



**TROPICAL  
HEALTH**



# **Evaluation of FCDO's Urban Climate Action Programme: Climate Action Implementation**

## **Annexes to the Evaluation Report**

29 April 2026

## Acknowledgments

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## Acronyms

|         |                                                                                              |
|---------|----------------------------------------------------------------------------------------------|
| AI      | Artificial Intelligence                                                                      |
| AMA     | Accra Metropolitan Assembly                                                                  |
| AMVA    | Área Metropolitana del Valle de Aburrá (Metropolitan Area of the Aburrá Valley)              |
| BUMD    | provincial government and provincial-owned enterprise                                        |
| CAF     | Corporación Andina de Fomento (Development Bank of Latin America)                            |
| CAI     | Climate Action Implementation                                                                |
| CAP     | Climate Action Plans                                                                         |
| CCCS    | Colombian Green Building Council                                                             |
| CFF     | Cities Finance Facility                                                                      |
| CLIC    | Climate Leadership in Cities                                                                 |
| CoM SSA | Covenant of Mayors for Sub-Saharan Africa                                                    |
| COP     | Conference of the Parties                                                                    |
| CRGE    | Ethiopia's Climate Resilient Green Economy                                                   |
| DAC     | Development Assistance Committee                                                             |
| DBKL    | Dewan Bandaraya Kuala Lumpur (Kuala Lumpur City Hall)                                        |
| EE      | Energy Efficiency                                                                            |
| EPA     | Environmental Protection Agency                                                              |
| EQs     | Evaluation Questions                                                                         |
| ET      | Evaluation Team                                                                              |
| EPM     | Empresas Públicas de Medellín (Public Companies of Medellín)                                 |
| EQUALS  | Evaluation Quality Assurance and Learning Service                                            |
| FCDO    | Foreign, Commonwealth and Development Office                                                 |
| GARID   | Greater Accra Resilient and Integrated Development                                           |
| GBC     | Green Building Code                                                                          |
| GDP     | Gross domestic product                                                                       |
| GDPR    | General Data Protection Regulation                                                           |
| GEDSI   | Gender Equality, Disability and Social Inclusion                                             |
| GEMFA   | Global Evaluation Monitoring Framework Agreement                                             |
| GHG     | greenhouse gas                                                                               |
| GhBC    | Ghana's national Building Code                                                               |
| GIZ     | Gesellschaft für Internationale Zusammenarbeit (German Agency for International Cooperation) |
| GPC     | Global Protocol for Community-Scale Greenhouse Gas Emission Inventories                      |
| HIA     | High-Impact Actions                                                                          |
| HIAs    | High-Impact Actions                                                                          |
| HMG     | His Majesty's Government                                                                     |
| ICA     | Inclusive climate action                                                                     |
| ICF     | International Climate Finance                                                                |
| ICLEI   | International Council for Local Environmental Initiatives                                    |
| ILO     | International Labour Organization                                                            |
| IPCC    | Intergovernmental Panel on Climate Change                                                    |
| JAL     | Junta Administradora Local (Local Administrative Board)                                      |
| KII     | Key Informant Interview                                                                      |
| KPIs    | Key Performance Indicator                                                                    |

|                    |                                                          |
|--------------------|----------------------------------------------------------|
| LCBC               | Low Carbon Building Checklist                            |
| LCCAP              | Local Climate Change Action Plan                         |
| LoE                | Level of Effort                                          |
| LogFrame           | Logical Framework                                        |
| M&E                | Monitoring and Evaluation                                |
| MEL                | Monitoring, Evaluation and Learning                      |
| MG                 | Management Group                                         |
| MMDAs              | Metropolitan, Municipal and District Assemblies          |
| MoU                | Memorandum of Understanding                              |
| MRV                | Monitoring, Reporting and Verification                   |
| NDC                | Nationally Determined Contribution                       |
| NETR               | National Energy Transition Roadmap                       |
| NGO                | Non-Governmental Organization                            |
| NZCB               | Net Zero Carbon Buildings                                |
| NZCEB              | Net Zero Carbon Emission Buildings                       |
| OECD               | Organisation for Economic Co-operation and Development   |
| PEA                | Political Economy Analysis                               |
| PRO                | Programme Responsible Owner                              |
| PV                 | Photovoltaic                                             |
| QA                 | Quality Assurance                                        |
| RE                 | Renewable Energy                                         |
| SDG                | Sustainable Development Goals                            |
| SHIA               | selected high impact actions                             |
| SLA                | Service Level Agreement                                  |
| SMEs               | Small and Medium-sized Enterprises                       |
| SoE                | Strength of Evidence                                     |
| SOPs               | Standard Operating Procedures                            |
| TA                 | Technical assistance                                     |
| tCO <sub>2</sub> e | Tonnes of Carbon Dioxide Equivalent                      |
| ToC                | Theory of Change                                         |
| ToR                | Terms of Reference                                       |
| TWG                | Technical Working Group                                  |
| UCAP               | Urban Climate Action Programme                           |
| UK                 | United Kingdom                                           |
| UNDP               | United Nations Development Programme                     |
| UNFCCC             | UN Framework Convention on Climate Change                |
| VfM                | Value for Money                                          |
| xBEIS              | Department for Business, Energy and Industrial Strategy  |
| ZUAP               | Zona Urbana de Aire Protegido (Urban Protected Air Zone) |

## Annexes

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## Annex 1: Original Terms of Reference

### Terms of Reference for Evaluation of FCDO's Urban Climate Action Programme: Climate Action Implementation

15 January 2025

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## Introduction

1. FCDO is seeking an Evaluation Contractor to conduct an impact evaluation of the Urban Climate Action Programme's (UCAP) **Climate Action Implementation (CAI)** component between September 2025 and February 2026. The evaluation will be conducted to assess the programme's expected impact and value for money.
2. The evaluation will be commissioned through FCDO's Global Evaluation Monitoring Framework Agreement (GEMFA).

## Programme context and background

3. Climate change is a global emergency that risks negatively affecting health, livelihoods, food security, water supply, human security, and economic growth, with the severity significantly greater if global warming exceeds 1.5°C compared with pre-industrial levels. The UN Framework Convention on Climate Change (UNFCCC) supports the global response to climate change, and the 2015 Paris Agreement commits countries to efforts to limit the global temperature increase to 1.5°C, achieved through countries' individual Nationally Determined Contributions (NDCs). The earth's average temperature is already 1.3°C above pre-industrial levels, and a vast gap exists between aggregate emissions reduction targets, and the emission reductions required to meet the Paris Agreement.
4. Action in cities is critical to curb emissions at the scale required. Cities are home to more than fifty percent of the world's population, consume two thirds of global energy consumption, and account for more than 70% of greenhouse gas emissions. By 2050 urban areas are expected to comprise two-thirds of the world population, and the speed and scale of urbanisation risks locking in high carbon infrastructure and inequality: bringing challenges in meeting accelerated demand for affordable housing, well-connected transport systems, and basic services – as well as jobs, particularly for the nearly 1 billion urban poor who live in informal settlements.
5. Despite this risk, cities and urban areas offer many of the most readily available, feasible, and cost-effective options for limiting global warming to 1.5°C. By taking low-carbon pathways, cities could contribute over half of the global energy-related emission reductions needed to keep global warming to below 2°C, through existing and new technologies in sectors with the greatest mitigation potential.
6. Megacities provide significant mitigation opportunities, both in terms of their own emissions, and in their capacity to provide regional influence through practical examples for secondary and emerging cities - particularly those in middle-income countries, where emissions per unit of GDP are highest.
7. City authorities in developing countries face common barriers to taking ambitious climate action: a lack of capacity and technical capability for climate-centred urban planning and for developing bankable projects, and challenges related to building consistently positive and effective political direction and leadership. Cities face internal budget pressures which limit their ability to finance climate actions, with poor access to national financial resources, and limited powers to increase taxes or raise external funds. For example, budgets in high-emitting cities in Colombia, India, Indonesia, Mexico and South Africa have been understandably prioritised for

Covid-19 and post-pandemic responses, and climate ambitions need to work within routine political changes, complex or ineffective institutional delivery structures and limited access to technical expertise on understanding local climate change impacts and identifying solutions.

8. The development of new national policies that can enable rapid and scalable climate action in cities is hampered by the lack of evidence, analysis, and inclusive policy making practices that draw from global best practice. The design and implementation of such policies requires consensus and co-ordination across multiple Ministries to support effective action: national budget, strategy and planning choices to drive sustainable urban development and effective inclusion of urban ambitions in NDC targets, require Finance and Planning Ministries' full support. For example, Mexico and South Africa are two of the biggest emitters in the developing world and could transform their urban emissions through low-carbon measures.
9. Evidence from FCDO and wider HMG ODA programmes indicates that technical assistance (TA) approaches are most effective when they (i) combine technical knowledge with building capacity through improved knowledge, skills and planning and delivery systems and (ii) are locally owned, demand-responsive and aligned with national priorities and policy frameworks. Where TA providers can perform the combined functions of trusted adviser, change manager, and facilitator, there is an increased likelihood of sustainability of impacts beyond the TA intervention.

## About the Urban Climate Action Programme

10. The Urban Climate Action Programme (UCAP) was launched at COP26 in Glasgow and is supporting cities in 11 developing countries to implement innovative climate action plans to become carbon neutral by 2050 and prepare low-carbon infrastructure projects to reduce emissions. The programme has received up to £31m in funding and will run from January 2022 to March 2026. It is fully funded through the UK's International Climate Finance (ICF), a UK government commitment to support developing countries to respond to the challenges and opportunities of climate change.
11. UCAP is being delivered by the C40 global network of cities acting on climate change, and GIZ, the German government's international technical assistance delivery arm to deliver two components: the Climate Action Implementation (CAI) component and the C40 Cities Finance Facility (CFF).
12. Up to £15.5m will be delivered through Phases 3 and 4 of the CFF, managed by GIZ and implemented with C40, to support cities to design bankable low-carbon urban infrastructure projects that can then attract wider financing at scale. The work will also strengthen the capability of city teams to design their own projects in future and when implemented, the projects will directly reduce emissions while providing city services to local citizens. CFF's Phase 3, which is co-funded by Germany, USA, and France, is supporting 16 cities will run to the end of October 2024. Phase 4 will run from 2024 to 2027 and is co-funded by Germany and USA.

13. C40 will receive up to £15m to deliver CAI, providing technical assistance and capacity building in 15 megacity authorities to drive the implementation of climate action plans. Sectoral foci are transport systems, urban mobility planning, waste management, renewable energy, buildings, and governance. CAI runs to the end of December 2025.
14. UCAP is working with 24 cities across Africa, Asia and Latin America including:
- Africa: Addis Ababa, Accra, Dakar, Freetown, Nairobi, Lagos, Johannesburg, Tshwane, Cape Town, Drakenstein, Mbombela, Dar es Salaam.
  - Asia: Mumbai, Jakarta, Kuala Lumpur, Quezon City.
  - Latin America: Bogotá, Medellín, Guadalajara, Mexico City, Lima, Trujillo, Rio de Janeiro, Salvador.
15. The cities where CAI and CFF both operate are Accra, Johannesburg, Jakarta, Kuala Lumpur, Bogotá, Medellín and Lima. The two components are encouraged to coordinate and leverage reach where there might be linkages.
16. The GIZ Corporate Unit Evaluation has commissioned an external evaluation of the CFF Phase 3 component, into which the FCDO programme team has contributed. The evaluation was delivered from August 2024 to November 2025 and the publication of the report is expected shortly. Therefore, while the appointed contractor for this evaluation can consider the impact of the linkages with the CFF, the evaluation in this tender will focus on the CAI component only.
17. UCAP is a successor of the UK's flagship International Climate Finance programme, Climate Leadership in Cities (CLIC), which ran between 2018 and 2021 and was managed by the former Department for Business, Energy and Industrial Strategy (xBEIS). CAI in particular builds on CLIC's Climate Action Plan component, which supported cities to develop climate action plans in line with the Paris Agreement. Having started in xBEIS, UCAP moved into FCDO in April 2022.
18. FCDO's Business Case for this investment may be found here: [https://iati.fcdo.gov.uk/iati\\_documents/D0002882.odt](https://iati.fcdo.gov.uk/iati_documents/D0002882.odt). The final approved business case excluded the third component, National Urban Policy Engagement. Additionally, following the move from BEIS into FCDO, the programme increased focus on adaptation and resilience.
19. A time (no cost) extension was granted on 09 June 2025, bringing the programme end date from 31 December 2025 to 31 March 2026.

## **About the Climate Action Implementation (CAI) component**

20. The CAI component builds on the Climate Action Planning component of CLIC, which supported the development and adoption of tailored, long-term Climate Action Plans (CAPs) in 15 cities, building capacity in target cities and disseminating lessons to a wider network. Not all CLIC cities were selected for CAI.

21. In the inception phase of CAI, xBEIS and FCDO selected 15 cities from a longlist of ODA-eligible C40 cities through a series of exercises in country and city analyses. The criteria for finalising the list were:

- Scale of mitigation opportunity, with an emphasis on cities which provide demonstration models for replicability and national or regional influence
- Efficiency, including likely economies of scale realised by aggregating support to multiple cities within the same country or region
- Alignment with xBEIS International Climate Finance priority countries, FCDO strategic alignment and wider HMG strategic foreign policy interests
- Demonstrable commitment to implementing the Climate Action Plans (i.e. strong Mayoral commitment, CAP already integrated in ordinances, legislation or wider municipal development strategies)
- Demonstrable need for technical assistance to support progress on climate action
- The ability to make ambitious progress on implementation (i.e. technical capability, financial and human resources dedicated to climate action work).

22. The component will deliver the following expected results:

- Delivery of two priority climate actions per city;
- Specified year-on-year increase of city budgets and staff resources allocated for climate action;
- Strengthened staff and systems capability for climate-smart urban planning and implementation;
- Completion of the first greenhouse gas (GHG) emissions inventory cycle, compliant with international standards;
- High quality climate evidence is routinely informing city policies, plans and budgets, including through appropriate city-led climate monitoring and evaluation systems.

