by the Organization. Funds made available for implementation amounted to \$241.3 million, net of programme support costs.¹⁹ The overall portfolio of projects and programmes for future implementation increased by 17 per cent in 2023, reaching \$725.6 million.²⁰ As of 2023, UNIDO received the largest contributions from Member States (33 per cent), followed by the Global Environment Facility (25 per cent) and the European Union (19 per cent).²¹

95. In 2024, UNIDO is implementing a portfolio of 677 projects with a total value of \$1,564 million.²² UNIDO implements projects and programmes in approximately 120 Member States,²³ actively assisting them through technical cooperation in various fields. Africa remains the principal geographic focus of the contributions received by UNIDO, with \$67 million. It is followed by global and inter-regional interventions with \$59.4 million, Asia and the Pacific with \$42.2 million, Latin America and the Caribbean with \$32.7 million, the Arab region with \$30 million and Europe and Central Asia with \$9.9 million.²⁴

Funding from Governments

96. UNIDO Member States provide both assessed contributions to the regular budget and voluntary project-specific funding. Major governmental funding partners during 2019-2023 are Japan, Germany, Switzerland, Italy, Sweden, China, Norway, the Russian Federation and Austria.²⁵

97. For example, UNIDO partners with Italy on a strategic initiative to green the coffee sector in East Africa. Implemented through a Public-Private Partnership model, the initiative combines private sector and government efforts to improve infrastructure, agronomic practices and processing techniques, while developing policies to boost market access and sustainability. If successful, the initiative may be scaled-up and expanded to other regions of Africa.

98. UNIDO will continue to prioritize engagement with Member States, seeking to strengthen and expand these partnerships. The Organization aims to align its activities with the strategic interests of its Member States, ensuring that their contributions are effectively utilized to achieve common climate change goals. By fostering transparent communication and demonstrating the impact of their investments, UNIDO will seek to maintain and increase the financial support from Member States for climate action in industry.

¹⁹ UNIDO Annual Report 2023.

²⁰ IDB.52/8-PBC.40/8 Mobilization of financial resources. Report by the Director General.

²¹ The data is being collected and analyzed to identify the number of projects and the total amount of funding dedicated to activities with climate mitigation and adaptation benefits.

²² UNIDO's Programmes and projects at a glance. <https://open.unido.org/>.

²³ <https://www.unido.org/about-us/partnerships>.

²⁴ IDB.52/8-PBC.40/8 Mobilization of financial resources. Report by the Director General.

²⁵ Several non-Member States also provide funding for specific projects.

Funding from climate finance institutions

99. UNIDO enjoys well-established partnerships with operating entities of the Financial Mechanism of the UNFCCC and other climate finance institutions.

Global Environment Facility

100. Since 2006, UNIDO has partnered with the GEF to mobilize the industry for environmental action. In 2023-2024, UNIDO further strengthened its partnership with the GEF and its climate adaptation-focused funds, namely the Least Developed Countries Fund and the Special Climate Change Fund.

101. Increased cooperation with the GEF was stimulated by Member States' demand for UNIDO services in response to programming efforts of the flagship GEF-8 Integrated Programmes. This resulted in the GEF approving a significant number of cross-cutting project concepts for further development.

102. For example, the Innovation in Climate Adaptation and Resilience Building Solutions is the first-ever global programme under the Least Developed Countries Fund, approved in 2024 and led by UNIDO, with a total budget of \$32 million.

103. As of 30 June 2024, UNIDO has developed GEF-8 project concepts amounting to \$217 million. The total number of UNIDO project and programme concepts approved by the GEF Council in June 2024 amounts to \$ 102 million. This is the highest number of concept-level approvals that UNIDO has ever achieved in a single GEF Work Programme.

104. The climate change related concepts in UNIDO GEF-8 pipeline focus on green hydrogen, industrial and built environment decarbonization, sustainable cities and innovation in climate change adaptation.