23. The technical assistance is supporting cities to:

- Prioritise and implement two substantial actions from existing Climate Action Plans with the highest potential GHG impacts and social, economic and health benefits: compile the evidence base, build cross-departmental support, and engage stakeholders including civil society, national government and the private sector to design and implement these most ambitious actions.
- Build capability by integrating the plans across city ministries and into planning and decision systems: including city ordinances, urban and other development plans, and national policy and legislation processes.
- Secure new political action and ambition, including commitments on locally owned delivery like strengthening city governance arrangements and securing new budgets and resources to deliver climate action.
- Build capability on data and evidence use and integrity, including through setting up Monitoring and Evaluation (M&E) structures, and quality-assuring the first cycle of international-standard GHG inventory (Global Protocol for Community-Scale Greenhouse Gas Emission Inventories (GPC)).

24. C40 has provided an embedded urban climate specialist, a C40 City Adviser (CA), in each partner city for the duration of the programme. The CA is partnered with a senior counterpart in the city administration and supports them to manage the

implementation of the city's Climate Action Plan (CAP). They work with city teams to conceptualise and define two selected high impact actions (SHIAs) for implementation. Throughout the programme they have drawn from contracted local specialists to help on specific priorities and with regular and structured access to the Mayor and city leadership team to identify where they can best drive political and technical action. This constituted the majority of the call on FCDO resources for this component.

25. The C40 CA is supported by C40 Regional Directors and their teams in-country. C40's network, central expertise and political voice support each City Adviser by:

- Deploying specialist technical expertise from across the C40 network to provide advice not available from local consultants, and quality assure that interventions are technically and politically feasible.
- Benchmarking cities on their progress and commitment to delivering priorities within their Climate Action Plans.
- Supporting learning across the C40 network (within and across countries in the same regions) and non-network cities.

26. Table 1 provides an overview of the climate actions each target city is implementing:

*Table 1 CAI cities and selected high impact actions*

| CITY                 | ACTION 1                                                                                                                                 | ACTION 2                                                                                                                           |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|
| <b>Addis Ababa</b>   | <u>ENERGY AND BUILDINGS</u> . Energy efficiency and rooftop solar PV for municipal buildings.                                            | <u>WASTE</u> . Development of organic waste treatment capacity.                                                                    |
| <b>Accra</b>         | <u>ENERGY AND BUILDINGS</u> . Energy efficiency audit and solar PV retrofitting of public buildings.                                     | <u>WASTE</u> . Development of waste optimisation strategy, policy and regulatory environment.                                      |
| <b>Nairobi</b>       | <u>ENERGY AND BUILDINGS</u> . Deployment of renewable energy and efficiency improvements at city markets and municipal buildings.        | <u>WASTE</u> . Development of organic waste treatment capacity in city markets.                                                    |
| <b>Lagos</b>         | <u>ENERGY AND BUILDINGS</u> . Distributed solar solutions for residential apartments and SMEs.                                           | <u>WASTE</u> . Improving organic waste management.                                                                                 |
| <b>Johannesburg</b>  | <u>ENERGY AND BUILDINGS</u> . Development of renewable energy generation and storage system for energy access in low-income settlements. | <u>WASTE</u> . Diversion of green waste from landfill to compost.                                                                  |
| <b>Tshwane</b>       | <u>ENERGY AND BUILDINGS</u> . Increase of large scale renewables capacity with private power producers and enhance city self-generation. | <u>WASTE</u> . Development of climate-smart waste management through waste minimisation, separation, recycling and transportation. |
| <b>Dar es Salaam</b> | <u>ENERGY AND BUILDINGS</u> . Development of renewable energy model for cold storage and energy efficiency in city markets.              | <u>WASTE</u> . Treatment of organic waste from city markets.                                                                       |

|                     |                                                                                                                         |                                                                                                                   |
|---------------------|-------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| <b>Jakarta</b>      | <u>ENERGY AND BUILDINGS</u> . Revising green building policy and incentive mechanisms.                                  | <u>ENERGY AND BUILDINGS</u> . Municipal building retrofitting and development of data management systems.         |
| <b>Kuala Lumpur</b> | <u>ENERGY AND BUILDINGS</u> . Implementing a low carbon buildings checklist for new developments and major renovations. | <u>ENERGY AND BUILDINGS</u> . Energy efficiency and renewable energy plan and actions towards net-zero buildings. |
| <b>Quezon City</b>  | <u>ENERGY AND BUILDINGS</u> . Developing a green building code and incentives for energy efficiency and conservation.   | <u>ENERGY AND BUILDINGS</u> . Expanding renewable energy in municipal, residential, and private buildings.        |
| <b>Bogotá</b>       | <u>TRANSPORT</u> . Strategy for medium and long-term pedestrianisation.                                                 | <u>TRANSPORT</u> . Training of female bus drivers for new e-bus fleet.                                            |
| <b>Medellín</b>     | <u>TRANSPORT</u> . Developing a low-emission zone including pedestrianisation.                                          | <u>ENERGY</u> . Developing solar PV on public and private buildings under cable car line.                         |
| <b>Guadalajara</b>  | <u>TRANSPORT</u> . Developing a low-emission zone.                                                                      | <u>ENERGY AND BUILDINGS</u> . Improving energy efficiency in public buildings.                                    |
| <b>Mexico City</b>  | <u>TRANSPORT</u> . Developing guidelines for e-buses and trolleybuses.                                                  | <u>TRANSPORT</u> . Consolidating four public transport corridors.                                                 |
| <b>Lima</b>         | <u>TRANSPORT</u> . Developing cycle lanes.                                                                              | <u>TRANSPORT</u> . Pedestrianisation.                                                                             |

27. FCDO has conducted Annual Reviews of the programme, reviewing progress against key performance indicators (KPIs) in the logical framework and value for money performance drivers. The Year 1 Annual Review can be found [here](#); Year 2 [here](#); and Year 3 [here](#). The Logical Framework (LogFrame) of CAI can be found [here](#).

28. CAI also reports against the following International Climate Finance KPIs:

- KPI 15: extent to which ICF intervention is likely to lead to transformational change (methodological note included in the Annex)
- KPI TA 1: countries supported by ICF technical assistance
- KPI TA 2: individuals and organisations supported by ICF technical assistance
- KPI TA 3: climate policies informed by ICF technical assistance
- KPI TA 5: emissions reductions or avoided/supported by ICF technical assistance

## Theory of Change

29. The programme's current Theory of Change (ToC) is shown in Figure 1, which includes the CFF component, and the CAI component's ToC is shown in Figure 2. Research themes and questions will draw from and test the ToC where it is relevant to the CAI component.

Figure 1 UCAP Theory of Change

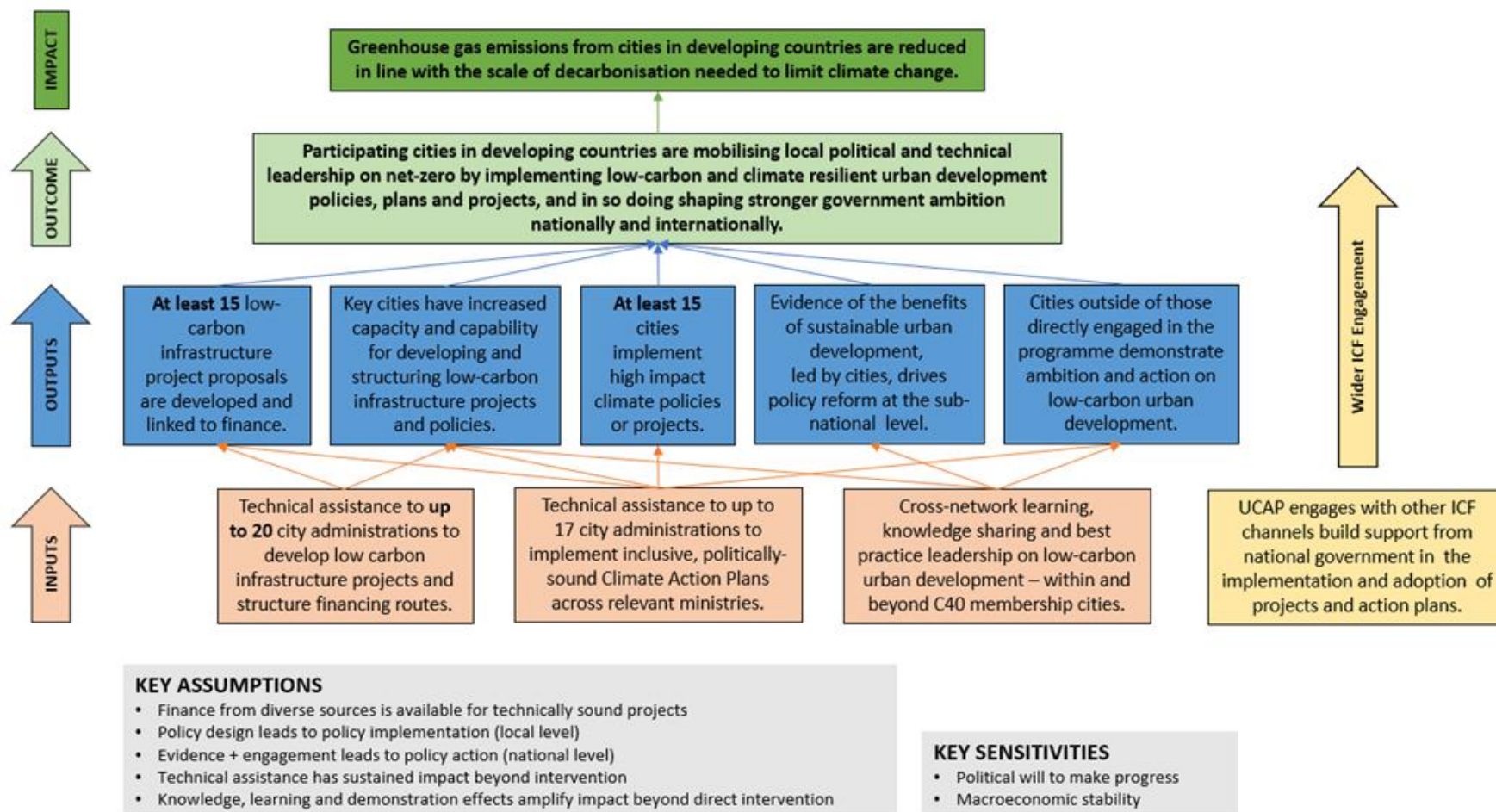
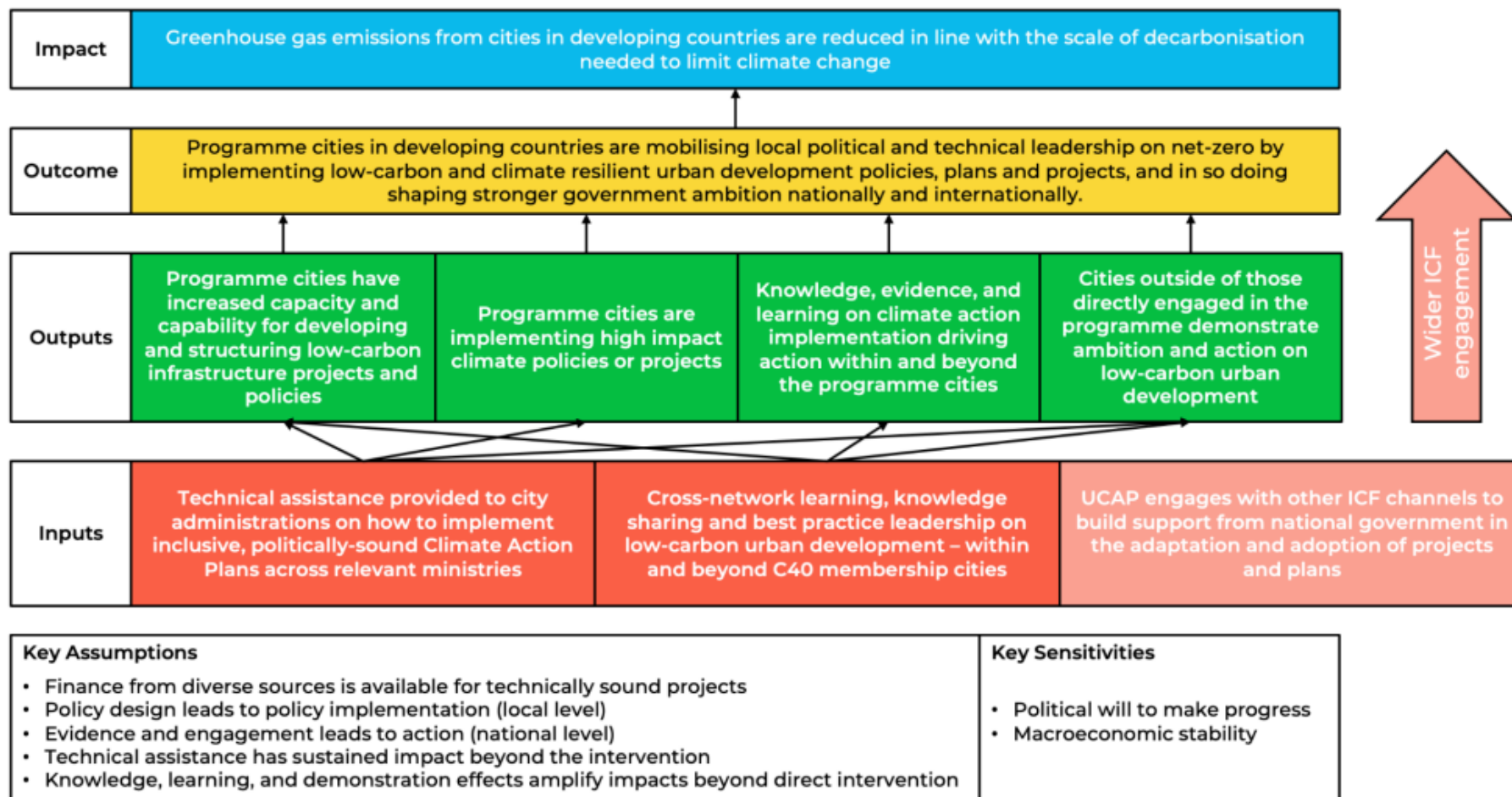


Figure 2 CAI Theory of Change



## Purpose, objectives and scope

30. The purposes of the evaluation are to assess progress towards the overarching outcome and impact goals of CAI's ToC, to provide accountability for the programme investment and to deliver learning which will input into decisions on future successor or related programmes delivering technical assistance in cities.
31. The contract is expected to run from September 2025 to February 2026 and have four broad objectives:
- i. **Results:** Assess how effectively the programme is achieving outputs and early signs of outcomes and impact, as well as transformational change. This should also include likely further outcomes and unintended consequences. Noting that the full effects of technical assistance are often not seen until well beyond the period of funding, are there indications of further outcomes and are these likely to be sustained beyond the life of the programme? Unintended outcomes and spill-over effects should also be explored.
  - ii. **Value for money:** Assess the overall value for money (VfM) – whether the implementing partner is making optimal use of resources to achieve intended results. This should also develop an understanding of the quality, value, and importance of results.
  - iii. **Process:** Assess the quality of the delivery of CAI by the implementing partner. Are CAI's theory of change, structure, management, governance, partnerships, staffing and resource allocations fit-for-purpose to deliver its objectives?
  - iv. **Learning and knowledge sharing:** Provide further lesson learning and recommendations that can be disseminated and inform future related programming.
32. While the primary scope of the evaluation will be the CAI component, the evaluation should include effectiveness of coordination with the CFF component where the two components both operate, as well as whether it effectively builds on the successes of the CLIC programme, where relevant. This will be discussed following the appointment of a contractor.

## Recipients and use

33. The evaluation will be published externally on the UK Government's Development Tracker. The formal recipients for the evaluation will be:
- FCDO's Green Cities and Infrastructure Team in the Economic Development and Partnerships Directorate;
  - C40, the delivery partner; and
  - Decision-making officials, ministers, and external bodies that scrutinise aid spend.
34. FCDO will use findings to steer the remainder of the programme, where possible and applicable, and to inform decisions on potential further funding to expand or scale the programme. As the delivery partner, C40 will be expected to absorb lessons and adopt recommendations agreed with FCDO.
35. Additional audiences could include the Infrastructure and Climate cadres and other related climate and urban development programmes who may advise and be delivering

or will deliver similar technical assistance programmes, respectively. Other donors to similar programmes and subnational governments are potential audiences, but not specific recipients.

## Evaluation Framework and Questions

36. The evaluation should assess CAI's results, value for money, and processes, with the focus primarily on results and value for money. This will likely include instances where qualitative data might be useful to support the quantitative indicators provided by the delivery partner in the LogFrame.
37. Bidders should explain how they will achieve the evaluation objectives using the following criteria for programme success, based on the OECD DAC criteria with additional criteria: Relevance, Effectiveness, Efficiency, Sustainability, Impact, Transformational Change and Additionality, and Lessons and recommendations.
38. A list of potential questions is presented below, developed with consideration of the evaluation objectives and grouped by the above-mentioned criteria. Bidders should present proposals for developing a full evaluation framework, including data sources and methodologies, based on these evaluation questions.
39. Once the contract is awarded the questions will be refined according to the context of selected city visits and may need to be reduced in number/scope.
  - i. **Relevance:** To what extent do CAI's programme design and activities respond to city/regional needs, policies and priorities?
    - To what extent do CAI's choices of SHIAs and broader support align with the policies and priorities of UK and partner cities?
    - To what extent does CAI respond to the needs of its intended beneficiaries? Which beneficiaries, in what circumstances were best targeted and why?
    - To what extent the delivery partner ensuring that activities effectively consider GEDSI and benefit vulnerable groups (including those with Protected Characteristics)?
    - What mechanisms and processes are employed to assess the programme's relevance throughout its duration and in what ways were they effective? To what extent did the programme's technical assistance lead to climate action and increased ambition? What characteristics are a good indication of ambition and likely action?
    - What lessons can be drawn from findings and are there any recommendations that can be made to programmes delivering demand-led technical assistance on urban climate action?
  - ii. **Effectiveness:** How effectively is CAI translating inputs into intended outputs and outcomes identified in its Theory of Change?
    - How successfully does CAI appear to be implementing climate actions and mainstreaming Climate Action Plans (CAPs)?
    - How effective are efforts to share learnings and knowledge within and beyond the C40 network? For whom and why?
    - Is there early evidence to demonstrate CAI's contributions towards mobilising local political and technical leadership on net zero and driving national and international ambition on climate action?

- How well is GEDSI being mainstreamed into the processes, funds, activities and the results framework?
  - What are the main internal and external factors impacting – limiting or enabling – progress on outputs and outcomes?
  - What recommendations can be made to improve effectiveness in related climate and infrastructure programming?
- iii. **Efficiency:** The extent to which CAI delivers, or is likely to deliver, results in an economic and timely way and demonstrates fair value for money in line with the 4Es approach (economy, efficiency, effectiveness, equity).
- To what extent has the programme design, governance and management approach been effective in working towards achieving the programme outputs in a timely manner?
  - Is the monitoring framework suitable for assessing the performance of the programme against its objectives? Do the assumptions in the ToC hold true?
  - Across CAI, how strong is the culture of and attention to Value for Money?
  - Are resources achieving value for money economically, effectively, efficiently, and equitably?
  - To what extent is the programme likely to achieve value for money in terms of overall cost-effectiveness?
  - How are GEDSI considerations being addressed at programme- and project-team levels, and in delivery?
  - How could value for money be improved?
- iv. **Sustainability:** To what extent do the cities/regions supported by CAI are likely to take continuous and renewed climate action beyond UCAP, and how well has capacity and capability been built?
- Is the approach to building the capacity and capability of city administrations adequate and appropriate to ensure they can continue to implement climate action activities once CAI has ended?
  - How have the outputs and products from supported activities been disseminated to wider external stakeholders – within and beyond CAI partner cities – and how effective are they likely to be in ensuring impact is sustained beyond the programme term?
  - What recommendations can be made to improve likelihood of cities to continue implementing climate action?
- v. **Impact:** To what extent has the programmes supported cities to effectively decarbonise?
- To what extent and in what ways, does it appear that outcomes generated by CAI will lead to partner cities being able to effectively decarbonise? What other spillover impacts or effects are emerging – e.g. impact on policies?
  - Is there sufficient planning to identify opportunities and ultimately to ensure outputs achieve substantive outcomes, in line with the Theory of Change?
  - To what extent does CAI appear to be achieving and creating GEDSI and Just Transition co-benefits? What other impacts have there been or are emerging on women, girls and vulnerable groups?
  - What factors facilitate and/or constrain impact?

- Are there any other measures that the delivery partner could adopt to accelerate its contribution towards impact?
  - vi. **Transformational Change and Additionality:** To what extent, and in what ways, does CAI appear to be able to catalyse further change?
    - To what extent does it appear that CAI activities will achieve transformational change above the baseline expectation for each city/region (refer to the ICF KPI 15 methodological note)? Without the intervention, how likely is it that regions would have achieved similar outcomes/impacts?
    - To what extent is CAI able to catalyse other cities not directly engaged in the programme to develop, adopt and implement their own climate action plans, covering through demonstration effects?
    - What appear to be the specific drivers of transformational change?
    - What lessons have been learned and are they transferrable?
  - vii. **Lessons and recommendations:** What lessons can be learned and recommendations made to potential future phases of CAI or related climate and infrastructure programming?
40. FCDO would welcome initial comments from bidders suggesting adaptations, deletions and additions to the proposed questions. Bidders will recognise that these draw on the Theory of Change and the OECD-DAC evaluation criteria, and may wish to comment or suggest further linkages.
41. Bidders should present proposals for developing a full evaluation framework, including data sources, methodologies and so forth. The selected evaluation team shall work with FCDO during the Inception Phase to finalise these questions and other elements of their proposed design for both phases.
42. In the inception phase, the Management Group (see below) and the evaluation team will agree the contribution which the evaluation team will make to the Programme Closure Review. Proposals are not required for this and the Inception Report will not need to detail this work.

## Approach, Methodology and Data

43. The evaluation design will be principally qualitative as there is no scope for either controlled trials or significant quantitative data collection beyond the monitoring data.
44. We would like the evaluation to be:
- **Theory-based** – tackling the evaluation topics and questions in a way which provides holistic assessment of CAI and its theory of change. The evaluation should explore the extent to which the inputs are producing the expected outputs, outcomes and impact through the causal pathways envisioned in the Theory of Change, and the extent to which the assumptions made are holding true.
  - **Utilisation-focused** - ensuring that the evaluation is useful and used. We would like the evaluators to engage key stakeholders and involve them in the evaluation. As well as formal evaluation reports, we would also like to see focused learning or knowledge products that can be delivered more quickly – for example short (1-2 pages) briefing papers and/or slide sets.

45. The contractor will receive support in identifying key stakeholders from FCDO and delivery partners. Sources of data include:
- C40 City Advisers
  - FCDO in-country missions, including climate and infrastructure advisers
  - City administrations in CAI cities and those that have participated in CAI activities
  - Attendee lists of CAI's Regional Academies
46. Bidders will recognise – from the evaluation questions, programme documentation and FCDO policy statements – the importance attached to gender, disability and social inclusion. This must be reflected throughout the conduct of the evaluation and addressed sufficiently in findings and lessons.
47. FCDO is not prescribing a full methodology for the conduct of this evaluation, but would expect use of multiple methods and systematic triangulation of evidence. Bidders should detail as fully as possible the evaluation design and methodology they propose to use. This should include modes of data capture, as well as methods for data analysis and synthesis in order to draw overall conclusions, lessons and recommendations. The successful bidder will then refine this proposal in the Inception Phase. FCDO is committed to quality and rigour in line with international good practice in evaluation.
48. A minimal list of suitable methods follows, but we are open to additional and/or innovative methods. We anticipate that primary data collection will focus mainly on qualitative methods.
- **Review of key documents.** An initial list of programme and project documents will be prepared by FCDO and C40 and provided for the evaluator.
  - **Face-to-face and online meetings** with a range of principal staff, stakeholders and users in the UK and focus countries should be incorporated within each substantive phase. The contract budget will allow for field visits, and bidders should detail their approach in selecting sample locations. Acknowledging that collecting data from sample locations will have limitations, bidders should also propose mitigations on the ability to evaluate the programme as a whole. Location selections can be discussed and finalised in the inception meeting.
  - **A broad range of further interviews and/or group discussions with C40, in-country missions and potential/existing users.**
  - **Surveys or other methods of data collection** to solicit input from additional participants and/or stakeholders. If surveys are used to produce estimates, these should be rigorously designed with appropriate sampling methods and expectation of acceptably high response rates. Alternative or complementary approaches may be considered, including use of tools to collect feedback from those not selected for interview and/or online moderated discussions.
49. Additional information such as published material (website, outputs, etc) and key documents (annual reports and reviews, business case, etc) will be available to support the evaluation.

## Outputs and timing

50. The evaluation will be comprised of three phases: 1) Inception Phase; 2) Implementation Phase; and 3) Post-Implementation Phase. A provisional list of core outputs in each phase, with timings, is provided below. We would expect bidders to

comment on these in their proposal, and the list will be finalised by agreement during the inception period.

51. *Inception Phase, Inception Report:* Building on the evaluator's technical proposal, the inception report should address all elements of these Terms of Reference and specify the design and conduct of the evaluation. This should include detailed descriptions of methodology and analysis. Some stakeholder mapping will likely be necessary to inform this detail. A plan for communications and use of the evaluation must be included. This should focus on identifying key audiences and their current levels of interest as well as plans for engagement and how learning can be best communicated.

Timing: 1 month from start of the inception meeting

52. *Implementation Phase, Evaluation Report:* Following the implementation phase of the evaluation, an evaluation report, of no more than 40 pages (excluding annexes), will include (though not necessarily in precisely this structure):

1. Cover page.
  2. Table of Contents.
  3. Executive Summary
  4. Introduction to UCAP CAI and evaluation
  5. Overview of evaluation approach and methodology, with limitations
  6. Findings (in multiple sections)
  7. Lessons
  8. Recommendations
- Annexes – detailed methodology and additional findings/ supporting evidence

Timing: 3 months from the start of the implementation phase

53. *Implementation Phase, Presentations:* Two presentations – one to FCDO (and FCDO invitees) and one to the C40 (and C40 invitees) - will be required to accompany each of the substantive reports.

Timing: 3.5 months from the start of the implementation phase

54. *Post-Implementation Phase, Closure meeting and dissemination/knowledge products:* The evaluation team will meet with FCDO for a closure meeting that will reflect on the evaluation lessons and recommendations. The evaluation team will also produce short formats for dissemination and documentation. This should include case studies that will have a deep focus on cities and/or interventions that can provide learnings for the intended recipients. The content and formats can be discussed during the evaluation phase. We wish to encourage the evaluation team to share with FCDO and C40 prominent learning through short, accessible products, such as 1-2 page briefings, videos and/or short slides sets.

Timing: 2 weeks to 1 month from the start of the post-implementation phase

55. All reports require high quality, accessible, well designed Executive Summaries, of 2-3 pages for the inception report and 6-8 pages for substantive reports. Executive Summaries should focus on key conclusions and recommendations.

56. Draft evaluation reports will be reviewed by FCDO's Evaluation Quality Assurance and Learning Service (EQUALS).
57. A potential deliverable is an ad hoc facility for additional evidence deliverables (above those indicated in paragraph 53). This could include additional case studies, political economy analysis, or other stand-alone products. Additionally, the contractor could support in developing indicators to measure social inclusion impacts (gender, ethnicity, poverty etc.). This does not need to be allocated a fixed budget but could be agreed with the contractor and then any remaining budget could be used for this purpose.
58. The contractor will grant FCDO an irrevocable right to publish and re-use the outputs from the evaluation. FCDO will have unlimited access to the material produced by the contractor (as expressed in FCDO's general conditions of contract). This gives FCDO rights to request anonymised data, quantitative and qualitative (though the right is rarely exercised in respect of the latter, recognising the work required to adequately anonymise qualitative data).

## Timetable and Workplan

59. This evaluation will run from September 2025 to February 2026. The contract start date is expected to be 9th September 2025 and the end date 28th February 2026, but dates will be agreed with the preferred bidder. On the basis of a start in September 2025, key milestones are expected to be as follows:

| Date                  | Activity/deliverable                                                                |
|-----------------------|-------------------------------------------------------------------------------------|
| <b>September 2025</b> | Contract begins with start-up meeting and Inception Phase                           |
| <b>October 2025</b>   | Start of Implementation Phase                                                       |
| <b>January 2026</b>   | Start of Post-Implementation Phase                                                  |
| <b>February 2026</b>  | Final meeting and handover of knowledge and dissemination products, end of contract |

60. Bidders should set out a full workplan detailing a realistic timetable for delivering the evaluation, including activities and milestones, using a Gantt chart.