105. The UNIDO approach to the GEF-9 replenishment will focus on integration, impact and inclusiveness; national policy coherence; and elevating the climate change agenda to national executive entities. The GEF-9 replenishment dialogues will be initiated in December 2024.

Green Climate Fund

106. From 2018 onwards, UNIDO portfolio under the Readiness and Preparatory Support Programme of the GCF has been established and is steadily growing. The average total grant value of UNIDO Readiness proposals is currently above \$1,000,000, with one multi-country proposal covering 15 African countries approved with the budget of \$7,000,000.

107. Upon consultations with the GCF Secretariat held in July 2024, UNIDO will continue expanding its Readiness portfolio focusing on developing technology-specific proposals in areas relevant to the UNFCCC Technology Executive Committee's work programme and technologies prioritized by developing countries.

108. UNIDO signed the partnership agreement with the GCF in June 2021.

109. Two proposals, on regional digitalization-driven early warning systems and on support to climate adaptation-focused small and medium-sized enterprises, are currently being discussed with the GCF Secretariat.

110. UNIDO will work with National Designated Authorities, Direct Access Entities and the GCF Secretariat to submit three to four concept notes annually for under-programmed and vulnerable countries, as well as least developed countries and small island developing States, aiming to get two projects approved each year. The focus will be on technology ventures, climate risk-informed management, fostering home-grown innovation and South-South cooperation, and new business models that can leverage additional private and public sector investment.

Adaptation Fund

111. UNIDO was accredited as a multilateral implementing entity of the Adaptation Fund in 2020.

112. The UNIDO's proposal "Adaptation SMEs Innovation Facility" was approved in October 2023. This project presents the Organization's programmatic approach to encourage the private sector participation in providing adaptation solutions. By facilitating the development and deployment of innovative climate adaptation technologies, small and medium-sized enterprises can increase vulnerable communities' resilience and adaptive capacity.

113. UNIDO also joined the Adaptation Fund Climate Innovation Accelerator partnership to promote innovation in climate change adaptation through small grants and technical support programmes globally, which resulted in the approval of a related project amounting to \$10 million.

114. Projects under development span various sectors and areas, from improving food security through South-South cooperation to harnessing the water-energy-food nexus solutions.

Partnerships with international financial institutions

115. UNIDO's medium to long-term objective is to have the Organization recognized as a key partner to international financial institutions and financial actors in their efforts to advance the 2030 Agenda for Sustainable Development and climate action. Targeted IFIs include multilateral, regional and national development banks with international operations.

116. The following three workstreams are being pursued:

(a) Within priority areas and selected value chains, support needs to be provided to SMEs to make them "investment ready". At the same time, there needs to be a bankable project portfolio to attract investment;

(b) For public and private investors, including foreign investors, actions to de-risk investment, even for bankable projects, are required, for example in the form of guarantee schemes or co-investments; and

(c) For the financial ecosystem, support to ensure a conducive legal and policy framework for innovative finance as well as capacity-building measures for both public institutions and private partners, including commercial banks, are required to design, implement and operate such innovative instruments.

117. Currently, UNIDO has over 30 active engagements with IFIs at different levels of programming and implementation, with an increasing amount of funds being mobilized from IFIs. While much emphasis is placed on increasing the direct financial contribution of IFIs to UNIDO's technical cooperation activities, including those relating to climate change, the Organization also develops strategic partnerships and flagship programmes with IFIs to reap additional, indirect benefits for its Member States.

118. For example, UNIDO is one of the founding members of the Alliance on Special Agro-Industrial Processing Zones along with the African Development Bank, African Export-Import Bank, the Islamic Development Bank Group and the Arise Integrated Industrial Platforms. UNIDO is also a party of a multi-partner Joint Declaration on the Cotton Initiative with the International Trade Finance Corporation, the Africa Finance Corporation, African Export-Import Bank and other partners to mobilize resources for the development and greening of the West African cotton and textile industries. This programme envisages the adoption of environmentally sustainable practices, demonstrated in successful pilot projects, which are able to abate greenhouse gas emissions of cotton production, restore the health and fertility of the soil and conserve biodiversity.