## Break points

61. There will be a formal break point in the evaluation contract after the Inception Phase, and continuation beyond this point will depend on both satisfactory performance and FCDO decision on the affordability and value of further evaluation activity.

## Evaluation governance and management

62. The evaluation will be overseen by a Management Group (MG) of between three to four members: UCAP Programme Responsible Owner (PRO), the Head of Cities and Urban Development Policy, the Monitoring and Evaluation Adviser from the Green Cities and Infrastructure Programme, and a Climate and/or ICF Adviser. FCDO may invite expert(s) from within FCDO and/or external organisations to join the MG. The MG will be responsible for approving the evaluation outputs and commenting on draft reports (drawing on the quality assurance reviews by FCDO's Evaluation Quality Assurance

Service). The PRO has additional responsibility for publishing a management response and leading on implementation of agreed recommendations.

63. Within FCDO, the main points of contact will be as follows:

- Technical Matters and logistics: UCAP PRO
- Contractual Matters: FCDO Procurement and Commercial Department

64. In their proposal, bidders should explain how their team will be structured, what the anticipated roles and responsibilities will be, and be clear on leadership and points of contact. Bids should set out their approach to quality assurance throughout the evaluation and by whom, including assuring that all draft outputs are delivered complete and to a high standard throughout the contract.

65. Bidders should also explain how they will ensure close working relationships with FCDO and C40 while ensuring independence. Proposals should include an explanation of how bidders will avoid a conflict of interest, and how they would handle any situations of undue pressure.

66. The Contractor will provide regular updates to FCDO on the progress of the evaluation; brief monthly updates are likely to be appropriate during intensive periods of activity.

67. Bidders should expect frequent interaction with the MG during active phases. Formal MG meetings will be held at least once every six weeks during phases 1 and 2, with likelihood of some shorter 'catch up' meetings. Inception will begin with a start-up meeting, with at least one further MG meeting during this phase. The majority of meetings will be entirely online. However, if the team leader and/or other senior member(s) are UK based we would expect to meet in person, probably in London, for the start-up meet and at least once during each of the Inception and Implementation Phases (in addition to presentations).

## **Payment milestones and Key Performance Indicators (KPIs)**

There will be three payment milestones during the life of the contract:

- End of inception phase: 20% of the contract value will be payable on the authority's approval of the inception phase report (subject to quality assurance against KPIs)
- End of implementation phase 50% of the contract value payable following quality assurance of the evaluation report by EQUALS
- End of post-implementation phase 30% of the contract value payable following delivery of the required dissemination activities.

The key performance indicators as shown in Annex 2 must be met before payment at each milestone.

## **Ethics and Safeguarding**

68. Proposals should outline their view of the ethical considerations for this evaluation and spell out how they plan to address these. Contractors will be expected to have an ethics policy/code (consistent with FCDO's [Ethical guidance for research, evaluation and monitoring activities](#)) and apply ethical clearance protocols, where appropriate. Bids should set out how they propose to uphold the principle of 'Do no harm' and to ensure the confidential treatment and secure storage of project documentation and data collected throughout the evaluation.

69. The successful contractor will need to be fully cognisant of the importance FCDO attaches to Safeguarding and understand and follow relevant guidance throughout the conduct of the evaluation. This includes [Enhanced Due Diligence – Safeguarding for External Partners](#) and UKCDR's research specific [guidance](#).
70. Bidders should note that where any digital tools are to be developed that will influence the delivery of activities or be used for data collection, suppliers are required to demonstrate how they have adhered to or will adhere to the [Principles for Digital Development](#) and how they will apply ethical considerations in design and deployment. This includes expectations for the supplier's approach to managing data integrity and responsible data practices including privacy, confidentiality, and consent. This should also include explicit reference to the use of Artificial Intelligence (AI) and a formal statement on where they intend to use AI in the evaluation process.

## Duty of Care

71. The supplier must be self-supporting and responsible for their own activities and should not rely on FCDO transport, offices, facilities, logistical or administrative support. Suppliers must include all such costs in their bids.
72. The Supplier owes a duty of care to the Supplier Personnel and is responsible for the health, safety, security of life and property and general wellbeing of such and their property and this includes where the Supplier Personnel carry out the services.
73. The Supplier warrants that it has and will throughout the duration of the Contract:
- carry out the appropriate risk assessment with regard to its delivery of the services;
  - provide the Supplier Personnel with adequate information, instruction, training, and supervision;
  - have appropriate emergency procedures in place to enable their provision of the Services so as to prevent damage to the Supplier Personnel's health, safety, security of life and property and general wellbeing.
74. The provision of information of any kind whatsoever by FCDO to the Supplier shall not in any respect relieve the Supplier from responsibility for its obligations under this section. The positive evaluation of the Supplier's proposal for the provision of the services and the award of this Contract is not an endorsement by FCDO of any arrangements which the Supplier has made for the health, safety, security of life and property and wellbeing of the Supplier personnel in relation to the provision of the services.
75. The Supplier acknowledges that the FCDO accepts no responsibility for the health, safety, security of life and property and general wellbeing of the Supplier Personnel with regard to the Supplier Personnel carrying out the Services under this Contract.
76. FCDO will share available information with the consultants on security status and developments in-country where appropriate. Travel advice is also available online and the Supplier must ensure they (and their Personnel) are up to date with the latest position.

77. Suppliers will be fully responsible for Duty of Care of their own and sub-contract staff (if any).

78. If sub-contracted, the Suppliers must develop their Tender on the basis of being fully responsible for Duty of Care in line with the details provided above and the initial risk assessment. Suppliers must confirm in the Tender that:

- They fully accept responsibility for Security and Duty of Care.
- They understand the potential risks and have the knowledge and experience to develop an effective risk plan.
- They have capability to manage their Duty of Care responsibilities throughout the life of the contract.
- If a Supplier is unwilling or unable to accept responsibility for Security and Duty of Care as detailed above, their Tender will be viewed as non-compliant and excluded from further evaluation.

79. Please note that the risk assessment will be re-examined at the point of transition between the Inception phase and the implementation phase. If at any stage, there are concerns that the Supplier cannot manage Duty of Care then they may be precluded from operating in that region. The ability of the Supplier to manage Duty of Care shall remain a pre-condition of the contract.

## **Risks**

80. There will be a number of risks and challenges that the evaluation team will encounter. Therefore, proposals should set out risks and how these will be managed, as well as specifying a system for identifying, managing, and reporting risks during the implementation of the evaluation. A full risk assessment should be conducted during inception phase. We have listed here a few of the more obvious challenges:

- acquiring and retaining sufficiently thorough knowledge of UCAP CAI, given the number of partners, staff, and activities involved
- building engagement and relationships at all levels right across C40
- accessing policy makers and other relevant stakeholders to collect data necessary to assess outcomes and impacts
- language barriers in countries where there is a different primary language than English.

## **Budget**

81. FCDO expects the total value of the evaluation contract value (including VAT, as payable, and including local government taxes) to be in the region of £400,000. Contractors will be paid by fees and expenses, and are expected to be responsible for all local taxes.

## **Delivery team requirements**

82. The bid should include a team structure that provides:

- A clear operating structure which explains the roles, responsibilities, and reporting lines for each member of the independent evaluation team.

- Suitable contingency measures should the project team change, giving FCDO confidence that this risk would be managed without negatively affecting to programme delivery.
- An appropriate balance of junior and senior time on the project, ensuring enough strategic oversight but also that resources are used efficiently to successfully deliver all the objectives.
- A gender balance is preferred within the evaluation team, as is substantial roles for Southern evaluators. Minimally, for in-country evaluation work, we would expect the participation of local/ national evaluators. It may be possible for a member of the evaluation team to travel to each of the focus countries to conduct this work jointly, if the financial and carbon costs can be justified.
- Named resources to deliver tasks, and where individuals are not identified nor CVs provided a clear justification is provided, as well as a role description against which new joiners to the team will be assessed.

83. We would expect the bidding team of evaluators to have the following skill set:

- Extensive and proven expertise in evaluation methods and techniques
- Track record of delivering high quality international development evaluations, particularly involving technical assistance and capacity building
- Ability to work collaboratively with a wide range of stakeholders, including technical advisers, local governments and policy makers
- Relevant expertise including on climate change, climate mitigation, infrastructure, climate finance, urban development, local governance and related climate policy and practice in a range of Low- to Upper-Middle-Income Countries in Latin America, Africa and Asia. Access to expertise in the relevant sectors (energy, waste management, buildings, transport) would also be valued
- Expertise in assessing value for money, including through use of qualitative evidence
- Excellent written and oral communication skills in English and other languages of the previously listed regions
- Capability to integrate gender and social inclusion analysis
- Ability to access relevant expertise and skills where there are gaps in the existing team.

84. The contractor will be responsible for logistic arrangements and duty of care for all travel within the contract.

## Submitting a bid and assessment criteria

85. Proposals, which should not exceed 15 pages (excluding CVs), will be evaluated against the criteria outlined below.

86. Criteria will be determined partly by the procurement method. At least 60% of available score will be allocated to technical criteria along the lines of the below table. 40% is reserved for commercial scoring using formula prescribed in the relevant Framework agreement.

| Technical Criteria            | Weighting (%) |
|-------------------------------|---------------|
| Delivery plan and methodology | 30            |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           |
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| <p>Please provide a clear and detailed delivery plan outlining your proposed methodology and approach for delivering the contract.</p> <p>This should:</p> <ul style="list-style-type: none"> <li>• Clearly and systematically outline how and when each part of the requirements will be addressed, and the outputs and deliverables you are proposing.</li> <li>• Provide comments on the proposed evaluation and learning questions and sub-questions that will be asked and propose how they could be further refined to achieve the stated objectives.</li> <li>• Demonstrate a clear rationale for the chosen methodology and approach and why it has been chosen.</li> <li>• Clearly and honestly assess the challenges and risks associated with the methodology and consider appropriate mitigation actions.</li> <li>• Clearly set out how each activity will contribute to recommendations for further UK support to related climate and infrastructure programming in developing countries.</li> <li>• Explain the approach to quality assurance throughout the evaluation and by whom, including assuring that all draft outputs are delivered complete and to a high standard throughout the contract.</li> <li>• Demonstrate that the proposed approach is realistic, and the Authority can clearly see how it will practically be delivered and by whom from the breakdown of time and resources provided in the workplan.</li> <li>• Clearly articulate lessons learned from previous experience and show that their application to the CAI evaluation is well thought out.</li> </ul> <p>Higher marks will be awarded to a response that provides greater assurance of delivery to the Authority where:</p> <ul style="list-style-type: none"> <li>• The methodology demonstrates a clear focus on maximising the utilisation of the findings to inform decisions and improve design delivery and monitoring of related climate and infrastructure programmes.</li> <li>• There is a clear articulation of how communications and dissemination activities will enhance the impact of the evaluation.</li> <li>• The justification of the proposed approach is grounded in evidence, experience and learning.</li> </ul> |           |
| <p><b>Team structure, experience, technical expertise</b></p> <p>Please detail the team structure and staffing for the evaluation and how the team presented offers the right mix of skills and expertise to deliver the methodology proposed and the objectives of the evaluation. Please include:</p> <ul style="list-style-type: none"> <li>• Details of the roles and responsibilities of members of the team which, if appointed, would deliver the CAI evaluation.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <p>20</p> |

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| <p>Outline why this team has the capability required to deliver the programme, and how the team would be managed.</p> <ul style="list-style-type: none"> <li>• Named resources to deliver tasks. Where individuals are not identified or CVs provided, a clear justification must be provided, as well as a description of the personnel specification which candidates will meet.</li> <li>• A clear operating structure covering each member of the team. A clear project lead who will act as the primary contact point for FCDO must be provided.</li> <li>• Suitable contingency measures should the project team change, giving FCDO confidence that this risk would be managed without negatively affecting programme delivery.</li> </ul> <p>Proposals should demonstrate that:</p> <ul style="list-style-type: none"> <li>• The project lead and other key members of the project team have the appropriate experience and expertise backed up by CV evidence to undertake their proposed roles.</li> <li>• The team has an appropriate mix of expertise to demonstrate that not only the evaluation will be carried out to a high standard but that the supplier will also be able to provide well considered, evidenced-based recommendations to inform future decisions, design, delivery, and monitoring of related or similar climate and infrastructure programming.</li> </ul> <p>Higher marks will be awarded to a response that provides assurance of delivery to the Authority where:</p> <ul style="list-style-type: none"> <li>• The delivery team has a strong understanding of the contexts and political economies within which UCAP operates.</li> <li>• The delivery team is gender-balanced and has the breadth of skills, capabilities and experience across the team, to deliver evaluation activities and the methodology put forward by the bidder.</li> <li>• Strong emphasis will be placed on equality, diversity, and inclusion during delivery of the evaluation, with gender and inclusion expertise reflected in the team.</li> </ul> |           |
| <p><b>Programme and financial management</b></p> <p>Please set out how you will manage and oversee the evaluation, including how you will:</p> <ul style="list-style-type: none"> <li>• Provide robust programme and financial management, including risk management</li> <li>• Deliver the governance and reporting requirements set out in the ToR.</li> <li>• Maintain robust ethical standards and strong commitment to good practice in research ethics, safeguarding, gender equality and social inclusion.</li> <li>• Put measures in place to ensure effective collaboration with other members of the programme delivery team, notably the CAI Delivery Partner and FCDO.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>10</p> |

|                                                                                                                                                                                          |    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| <ul style="list-style-type: none"> <li>• Make clear commitments and put measures in place to ensure that deliverables are of a high quality and delivered in a timely manner.</li> </ul> |    |
|                                                                                                                                                                                          | 60 |

| <b>Financial Criteria</b>                                                                                                                                                                                                                                                               | <b>Weighting (%)</b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|
| Please provide a detailed financial proposal that includes: <ul style="list-style-type: none"> <li>• A breakdown and forecast for all planned activities broken down by activity per phase;</li> <li>• Professional fees, travel, other expenses and VAT (where applicable).</li> </ul> | 40                   |
|                                                                                                                                                                                                                                                                                         | 40                   |

## Annex 2 – Evaluation Context

### 1.1 Programme context

As mentioned in Section 2 of the main report, CAI has been designed to embed climate action in 15 megacities by strengthening local capacity, advancing governance and planning systems, and facilitating the implementation of selected high-impact actions (SHIA) across the transport, waste, energy and buildings sectors, which originate from each city's Climate Action Plan (CAP).

Context varies widely across the 15 cities, which range in size from a population of 2.8 million in Accra, Ghana to 34.5 million in Jakarta, Indonesia. Factors relating to urban dynamics, socio economic factors, poverty and inclusion dimensions, climate vulnerabilities and environmental pressures and assets range widely across and within the cities.

As part of the evaluation, to help orientate the data collection, the evaluation team (ET) conducted a detailed political economy analysis (PEA) for the four Tier 1 cities, **Accra, Addis Ababa, Kuala Lumpur** and **Medellin**. These are included in **Annex 8**. Some of the key points are summarised below to give an indication of the programme context in which CAI operates.

#### 1.1.1 Urbanisation, Demography and Economic Structure

- **Accra:** The greater Accra region has a population of approximately 5.5 million people (2021) and has experienced rapid urbanisation and persistent socio-spatial inequalities, each of which intensify climate vulnerabilities.<sup>1</sup> The city's annual population growth—driven by rural–urban migration, economic opportunity and regional mobility—has generated sprawling unplanned settlements and heightened demand for essential services. Informal settlements such as Nima, Chorkor, Mamobi and the areas formerly associated with Agbogboshie exhibit pronounced deficits in waste collection, drainage, sanitation and access to clean household energy. These communities are disproportionately exposed to flooding, heat stress, and environmental health hazards.
- **Addis Ababa:** has an estimated population of more than five million people and continues to experience rapid urban growth driven by rural–urban migration and economic opportunity. This rapid urbanisation places pressure on infrastructure and public services including waste management, energy supply, housing, and transportation.
- **Kuala Lumpur:** sits at the heart of the Klang Valley, one of Southeast Asia's fastest-growing metro regions. With ~1.98 million people in the city and up to 9 million across the wider conurbation (C40 Cities, 2025a), KL exerts economic influence beyond its physical boundaries. Rapid urbanisation—driven by industrialisation, foreign investment, and sustained demand for commercial and high-rise residential development—has dramatically increased land values and intensified construction cycles. This development model produced a city characterised by dense vertical growth, vast impermeable surfaces, and reliance on private vehicles. These patterns have greatly shaped KL's climate profile:
  - Buildings account for nearly 80% of emissions (C40 Cities, 2025a).
  - Development on the Klang River floodplain increases flood exposure.
  - Concentrated high-rise clusters intensify urban heat island effects.
- **Medellín:** Colombia's second-largest city and the capital of the department of Antioquia. It is located in the Aburrá Valley in the central Andes, a narrow north–south corridor enclosed by steep mountain slopes that has strongly shaped urban form and settlement patterns. The municipality has a population of around 2.5 million people, while the wider metropolitan area governed through the Área Metropolitana del Valle de Aburrá (AMVA) includes ten municipalities and roughly 4 million residents. Urban growth has been characterised by high density along the valley floor and extensive informal and lower-income settlements on surrounding hillsides, producing pronounced spatial and socio-economic inequalities across the city.

<sup>1</sup> [https://ghanadistricts.com/Home/Reader/364d1b2-5d5d-4cb3-a2#:~:text=The%20Greater%20Accra%20Region%20has%20the%20following,city\\*\\*%20Accra%2C%20the%20capital%20city%20of%20Ghana](https://ghanadistricts.com/Home/Reader/364d1b2-5d5d-4cb3-a2#:~:text=The%20Greater%20Accra%20Region%20has%20the%20following,city**%20Accra%2C%20the%20capital%20city%20of%20Ghana)

### 1.1.2 Climate Hazards and Environmental Pressures

- **Accra**, low-income communities experience disproportionate exposure to flooding, heat stress, poor drainage and waste accumulation, consistent with vulnerability patterns documented in the Ghana Statistical Service urbanisation analyses and EPA Ghana pollution assessments. These conditions, together with fiscal constraints and operational pressures on Accra Metropolitan Assembly (AMA), create strong political and social incentives for interventions that improve sanitation, energy efficiency in public buildings, and environmental health. Accra's environmental risks—especially flooding in the Odaw basin and methane emissions from unmanaged waste streams impact low-income communities by disrupting commerce, and damaging local infrastructure. In particular, poor solid waste management of plastic and organic waste obstruct drainage channels.
- **Addis Ababa**: Waste management challenges are significant, as organic waste constitutes a large share of municipal solid waste and contributes to greenhouse gas emissions. Flooding, air pollution, and heat stress also affect vulnerable communities, particularly those living in informal settlements.
- **Kuala Lumpur**: Climate vulnerabilities are significant and growing. Flooding is the most recurrent hazard, with heavy rainfall events overwhelming drainage infrastructure and causing disruptions in central districts. The city's rapid urbanisation has reduced natural absorption capacity, making flash floods more frequent and severe (World Bank, 2014). Urban heat islands have intensified, with temperature differences reaching 3.8–4.1°C relative to surrounding areas (Toh, 2025). These hazards create pressure for action, particularly in sectors within DBKL's remit. CAI's focus on building performance standards and urban heat mitigation therefore aligns strongly with KL's risk profile.
- **Medellín**: Climate change issues are closely tied to its urban structure, mobility patterns, and social inequality. Transport is the city's largest source of greenhouse gas emissions, driven by high levels of private vehicle use, freight movement across the valley, and a public transport system that still relies significantly on diesel fleets. Overall, transport accounts for 42% of the city's greenhouse gas emissions and 83% of PM2.5 emissions. Energy use in buildings and industry is the second major source of emissions, reflecting both economic activity and rising demand associated with urban growth. The two CAI SHIA's were selected based on these priority emissions sectors.

## 1.2 Overview of CAI's SHIA and Mainstreaming components

Working within this context, to address rapidly growing GHG emissions in the 15 selected cities, while also achieving public health and inclusive economic development co-benefits, CAI has implemented two selected high-impact actions (SHIA) as well as climate mainstreaming activities in each city. These are briefly described below.

Table 1 Overview of the main SHIA and mainstreaming components of CAI

| Sector               | Title of the SHIA / Intervention (Priority Actions)                                                                                                                                                                |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Africa Region</b> |                                                                                                                                                                                                                    |
| <b>Accra</b>         |                                                                                                                                                                                                                    |
| Energy & Buildings   | Energy efficiency audit and retrofitting of selected buildings (administrative, residential and public facilities) with solar PV                                                                                   |
| Waste                | Development of waste optimisation strategy, supporting policy and regulatory environment, including review of sanitation laws for metro-wide solid waste source, separation, collection and treatment.             |
| Mainstreaming        | Climate Change Steering Committee and Technical Implementation Committee operationalised; City-led GHG inventory capacity strengthened; Climate finance gap analysis reviewed and budgeting dialogues facilitated. |
| <b>Addis Ababa</b>   |                                                                                                                                                                                                                    |
| Energy & Buildings   | Energy efficiency and Rooftop Solar PV for municipal buildings to enhance the use of RE and reduce GHG emissions.                                                                                                  |
| Waste                | Develop treatment capacity for organic waste through supporting the Small and Micro Enterprises (SMEs) who engage in composting.                                                                                   |
| Mainstreaming        | Climate Change Steering Committee operational with EPA support; Citywide GHG inventory updated and validated; Climate finance strategy developed.                                                                  |
| <b>Dar es Salaam</b> |                                                                                                                                                                                                                    |
| Energy & Buildings   | Development of a renewable energy model for cold storage facilities for preservation of fresh produce using PV while incorporating energy efficiency improvements in city markets.                                 |
| Waste                | Treatment of organic waste into compost, animal feed and /or bioenergy in city and or municipal markets                                                                                                            |

## Evaluation of UCAP CAI – Annexes to the Evaluation Report

| Sector               | Title of the SHIA / Intervention (Priority Actions)                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Mainstreaming        | Climate Change Steering Committee operational with internal action plan, introducing climate tracking and revisions to budget codes to embed climate priorities in strategic plans; GHG inventory updated using revised GPC tool; Policy brief co-developed on city migrants and climate displacement.                                                                                                                               |
| <b>Johannesburg</b>  |                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Energy & Buildings   | Development of a sustainable and reliable energy model/system to address access in informal settlements through renewable energy generation and storage solutions                                                                                                                                                                                                                                                                    |
| Waste                | Diversion of green organic waste from landfill to compost                                                                                                                                                                                                                                                                                                                                                                            |
| Mainstreaming        | Climate actions included in annual business plans of at least 10 municipal departments; Green Jobs Youth Expo institutionalised as an annual city initiative, with over 600 attendees; Climate finance tools and benefits mapping workshops delivered, equipping city staff to develop more compelling, impact-led climate project proposals.                                                                                        |
| <b>Lagos</b>         |                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Energy & Buildings   | Distributed solar solutions for residential apartments and Small & Medium-sized Enterprises (SMEs) in Lagos                                                                                                                                                                                                                                                                                                                          |
| Waste                | Improving Organic Waste Management in Lagos                                                                                                                                                                                                                                                                                                                                                                                          |
| Mainstreaming        | Mainstreaming Strategy and Action Plan launched at the Lagos Climate Change Summit, solidifying political ownership and providing a clear framework for cross-government action; Lagos Climate Finance Plan co-developed with KPMG; GHG inventory institutionalised at local government level.                                                                                                                                       |
| <b>Nairobi</b>       |                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Energy & Buildings   | Framework development for the deployment of renewable energy solutions & energy efficiency improvements at city markets and municipal buildings in Nairobi City County                                                                                                                                                                                                                                                               |
| Waste                | Develop treatment capacity for organic waste across Nairobi city markets                                                                                                                                                                                                                                                                                                                                                             |
| Mainstreaming        | Supported adoption of the Nairobi City County Climate Change Act (2024), clarifying climate governance responsibilities, setting a precedent for legal integration of climate action at local level; Climate Change Steering Committee institutionalised;                                                                                                                                                                            |
| <b>Tshwane</b>       |                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Energy & Buildings   | Solar Home Systems (SHS) technology to deliver basic energy services to social housing and developing a roadmap for integration of small-scale Renewable Energy (RE) in the city's energy sources.                                                                                                                                                                                                                                   |
| Waste                | Promote climate-smart waste management through innovative waste minimisation, separation, recycling and transportation                                                                                                                                                                                                                                                                                                               |
| Mainstreaming        | Six priority municipal policies identified for climate integration, including the Integrated Development Plan and Comprehensive Transport Plan, anchoring climate action in core governance frameworks; Climate budgeting tools and engagement with National Treasury initiated; Terms of Reference for Tshwane Climate Action Forum drafted, formalising an advisory structure to guide CAP implementation across city departments. |
| <b>Latin America</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Bogotá</b>        |                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Transport            | Strategy for medium- and long-term pedestrian mobility; First Low-Emission Zone publicly declared in Guadalajara, positioning the city as a national leader in climate-aligned mobility; LEZs integrated into the Metropolitan Integrated Urban Mobility Plan (PIMUS)                                                                                                                                                                |
| Transport            | La Rolita: Training of female drivers for the new electrical bus fleet of Bogota. 465 bus operators trained & 272 hired, including 224 women and 75 female upskilled operators, delivering Bogotá's first cohort of electric bus drivers under a gender-inclusive framework.                                                                                                                                                         |
| Mainstreaming        | Departmental responsibilities formalised, following joint planning with Environment, Habitat, and Planning secretariats to align mandates with CAP goals; Monitoring, Evaluation and Reporting capacity built across departments, enhancing implementation of the Climate Action Public Policy; Regional climate governance leadership reinforced, Inclusive Climate Action advanced by training 40 officials in ICA methods.        |
| <b>Guadalajara</b>   |                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Transport            | Implementation of first Low Emission Zone in the city.                                                                                                                                                                                                                                                                                                                                                                               |
| Energy & Buildings   | Energy Efficiency (EE) in public buildings; Zero Carbon Buildings Roadmap to 2050 completed; Energy Decarbonisation Scaling Up Strategy started with the Metropolitan Area of Guadalajara, coordinating regional stakeholders across all nine municipalities; Internal Auditor Training Program on Energy Management Systems                                                                                                         |
| Mainstreaming        | MER systems were strengthened and a GPC-compliant GHG inventory completed, aligning Guadalajara with global reporting standards; Inclusive climate action training delivered, building institutional capacity to integrate equity across climate strategies; Strengthening climate finance access to execute the LEZ Consolidation Strategy.                                                                                         |
| <b>Lima</b>          |                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Transport            | Cycle lanes in Lima: 138 km of cycle lanes assessed and prioritised, with inclusivity and climate criteria applied to ensure marginalised communities benefit from infrastructure investments; A new inclusive cycling lane matrix guides safer, more equitable, and climate-smart investments.                                                                                                                                      |
| Transport            | Pedestrianization in Lima's historical centre                                                                                                                                                                                                                                                                                                                                                                                        |
| Mainstreaming        | Strengthening climate finance to support the Clean Air Zone's sustainability in Lima; GPC GHG inventory completed, enhancing the city's emissions tracking capabilities; Participation in regional finance and mobility academies, positioning Lima as an emerging contributor to urban climate leadership in Latin America.                                                                                                         |