119. Overall, most of UNIDO's active engagements with IFIs relate to projects and programmes with climate change objectives. Over 80 per cent of anticipated funds being mobilized from IFIs in 2024 relate to programmes and projects with a climate change component.

Resource mobilization approach

120. The UNIDO's approach for mobilizing voluntary contributions is guided by the UNIDO Constitution, specifically Articles 16 and 17, which establish the principles for receiving such contributions. This approach is further supported by the Organization's financial regulations and decisions made by Member States, which delegate the authority to the Director General to approve projects for financing in accordance with priorities defined in the medium-term programme framework.

121. UNIDO actively engages with potential funding partners, including Member States, international financial institutions and private sector entities, to secure resources for priority activities. UNIDO develops and presents compelling project proposals that align with needs of developing countries and funding partners' interests, fostering long-term, mutually beneficial partnerships.

122. Resource mobilization is a collaborative process that includes the identification of programmatic areas, formulation of strategies, engagement in formal negotiations with potential funding partners and overseeing of the implementation and evaluation stages. This collaborative approach ensures that all initiatives are consistent with the UNIDO mandate, thematic priorities established by Member States and comply with UNIDO financial regulations and donor requirements.

Monitoring and evaluation

123. Monitoring and evaluation of financial mobilization efforts are crucial for assessing the effectiveness of a UNIDO's response to Member States' needs. This process involves tracking the amount of finance mobilized from public and private sources for the implementation of activities which result in climate mitigation and adaptation outcomes. Key metrics include the total volume of funds mobilized, the diversity of funding sources and the alignment of these funds with the UNIDO Climate Change Strategy.

Road map

124. The resource mobilization plan emphasizes the strengthening of funding relationships and the diversification of financial sources to enhance the predictability and sustainability of initiatives. The outlook remains positive, with a robust pipeline of potential funding from governmental partners. However, given that some funding instruments are subject to cyclical fluctuations, UNIDO seeks to secure more stable funding arrangements.

125. UNIDO is moving from project-based funding to broader programmatic approaches to enhance the impact and efficiency of its services.

126. It is important to design UNIDO interventions in such a way that voluntary contributions entrusted to UNIDO are used as a catalyst to mobilize larger scale resources, including local resources and private sector contributions, in line with the partnership approach.

9. Monitoring, evaluation and periodic updates

127. The action plan contains a robust monitoring, evaluation and review framework to track progress, assess the effectiveness of interventions and enable adaptations as needed. The indicators and targets in this framework are harmonized, to the extent possible, with those of the UNIDO Integrated Results Performance Framework (IRPF) to ensure alignment and coherence across UNIDO's strategic priorities and initiatives.

Key performance indicators

128. The following key performance indicators (KPIs) will be used to monitor the progress and impact of the UNIDO Climate Change Strategy and its action plan.²⁶ Corresponding indicators of the IRPF are included in brackets.

Impact level KPIs

129. Greenhouse Gas Emissions Reductions: Metric tons of CO₂ equivalent reduced, avoided and/or sequestered through UNIDO's climate change mitigation interventions (ENV.1).

130. Renewable Energy Capacity Installed: Megawatts of renewable energy capacity installed through UNIDO's projects and initiatives.

131. Energy Efficiency Improvements: Percentage improvement in energy efficiency across UNIDO-supported industrial sectors and value chains (ENV.3).

132. Climate Resilience Strengthened: Number of enterprises and communities with improved adaptive capacity and resilience.²⁷

Outcome level KPIs

133. Climate Technology: Number of enterprises accessing technologies that reduce greenhouse gas emissions or sequester carbon (TEC.2).

134. Partnerships: Number of strategic partnerships, alliances, networks and platforms with State and non-State actors brokered, established and sustained to promote climate action (REA.2).