## Evaluation of UCAP CAI – Annexes to the Evaluation Report

| Sector                | Title of the SHIA / Intervention<br>(Priority Actions)                                                                                                                                                                                                                                                                                                |
|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Medellín</b>       |                                                                                                                                                                                                                                                                                                                                                       |
| Transport             | Implementation of Low Emission Zone (ZUAP)                                                                                                                                                                                                                                                                                                            |
| Energy                | Solar Panels in public and private buildings in low-income communities in Medellín                                                                                                                                                                                                                                                                    |
| Mainstreaming         | Embedding climate action within routine public-sector energy management and investment processes, with a particular focus on greenhouse gas inventories, as well as raising awareness and building capacity through a series of events.                                                                                                               |
| <b>Mexico City</b>    |                                                                                                                                                                                                                                                                                                                                                       |
| Transport             | Guidelines for e-buses and trolleybuses in Mexico City                                                                                                                                                                                                                                                                                                |
| Transport             | Transport demand studies to consolidate public transport corridors in 5 areas of the city                                                                                                                                                                                                                                                             |
| Mainstreaming         | Detailed handover of transport studies, guidelines, and operational frameworks to incoming city administration completed; Capacity-building training in Digital Cartography, Negotiation, Conflict Resolution, & Inclusive Climate Action, expanding SEMOVI's capacities for strategic integration; LEZ Regional Academy.                             |
| <b>Southeast Asia</b> |                                                                                                                                                                                                                                                                                                                                                       |
| <b>Jakarta</b>        |                                                                                                                                                                                                                                                                                                                                                       |
| Energy & Buildings    | Enhancement, implementation, evaluation, and strategic direction of DKI Jakarta's Green Building Policy                                                                                                                                                                                                                                               |
| Energy & Buildings    | Policies and actions to institutionalise energy efficiency in provincial government and provincial-owned enterprise (BUMD) buildings                                                                                                                                                                                                                  |
| Mainstreaming         | Enhanced GHG Inventory system redesigned and operationalised; ICA Checklist and Policy Brief developed and formally submitted to Climate Change Taskforce (MABI); Capacity-building training and community engagement delivered on ICA principles.                                                                                                    |
| <b>Kuala Lumpur</b>   |                                                                                                                                                                                                                                                                                                                                                       |
| Energy & Buildings    | Implementing a low carbon building checklist (LCBC) for new developments and major renovations                                                                                                                                                                                                                                                        |
| Energy & Buildings    | Energy Efficiency and Renewable Energy Plan and Actions towards Net Zero Carbon Emission Buildings (NZCEB)                                                                                                                                                                                                                                            |
| Mainstreaming         | Inclusive Climate Action Training modules, Checklist and Institutionalisation Strategy developed and tested with different departments; Regular ICA training formally integrated into DBKL's city-wide training calendar, embedding ICA into routine city operations; Regular Greenhouse Gas Inventory updates institutionalised.                     |
| <b>Quezon City</b>    |                                                                                                                                                                                                                                                                                                                                                       |
| Energy & Buildings    | Policies and Actions for Energy Efficiency including enhancement of the Green Building Code (GBC) and incentives for energy efficiency and conservation                                                                                                                                                                                               |
| Energy & Buildings    | Actions to expand adoption of renewable energy in government-owned, private, and residential buildings                                                                                                                                                                                                                                                |
| Mainstreaming         | ICA needs assessment and city-wide surveys completed, informing targeted strategies to embed inclusion in municipal processes; Developed a local framework for good green jobs in the informal economy; Tailored ICA capacity-building training for city departments and communities; Data-sharing mechanisms for improved GHG Inventory established. |

## Annex 3 – Evaluation Approach & Methods

This annex describes the evaluation methodology in more detail.

### 1. Evaluation Approach

#### 1.1. Learning focused and theory-based evaluation

The evaluation team (ET) adopted a participatory, learning-focused, theory-based evaluation design to reflect the complexity of CAI delivery across diverse city contexts. This approach combined multiple complementary methods to both assess performance and generate actionable learning. In line with the ToR, the evaluation focused on four core components: results effectiveness, value for money (VfM), process (implementation), and learning and knowledge sharing. CAI Theory of Change (ToC) was used as the evaluative backbone, enabling the ET to test causal pathways, assumptions, and contextual factors influencing delivery and outcomes.

To assess results, the ET applied a light-touch outcome harvesting approach, systematically identifying and verifying observable changes (e.g. policy shifts, institutional practices, capacity gains) linked to CAI support. This was particularly suited to the programme's non-linear and city-specific nature, where outcomes are often emergent rather than predefined. Harvested outcomes were then interrogated using an adapted contribution analysis methodology, which triangulated evidence to assess the plausibility of CAI's contribution to observed changes, rather than seeking direct attribution. This included examining enabling and constraining factors (including political economy dynamics), and assessing the strength of causal linkages.

A structured Strength of Evidence (SoE) framework was applied across all findings (see Section X), enabling systematic grading of evidence based on criteria such as source triangulation, consistency, methodological robustness, and relevance to evaluation questions (EQs). This ensured transparency in how conclusions were reached and allowed differentiation between well-substantiated findings and those based on more limited evidence.

These approaches were underpinned by mixed-methods data collection and analysis. Qualitative secondary document review (including programme documentation, city outputs, and where present MEL data) was conducted across all CAI cities to establish a comprehensive evidence base. This was complemented by primary data collection in eight case study cities, including key informant interviews and stakeholder engagement, to generate in-depth insights on implementation processes, contextual enablers and barriers, and variations in results. The case study approach enabled comparative analysis across different governance, institutional, and socio-political contexts, strengthening the external validity and explanatory depth of findings.

Finally, the evaluation was explicitly learning-oriented and participatory, engaging C40 staff, city stakeholders, and partners throughout to validate emerging findings, test assumptions, and support utilisation of results. This iterative engagement strengthened both the robustness of the analysis and the practical relevance of recommendations.

#### 1.2. Evaluation Questions

Following the refinement of the 30 originally suggested evaluation questions (EQs) from the ToR, a revised set of EQs was agreed by FCDO during the inception phase. **Table 2** contains these questions and sub-questions which were used to guide the evaluation completed during the implementation phase.

*Table 2 - Final Evaluation Questions and Sub-questions*

| 1. Relevance                                                                                                                                                      |                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>High-level question:</b> To what extent is CAI's design and delivery relevant to partner-city needs and coherent with UK and international climate priorities? |                                                                                                                                                           |
| <b>Sub-questions:</b>                                                                                                                                             |                                                                                                                                                           |
| 1.1                                                                                                                                                               | To what extent do CAI's SHIAs and technical assistance align with city and regional climate priorities and institutional capacities?                      |
| 1.2                                                                                                                                                               | To what extent does CAI respond to beneficiary needs, including women and vulnerable groups, and embed GEDSI considerations in design and implementation? |

- 1.3 How responsive has CAI been to changing political, institutional or operational contexts and the evolving needs of partner cities and institutions?

## 2. Effectiveness

**High-level question:** How effectively is CAI achieving its intended outputs and outcomes, and what factors enabled or constrained performance?

**Sub-questions:**

- 2.1 To what extent have supported cities implemented and mainstreamed Climate Action Plans and priority climate actions?
- 2.2 How effectively has CAI strengthened political, technical and institutional leadership for climate action and net-zero ambition?
- 2.3 What internal or external factors have most enabled or constrained progress toward expected results?
- 2.4 How effectively does CAI capture and apply learning across the C40 network to inform adaptive management to improve delivery and outcomes?

## 3. Efficiency

**High-level question:** To what extent has CAI delivered outputs and likely results efficiently, offering good value for money?

**Sub-questions:**

- 3.1 How efficient are governance and management arrangements in ensuring timely, cost-effective and equitable delivery?
- 3.2 How well are financial and human resources allocated, monitored and adapted to maximise Value for Money across the programme lifecycle?

## 4. Sustainability

**High-level question:** To what extent are CAI-supported results, capacities and partnerships likely to be sustained or scaled beyond the programme's lifetime?

**Sub-questions:**

- 4.1 How effectively has CAI sustainably strengthened institutional and technical capacity for on-going climate action?
- 4.2 What factors are most critical to sustaining or scaling results after programme completion?
- 4.3 What mechanisms (including exit strategies) or partnerships are in place to maintain or expand results after programme completion?

## 5. Impact

**High-level question:** To what extent is CAI likely to contribute to transformational change in partner cities' ability to decarbonise?

**Sub-questions:**

- 5.1 What evidence is there that the assumptions remain valid such that CAI's support to partner cities is likely to influence emissions reduction, policy, or investment outcomes?
- 5.2 What internal and external factors are likely to drive or hinder transformational change and replication across cities or systems?
- 5.3 What, if any, wider or unintended effects—positive or negative—are emerging, including GEDSI or Just Transition co-benefits?

Source: Evaluation team

### 1.3. Divergence from what was planned in the Inception Report

- **AI Analysis:** In our original proposal we proposed to use the AILYZE as a data analysis tool for the large number of documents to review. Initially, AILYZE was identified as a potential tool as it has been used on other Tropical Health projects. We initially did this but when the ET reviewed the analysis produced realised that the tool was not meeting the quality standards needed. In response, the ET held multiple meetings with the AILYZE developer to discuss adaptations in order to improve the analysis but this did not prove successful. In response, the ET explored another AI-based tool, provided by a company called OX.AI, that could be used to better support the evaluation, which was ultimately used in the evaluation.
- **Stakeholders interviewed:** We originally proposed up to 120 KIIs from across stakeholder groups but achieved 200.

## 1.4. Limitations (and risk mitigation strategies)

Key limitations to our approach include:

- **Generalisability:** the scale and differing C40 contexts makes the generalisability of findings out of the reach of this thematic evaluation. Findings should be seen as indicative rather than generalisable. Nonetheless we attempted to interview across context and stakeholder groupings to make the findings as rich (and triangulated) as possible.
- **Documentation bias:** most of the documentation provided to the ET was produced internally (i.e. from within C40). The ET ensured that no findings were based on documentation alone but rested on KIIs (etc.) and then triangulated by the documentation and survey results. No findings were based on either survey and / or documentation alone.
- **The limits of AI tools:** While digital tools and AI-assisted processes can improve efficiency in managing large volumes of qualitative data as seen in this evaluation, they may introduce risks related to misinterpretation or over-simplification of complex evidence. To mitigate this risk, all AI-assisted outputs were treated as supporting inputs rather than analytical conclusions, and findings were derived through manual review and triangulation across multiple evidence sources.

## 2. Evaluation Framework

Error! Reference source not found.3 comprises the evaluation framework, based on the EQs and includes broad data collection, and analysis and synthesis approaches. These are used to varying depths for each question and detailed in subsequent sections.

Table 3: Evaluation Framework

| Evaluation Questions                                                                                                                                | Data Collection & Sources of Evidence                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Analysis & Synthesis                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>EQ1:</b> To what extent is CAI's design and delivery relevant to partner-city needs and coherent with UK and international climate priorities?   | <p><b>Primary data</b> was gathered through remote KIIs, and in-country qualitative and quantitative data collection in 5 C40 cities and an online survey. This included:</p> <ul style="list-style-type: none"> <li>▪ <b>Key informant interviews with approx. 200 stakeholders</b> during December 2025 to February 2026</li> <li>▪ <b>In person visits and interviews in 8 sampled cities:</b> Accra, Addis Ababa, Nairobi, Kuala Lumpur, Quezon City, Lima, Medellin, Mexico City.</li> <li>▪ <b>Online Survey with 174 respondents</b> from city governments, civil society, C40 and FCDO Post staff</li> </ul> <p><b>Secondary data</b> included an AI-supported programme document review of over 470 files.</p> <p>More details can be found in Section 2.1 and 3.1 below.</p> | <p>Several interlinking approaches were used:</p> <ul style="list-style-type: none"> <li>▪ Light touch Political Economy Analysis</li> <li>▪ Framework-guided thematic analysis.</li> <li>▪ Descriptive quantitative analysis, cross-city comparative analysis.</li> <li>▪ Light-touch contribution analysis and a light-touch outcome harvesting approach.</li> <li>▪ VFM – VFM - Assessment using the 4E framework (economy, efficiency, effectiveness, and equity), plus cost effectiveness and cost-benefit analysis.</li> <li>▪ Theory of change assessment, reviewing the overall project logic and utility of the theory of change.</li> </ul> <p>More details can be found in Section 4 below</p> |
| <b>EQ2:</b> : How effectively is CAI achieving its intended outputs and outcomes, and what factors enabled or constrained performance?              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>EQ3:</b> : To what extent has CAI delivered outputs and likely results efficiently, offering good value for money?                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>EQ4:</b> To what extent are CAI-supported results, capacities and partnerships likely to be sustained or scaled beyond the programme's lifetime? |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>EQ5:</b> To what extent is CAI likely to contribute to transformational change in partner cities' ability to decarbonise?                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

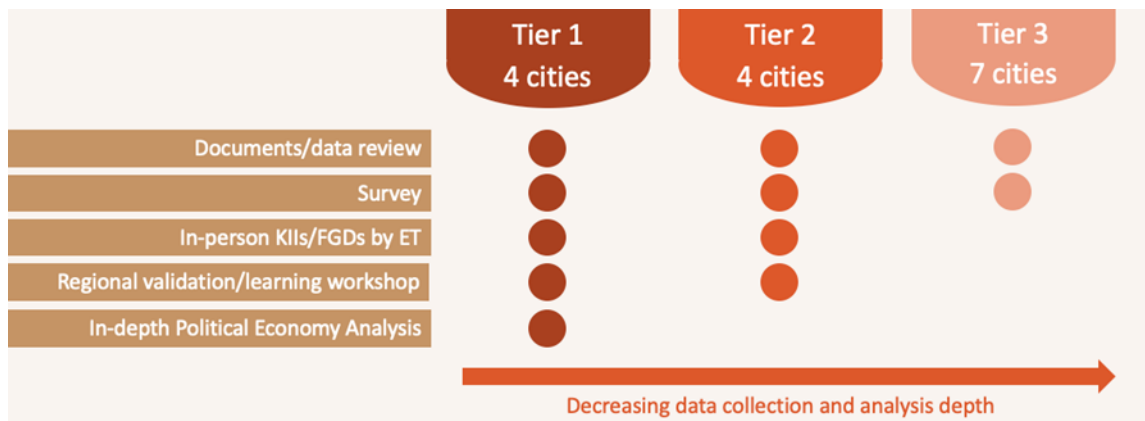
### 2.1. Sampling

### 2.1.1. City sampling

CAI is an extensive programme covering 15 large cities, with two sector-specific initiatives in each city. Based on the budget and time available for the evaluation, we planned and delivered a tiered approach to city sampling and data collection as shown in **Figure 1**.<sup>2</sup>

- The eight Tier 1 and 2 cities were delivered by a two-person team and included all forms of data collection as seen below. Primary data was collected in person by members of the ET.
- The seven Tier 3 cities were only included in the survey and secondary data was used to analyse evidence from them.

Figure 1 - Three-tier approach to data collection and analysis at city level



In the inception phase the 15 CAI cities were originally divided into three tiers for the purpose of data collection. **Table 4**, comprises the final selection made, where in-person KIIs were conducted in Tier 1 and 2 cities.

Table 4: City Sampling Approach

| City                      | Region          | Sectors                   | FCDO Comments (Kick-off call)    | CFF linkage | Estimated city pop'n. | Factors Affecting Evaluability (Too early to factor in data availability) | Allocated Tier |
|---------------------------|-----------------|---------------------------|----------------------------------|-------------|-----------------------|---------------------------------------------------------------------------|----------------|
| Addis Ababa Ethiopia      | East Africa     | Energy & Buildings; Waste | Prioritise as Tier 1 if possible | N/A         | 5.96 million          |                                                                           | Tier 1         |
| Accra Ghana               | West Africa     | Energy & Buildings; Waste | N/A                              | CFF city    | 2.79 million          |                                                                           | Tier 1         |
| Nairobi Kenya             | East Africa     | Energy & Buildings; Waste | N/A                              | N/A         | 4.9 million           | Team analyst based in Nairobi (Possible pilot for data collection)        | Tier 2         |
| Lagos Nigeria             | West Africa     | Energy & Buildings; Waste | N/A                              | N/A         | 21.3 million          |                                                                           | Tier 3         |
| Johannesburg South Africa | Southern Africa | Energy & Buildings; Waste | N/A                              | CFF city    | 5.1 million           |                                                                           | Tier 3         |

<sup>2</sup> Tier 1 cities are Accra, Addis Ababa, Medellín and Quezon City. The Tier 2 cities are Nairobi, Kuala Lumpur, Mexico City and Lima

| City                           | Region          | Sectors                       | FCDO Comments (Kick-off call)                                                | CFF linkage | Estimated city pop'n. | Factors Affecting Evaluability (Too early to factor in data availability) | Allocated Tier |
|--------------------------------|-----------------|-------------------------------|------------------------------------------------------------------------------|-------------|-----------------------|---------------------------------------------------------------------------|----------------|
| <b>Tshwane</b> South Africa    | Southern Africa | Energy & Buildings; Waste     | Avoid KIs - City gov. fatigue from other evaluations                         | N/A         | 3.6 million           |                                                                           | Tier 3         |
| <b>Dar es Salaam</b> Tanzania  | East Africa     | Energy & Buildings; Waste     | N/A                                                                          | N/A         | 5.4 million           |                                                                           | Tier 3         |
| <b>Jakarta</b> Indonesia       | Southeast Asia  | Energy & Buildings            | Avoid KIs - City gov. fatigue from other evaluations                         | CFF city    | 34.5 million          | Possible language factor (mitigated via strong national team)             | Tier 3         |
| <b>Kuala Lumpur</b> Malaysia   | Southeast Asia  | Energy & Buildings            | N/A                                                                          | CFF city    | 5.2 million           | Int expert will be in KL - can support KIs                                | Tier 1         |
| <b>Quezon City</b> Philippines | Southeast Asia  | Energy & Buildings            | Prioritise as Tier 1 if possible (Revised to Tier 2 at FCDO's later request) | N/A         | 9.3 million           | Possible language factor (mitigated via strong national team)             | Tier 2         |
| <b>Bogotá</b> Colombia         | South America   | Transport                     | N/A                                                                          | CFF city    | 10.9 million          | Language factor (mitigated via strong national team)                      | Tier 3         |
| <b>Medellín</b>                | South America   | Transport; Energy             | N/A                                                                          | CFF city    | 3.5 million           | Language factor (mitigated via strong national team)                      | Tier 1         |
| <b>Guadalajara</b>             | Central America | Transport; Energy & Buildings | N/A                                                                          | N/A         | 5.3 million           | Language factor (mitigated via strong national team)                      | Tier 3         |
| <b>Mexico City</b>             | Central America | Transport                     | N/A                                                                          | N/A         | 22.8 million          | Language factor (mitigated via strong national team)                      | Tier 2         |
| <b>Lima</b>                    | South America   | Transport                     | N/A                                                                          | CFF city    | 11.2 million          | Language factor (mitigated via strong national team)                      | Tier 2         |

### 2.1.2. Stakeholder Sampling for Interviews

KII participants were selected using a purposive sampling approach designed to capture a wide range of perspectives on CAI programme design, implementation and outcomes. The sampling strategy prioritised stakeholders with direct involvement in or knowledge of CAI-supported activities, including Climate Action Plan development and

implementation, SHIAs, technical assistance and C40 network engagement. A snowball approach was also used where respondents would also suggest others to be interviewed.

Interview participants were drawn from several stakeholder groups, including city government officials responsible for climate policy and implementation, C40 programme staff and technical advisors, FCDO representatives, national government counterparts where relevant, and representatives from civil society or partner organisations engaged in climate action initiatives. This approach ensured representation across different institutional roles and levels of engagement with the programme.

Sampling was also designed to ensure geographic coverage across the CAI partner cities, with in-person fieldwork conducted in eight cities (Accra, Addis Ababa, Nairobi, Kuala Lumpur, Quezon City, Lima, Medellín and Mexico City) alongside remote interviews with stakeholders across the wider programme network.

In total, 200 key informant interviews were conducted between December 2025 and February 2026. The sample size and composition were sufficient to capture diverse stakeholder perspectives and enable cross-city comparative analysis. Where particular stakeholder groups were not available for interview, relevant documentary evidence and survey responses were used to complement the evidence base.

**Table 5** provides an overview of each selected city and the KIIs undertaken in each.

*Table 5: Overview of KIIs as part of data collection*

| Evaluative Focus       | Total KIIs | Men        | Women     |
|------------------------|------------|------------|-----------|
| <b>Programme level</b> | 25         | 12         | 13        |
| <b>Accra</b>           | 21         | 14         | 7         |
| <b>Addis</b>           | 15         | 10         | 5         |
| <b>Lima</b>            | 16         | 11         | 5         |
| <b>Kuala Lumpur</b>    | 33         | 22         | 11        |
| <b>Medellin</b>        | 20         | 10         | 10        |
| <b>Mexico City</b>     | 12         | 8          | 4         |
| <b>Nairobi</b>         | 14         | 7          | 7         |
| <b>Quezon City</b>     | 44         | 28         | 16        |
| <b>TOTALS</b>          | <b>200</b> | <b>122</b> | <b>78</b> |

### 3. Use of AI and Digital Tools

Digital tools were used during the evaluation to support efficient data collection, organisation, and analysis of evidence. The evaluation team applied these tools in a supporting role only, ensuring that all analytical judgements, interpretation of findings, and conclusions remained the responsibility of the ET.

#### 3.1. Data Collection

The online stakeholder survey was administered through Survey Monkey which enabled participation from respondents across multiple geographic locations and allowed responses to be securely stored and exported for analysis. Virtual meeting platforms were also used to conduct a proportion of key informant interviews (KIIs), allowing engagement with stakeholders across partner cities. Where consent was provided, in some instances digital transcription tools were used to generate initial transcripts of interviews and others were taken by hand.

##### 3.1.1. Online Survey

An online survey was conducted as part of the evaluation to capture structured feedback from stakeholders involved in the implementation and delivery of CAI support across participating cities. The survey aimed to gather perceptions on programme relevance, effectiveness, and institutional outcomes, including the extent to which technical assistance and

strategic support provided through C40 contributed to strengthened climate governance, planning, and implementation capacity within partner cities. The survey instrument was designed to align with the evaluation framework and Eqs. Questions were structured to capture stakeholder perspectives on key aspects of programme delivery, including:

- the alignment of CAI technical assistance with city climate priorities and institutional needs
- the effectiveness of support in enabling the development and implementation of climate action plans and priority projects
- changes in institutional capacity, political leadership, and cross-departmental coordination for climate action
- the inclusiveness of programme approaches, including attention to gender equality, disability, and social inclusion (GEDSI) considerations.

The questionnaire included a combination of closed-ended Likert scale questions, multiple-choice items, and open-ended questions, enabling both quantitative analysis and qualitative insights. In total, the survey contained 51 questions. However, respondents were presented with different subsets of questions depending on the stakeholder group they identified with at the start of the survey. 10 questions were common to all respondents and additional sections were tailored to specific stakeholder groups: 20 questions for city and national government respondents, 8 questions for civil society, NGO and academic stakeholders, and 13 questions for C40 and FCDO respondents.

The survey instrument was reviewed and piloted by the evaluation team to ensure clarity, relevance, and alignment with the evaluation framework before dissemination.

### Sampling and Distribution

The survey targeted a broad range of stakeholders engaged in CAI activities, including:

- City and national government officials involved in the programme and in climate planning and implementation;
- C40 regional and technical staff;
- Civil society representatives related to the programme;
- FCDO.

Survey invitations were shared by C40 and FCDO, including C40 city focal points and programme management teams. Participation was voluntary, and respondents were informed that their responses would be treated confidentially and reported only in aggregated form.

The survey was administered online using SurveyMonkey between 4 December 2025 and 20 February 2026. Two versions of the questionnaire were developed in order to maximise participation across regions: one in English and one in Spanish. The online format enabled participation from stakeholders across multiple cities and regions and allowed respondents to complete the questionnaire at a time convenient to them. Reminder emails were circulated during the data collection period to encourage participation and increase response rates.

**Table 6** comprises the final numbers how completed the survey and the cities they represented. In total, 174 responses were received from stakeholders involved in CAI activities across participating cities and partner organisations. The survey targeted a broad range of actors engaged in the programme, including city government representatives, C40 staff, delivery partners and technical experts, as well as representatives from partner institutions involved in climate initiatives.

*Table 6: Who completed the online survey and where were they from?*

| Stakeholder Group                                  | City          | #  | Total #    |
|----------------------------------------------------|---------------|----|------------|
| City government official (municipality/department) | Accra         | 5  | <b>108</b> |
|                                                    | Addis Ababa   | 35 |            |
|                                                    | Dar es Salaam | 3  |            |
|                                                    | Johannesburg  | 12 |            |
|                                                    | Lagos         | 1  |            |
|                                                    | Nairobi       | 2  |            |
|                                                    | Tshwane       | 2  |            |
|                                                    | Bogotá        | 6  |            |
|                                                    | Guadalajara   | 5  |            |
|                                                    | Medellín      | 8  |            |

|                                                                     |              |    |            |
|---------------------------------------------------------------------|--------------|----|------------|
|                                                                     | Mexico City  | 5  |            |
|                                                                     | Lima         | 7  |            |
|                                                                     | Jakarta      | 2  |            |
|                                                                     | Kuala Lumpur | 0  |            |
|                                                                     | Quezon City  | 15 |            |
| National/federal ministry<br>or agency staff                        | Addis Ababa  | 4  | <b>6</b>   |
|                                                                     | Lagos        | 1  |            |
|                                                                     | Medellín     | 1  |            |
| Civil society organisation /<br>NGO / community group /<br>academia | Accra        | 1  | <b>11</b>  |
|                                                                     | Addis Ababa  | 3  |            |
|                                                                     | Johannesburg | 3  |            |
|                                                                     | Lagos        | 3  |            |
|                                                                     | Tshwane      | 1  |            |
| FCDO and C40 staff / consultant / regional team                     |              |    | <b>35</b>  |
| Other                                                               |              |    | <b>14</b>  |
| <b>TOTAL</b>                                                        |              |    | <b>174</b> |

### 3.1.2. AI Quality Assurance and Oversight

To ensure methodological rigour and transparency, the evaluation team implemented several safeguards when using digital tools and AI-assisted processes:

- **Human oversight:** All analytical coding, interpretation of evidence, and formulation of findings were undertaken and validated by the evaluation team.
- **Verification of outputs:** AI-assisted summaries and analytical outputs were cross-checked against the original source material to ensure accuracy and avoid misinterpretation.
- **Data protection:** No sensitive or personally identifiable information was processed using AI tools without appropriate safeguards. Data handling complied with relevant data protection standards and programme confidentiality requirements.
- **Transparency:** The use of digital and AI tools has been fully documented in the evaluation methodology to ensure transparency regarding how evidence was processed and analysed.

### 3.1.3. Data Analysis & Management

Survey responses were exported and analysed using descriptive statistical methods, including frequencies and percentage distributions across response categories. Where appropriate, responses were analysed by stakeholder group and city to identify patterns in perceptions of programme performance. Digital tools were also used to assist with qualitative and quantitative data analysis.

- Survey responses were exported and analysed using excel to generate descriptive statistics
- Qualitative data from interviews and open-ended survey responses were organised and coded using structured coding frameworks aligned with the EQ.
- For the document review, an AI-based tool, provided by a company called OX.AI, was used. This tool was specifically designed to support the analysis of secondary data as part of the literature review, and the supporting team have extensive experience in evaluation, social research, and qualitative analysis. The evaluation team worked closely with the OX.AI team to hold meetings to discuss the scope of work and expectations of the tool. Following initial meetings, the ET shared the drafted codebook (organised by DAC

criteria) and a sample of secondary data documents with OX.AI as part of an initial pilot the approach. The ET reviewed this Excel output, particularly focusing on the accuracy of analysis and the level of detail included, and made some suggested changes to the codebook, in addition to the structure of the output to include both country specific, and aggregated cross portfolio analysis. Once these revisions had been made, the analysis was completed again to produce an Excel matrix of all available secondary data with defined codes in rows, and sources of data (each document) in columns; a summary of analysis was included within each corresponding cell. An overall summary was then provided across all documents for a given code, clearly referring to page numbers from which the information was sourced. This final output was reviewed and validated by the ET to ensure it met the quality standards of the evaluation.

ChatGPT was used to inform the development of country specific political economy analysis documents. Prompts were structured by sub-section of the document. For example, under the framing and scope section, the prompt “Develop an evidence-based political economy analysis focused on urban governance, explicitly designed to inform evaluation of CAI progress” was used. Similarly, under the contents and systems sub-section, the following prompts were used “Set out the urban and climate context, including key risks, infrastructure constraints, and patterns of inequality”, and “Analyse the formal and informal rules shaping decision-making, including mandates, incentives, and political dynamics”. This output was then reviewed and edited by each PEA author before being supplemented by additional information sourced by the ET. Please note that AI outputs were treated as preliminary analytical aids and were systematically reviewed, verified, and refined by the ET. No findings or conclusions were derived solely from AI-generated outputs.