135. Financial Mobilization: Amount of climate finance mobilized from public and private sources to support the implementation of the action plan (INV.3).

Outcome and output level KPIs

136. Strategic and Regulatory Frameworks: Number of countries assisted in developing nationally determined contributions, national adaptation plans, industrial policies and other climate-related strategic and regulatory instruments (POL.1 and PAO.1).

137. Capacity-building: Number of persons benefitting from UNIDO's climate-related learning, awareness-raising, reskilling and upskilling programmes (gender-disaggregated) (KASA.1, KASA.2 and TCO.1).

Output level KPIs

138. Outreach: Number of climate-related policy deliverables produced through national, regional and global engagements that promote climate-focused work (policy papers, joint advocacy, knowledge products, events, media briefings, etc.) (PAO.2).

139. Advocacy: Number of national, regional and global climate-related policy-influencing events that enhance UNIDO's visibility (presenting, facilitating, chairing, hosting, etc.) (CPO.1).

140. Internal Capacity-building: Number of UNIDO personnel participating in climate-related learning and awareness-raising activities (gender-disaggregated).

²⁶ This list of KPIs is tentative and subject to further consultations with Member States, partner organizations and UNIDO organizational units.

²⁷ KPIs for climate change adaptation will be updated based on outcomes of the UAE – Belém work programme on the development of indicators for measuring progress achieved towards the targets outlined in the UAE Framework for Global Climate Resilience (decision 2/CMA.5).

Data collection

141. Data for these KPIs will be collected through a combination of project-level monitoring and evaluation reports, surveys and assessments of beneficiary enterprises and communities, third-party verification and impact evaluations, and financial tracking records.

Reporting

142. Progress in the implementation of the action plan will be reported to the General Conference and the Industrial Development Board²⁸ on an annual basis. These reports will include an analysis of achievements, challenges, lessons learned and progress against KPIs, as well as information on updates or adjustments to the action plan.

143. The Development Dialogue on the UNIDO Climate Change Strategy will be convened regularly between sessions of the policymaking organs to offer Member States an opportunity to deliberate on the progress in the implementation of the action plan and provide guidance on further improvements and emerging needs and priorities.

Review and update

144. The action plan is a “living document” that will be regularly reviewed and updated by the inter-directorate Climate Action Plan Task Force based on inputs from organizational units of UNIDO and taking into account relevant developments in the global climate change regime. As part of this updating process, the KPIs may be adjusted, as appropriate, depending on the assessment of effectiveness and quality of data collected and reflecting any changes in UNIDO’s monitoring processes.

145. The action plan is subject to a comprehensive review during the fourth year of its implementation to assess its ongoing relevance, effectiveness and alignment with evolving global climate change priorities and frameworks.

146. This review process will involve the following elements:

(a) Independent evaluation: An independent evaluation will be conducted to assess the overall performance, impact and lessons learned from the implementation of the action plan;

(b) Stakeholder consultations: UNIDO will engage with a wide range of stakeholders, including Member States, United Nations entities, industry representatives, intergovernmental organizations, IFIs and DFIs, and technical experts, to gather feedback and recommendations for enhancing the action plan;

(c) Strategic alignment: The review will examine the action plan’s alignment with the latest climate science, international agreements and UNIDO’s broader strategic priorities and initiatives;

(d) Adaptation and updates: Based on the findings of the evaluation and stakeholder consultations, the action plan will be updated to address emerging challenges, incorporate new opportunities and ensure its continued relevance and effectiveness; and

(e) The updated action plan, along with the findings of the periodic review, will be presented to the General Conference or the Industrial Development Board for guidance on the way forward.

²⁸ In those years when a session of the General Conference is not taking place.

III. Action required from the Board

147. The Board may wish to take note of the information contained in this document and provide guidance on the further development of the action plan for the implementation of the UNIDO Climate Change Strategy.