## **4. Analysis**

We applied a structured analytical approach designed to systematically assess evidence gathered against the EQs and sub-EQs. The approach combined qualitative and quantitative analysis and was guided by the evaluation matrix developed during the inception phase. This ensured that all data collected were analysed consistently in relation to the evaluation framework and that findings were grounded in clearly identifiable evidence.

The analytical approach combined several complementary methods, including framework-guided thematic analysis, descriptive quantitative analysis, cross-city comparative analysis, light-touch contribution analysis and a light-touch outcome harvesting approach. Together, these methods allowed the evaluation team to assess programme performance across the evaluation criteria of relevance, effectiveness, efficiency, sustainability and impact while recognising the complexity of urban climate governance and the multiple actors involved in influencing climate policy and implementation.

### **4.1. Framework-Guided Analysis**

Analysis was structured around the evaluation criteria and EQs as agreed during the inception phase. The evaluation matrix linked each evaluation question to indicators, evidence requirements, data sources and analytical methods. The evaluation framework guided the development of data collection instruments, the coding of qualitative data and the synthesis of findings. All evidence collected through interviews, surveys and document review was analysed in relation to the relevant evaluation questions and sub-questions. This ensured a clear line of sight between the evidence base and the conclusions presented in the report. As CAI operates across multiple partner cities, the evaluation also applied a comparative analytical approach. Evidence from different cities was reviewed to identify patterns in programme delivery, outcomes and contextual factors influencing programme performance. This cross-city analysis enabled the evaluation to identify both common themes across contexts and city-specific factors influencing programme relevance, effectiveness and sustainability.

### **4.2. Qualitative Analysis**

Qualitative data from KIIs, open-ended survey responses and documentary sources were analysed using thematic analysis. Interview notes and transcripts were coded against the evaluation framework to identify recurring themes, patterns and divergent perspectives. Coding followed both deductive and inductive approaches. Deductive codes were derived from the evaluation framework and questions, while inductive codes were introduced where new themes emerged from the data. This allowed the analysis to remain grounded in the evaluation framework while also capturing context-specific insights and emerging findings. Thematic analysis enabled the evaluation team to identify patterns across cities and stakeholder groups while also recognising differences in perspectives where these occurred. It must be

noted that AI supported qualitative analysis was used to analyse secondary data to inform the literature review. As outlined in the main report, AI supported analysis was verified by members of the evaluation team.

### **4.3. Quantitative Analysis**

Quantitative data from the stakeholder survey and available programme monitoring information were analysed using descriptive statistical methods. The analysis focused on identifying patterns in stakeholder perceptions, levels of engagement with programme activities and perceived influence of CAI support on climate planning, policy development and institutional capacity. Where possible, survey results were disaggregated by stakeholder group, role or type of engagement with CAI to identify differences in perspectives across stakeholder categories.

Quantitative results were interpreted alongside qualitative and documentary evidence in order to provide a comprehensive and triangulated assessment of programme performance.

### **4.4. Political Economy Analysis**

A Political Economy Analysis (PEA) was undertaken in the four cities where primary data collection occurred to strengthen and ensure context-sensitive interpretation of findings. The PEA provided a structured assessment of how political incentives, institutional arrangements, and stakeholder power dynamics shape the design, adoption, and implementation of climate actions at the city level. This was particularly important given variation across governance systems, levels of decentralisation, and the influence of informal actors. Integrating PEA enabled the evaluation to move beyond descriptive performance assessment to identify underlying drivers of change, constraints, and risks to sustainability, including how gender and social inclusion dynamics intersect with decision-making processes. This approach also supported more nuanced conclusions on effectiveness and VFM by situating programme results within the broader political and institutional context in which they are delivered. It must be noted that AI supported qualitative analysis was used to inform the political economy analysis activity. As outlined in the main report, AI supported analysis was verified by members of the evaluation team.

## **1.3 Light-Touch Outcome Harvesting**

We applied a light touch outcome harvesting approach, using evidence from across CAI but in the main from the deeper city data collection sites, as the primary mechanism for identifying, substantiating, and analysing outcomes across the CAI programme. Outcome harvesting is particularly suited to complex governance and policy programmes, like CAI, where change may occur through shifts in institutional practices, policies or stakeholder relationships rather than through linear programme pathways.

In line with outcome harvesting principles, the process began by defining the scope around the evaluation questions (EQs) and intended CAI outcome areas. We focused on collecting evidence of observable changes in policies, institutional practices, behaviours, capacities, and implementation progress.

Outcome identification (or the harvest) was undertaken through a combination of primary and secondary data. This included over 200 key informant interviews, in-country qualitative work across eight cities, and an online survey of 174 stakeholders, complemented by an AI-supported review of 470+ programme documents. These data sources enabled the evaluation team to surface both expected and emergent outcomes at city level.

The city reports (submitted to FCDO as an internal document) served as the core outcome harvesting focus areas, where outcomes were:

- Clearly described at the start of each report (what changed, for whom, and in what way)
- Substantiated using triangulated evidence from interviews, documents, and survey data
- Contextualised within each city's political, institutional, and operational environment

This was undertaken through document review, primary data collection, and secondary data analysis and a series of validation engagement events described elsewhere.

Following harvesting, outcomes were analysed and aggregated through an iterative synthesis process. Findings were first consolidated into city-level reports (see below), then synthesized across regions (Africa, Latin America, Asia), and finally at CAI level. This allowed the evaluation to identify patterns, divergences, and cross-cutting outcome trajectories.

## 4.5. Light-Touch Contribution Analysis

Given the complexity of urban climate governance and the presence of multiple actors influencing climate policy and implementation, the evaluation applied a light-touch contribution analysis approach. Consistent with outcome harvesting methodology, contribution analysis was applied to assess the plausibility of CAI's role in these changes. It should be noted that while CAI has high level outcome areas, given the scale, contextual and stakeholder differences within each context, contribution analysis (CA) was not undertaken at this level but rather against each of the high-level findings presented in the report. Our CA is presented in the main report against each evaluation finding, with findings presented in a box under each core grouping of findings.

This approach examined whether the available evidence supports the plausibility that CAI contributed to observed changes in partner cities. The analysis considered several dimensions, including:

- whether planned programme activities and outputs were delivered as intended;
- whether outputs such as SHIAs, technical assistance and climate planning support were used by partner cities;
- whether stakeholders perceived CAI support as influencing climate policy, planning or implementation processes; and
- the role of other actors and contextual factors that may have contributed to observed changes.

Rather than seeking to attribute outcomes directly to CAI, the evaluation assessed the strength of evidence supporting a plausible contribution to observed changes.

Table 7 Contribution rating scale

| Contribution Level         | Definition                                                                                                                                                                                                                                                                                                             | Interpretive Summary                                                                                                          |
|----------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
| <b>Key Contributor</b>     | CAI support was both necessary and decisive in achieving the observed result / change. The change would not have occurred without CAI involvement, or would have occurred only to a lesser scale, scope, or quality. Evidence shows a strong causal link with CAI acting as the principal driver or enabler of change. | <b>CAI's role was pivotal</b> - the outcome is substantially attributable to its leadership, resources, or technical support. |
| <b>Contributor</b>         | CAI made a substantial and influential contribution, typically as a leading partner among several actors. The result was unlikely to have occurred within the same timeframe or at the same scale without CAI engagement.                                                                                              | <b>CAI was an essential co-driver</b> of change, sharing influence with other key stakeholders.                               |
| <b>Partial Contributor</b> | CAI made a supportive but non-decisive contribution. Its role accelerated, broadened, or improved the quality of the result but was not essential for its occurrence.                                                                                                                                                  | <b>CAI added value, credibility, or technical depth</b> , but others led the primary change process.                          |
| <b>Non-Contributor</b>     | CAI had no material influence on the observed change. The result would have happened anyway, within a similar timeframe and scope, due to other actors and / or contextual drivers.                                                                                                                                    | <b>CAI's involvement was peripheral or coincidental.</b>                                                                      |

Source: evaluation team

## 4.6. VfM analysis

For the VfM analysis, we use FCDO’s “4E” framework of economy, efficiency, effectiveness, and equity. These dimensions are assessed via our evaluation questions, discussed throughout our Findings section, and summarised in the VfM chapter (Section 4<sup>Error! Reference source not found.</sup>). In addition, we evaluated the cost effectiveness of CAI, comparing the cost per tCO<sub>2</sub>e of reduced emissions with benchmarks elsewhere, as well as an overall cost-benefit analysis, comparing the economic value of emissions reductions as a result of CAI with the total cost of the programme. Programme costs were calculated by proportionally distributing cross-regional overheads across CAI cities to allow for city- and regional-level analysis. Cost effectiveness benchmarking was done using the UCAP-CAI business case marginal abatement cost of £11/tCO<sub>2</sub>e<sup>3</sup> plus a higher threshold of £93/tCO<sub>2</sub>e recommended by the IPCC<sup>4,5</sup>. The economic value of emissions reductions was calculated using UK Government guidelines on the social cost of carbon (i.e., the estimated value of damages avoided per tonne of carbon emissions reduction).<sup>6</sup>

## 4.7. Findings development and triangulation of evidence

Findings were developed through an iterative synthesis process that aggregated evidence across primary and secondary data sources, stakeholder groups and cities. Each regional team reviewed coded qualitative data, survey results and documentary evidence to identify key patterns and relationships relevant to the EQs. There was a layered process to generate findings at differing levels, which then contributed to programme level findings. Findings were generated into:

1. **City level findings reports** covering each high-level EQ following primary data collection in Tier 1 and 2 cities (submitted to FCDO as an internal deliverable);
2. **Regional focused slide deck** for Africa, Latin America and Asia that synthesised across the respective CAI countries and cities in the region again across EQs, with lessons learnt and reflections generated. See **Annex 6** for these initial regional evaluation findings.
3. **Programme level slide deck** with summary findings, lessons learnt and reflections.

Triangulation was a central component of our approach and occurred in a number of ways:

- **INTERNALLY – Across evidence sources to develop findings**, both in the initial development of findings by each regional team and during three internal team meetings where city findings were discussed across the team using Miro. These internal team meetings were highly participatory with evidence mapped, taking into account differences across cities.
- **EXTERNALLY – during three regional C40 focused workshops**, where findings were presented to relevant C40 staff for validation, challenges and feedback and in one FCDO similarly focused workshop.

It is important to note that where divergent perspectives emerged, these were analysed and reported in order to reflect differences in stakeholder experience or context. Each finding presented in the main report is supported by multiple sources of evidence where possible. Where evidence was limited or uncertain, this is transparently acknowledged in the report.

## 5. Strength of Evidence Assessment

<sup>3</sup> FCDO UCAP-CAI business case

<sup>4</sup> IPCC (2022). *Mitigation pathways compatible with long-term goals*. In IPCC, Climate Change 2022: Mitigation of Climate Change. Contribution of Working Group III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change. Cambridge and New York: Cambridge University Press. Available at: [https://www.ipcc.ch/report/ar6/wg3/downloads/report/IPCC\\_AR6\\_WGIII\\_Chapter03.pdf](https://www.ipcc.ch/report/ar6/wg3/downloads/report/IPCC_AR6_WGIII_Chapter03.pdf)

<sup>5</sup> The IPCC value of \$90/tCO<sub>2</sub>e in 2015 US\$ was inflated to 2026 US\$ using the [US Bureau of Labor Statistics inflation calculator](#) and [converted to GBP£](#) for the purpose of this study.

<sup>6</sup> Department for Energy Security and Net Zero (2023). *Green Book supplementary guidance: valuation of energy use and greenhouse gas emissions for appraisal*. London: HM Government. Available at: <https://www.gov.uk/government/publications/valuation-of-energy-use-and-greenhouse-gas-emissions-for-appraisal>

To strengthen the transparency and credibility of the evaluation, as laid out in the inception report analysis included an assessment of the strength of evidence (SoE) underpinning key findings. **Table 8** below presents the SoE underpinning relevant findings.

Table 8: Scoring the strength of evidence

| Evidence Strength | Definition                                                                                                                                                                                                                        | Indicative Criteria                                                                                                                                                                                                                                                                                                                                              |
|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>High</b>       | <b>Evidence is triangulated, and consistent across multiple, independent (where possible), and credible sources.</b> Findings are backed by strong convergence between stakeholder views, documentation, and observable outcomes. | <ul style="list-style-type: none"> <li>At least five<sup>7</sup> independent and / or diverse pieces of evidence corroborate the contribution claim.</li> <li>40 or more of the KIIs corroborate the contribution claim.</li> <li>≥70% of relevant stakeholder KII convergence on contribution</li> <li>Minimal contradictions across data.</li> </ul>           |
| <b>Medium</b>     | <b>Evidence is plausible and partially corroborated, but gaps or minor inconsistencies exist.</b> While overall alignment supports the finding, corroboration is limited in scope or completeness.                                | <ul style="list-style-type: none"> <li>At least three<sup>8</sup> independent and / or diverse sources support the claim.</li> <li>Between 20 and 39 of the KIIs corroborate the contribution claim.</li> <li>Moderate stakeholder KII convergence on contribution (40–69%).</li> <li>Minor inconsistencies in causal narrative or data completeness.</li> </ul> |
| <b>Low</b>        | <b>Evidence is weak, anecdotal, or uncorroborated.</b> There is limited convergence across sources, and causal linkage between CAI activity and observed change is speculative or unclear.                                        | <ul style="list-style-type: none"> <li>Only one or weakly independent source supports the claim.</li> <li>Between one and 19 of the KIIs corroborate the contribution claim.</li> <li>&lt;40% stakeholder KII convergence.</li> <li>Substantial gaps in documentation or contradictory accounts.</li> </ul>                                                      |

## 6. Quality Assurance

Throughout the evaluation process, weekly internal meetings and bi-weekly meetings with FCDO were organised to review progress and the quality of implementation, and to swiftly address any issues or risks that arose. The Team Leader provided the first level of quality assurance for the team's contributions, while Tropical Health and DevLearn oversight staff provided the second level, ensuring that the deliverables met the FCDO's expectations in terms of both evaluation and theme. A Senior Climate Evaluation expert provided ultimate quality assurance by reviewing all evaluation deliverables to ensure they aligned with FCDO evaluation standards.

<sup>7</sup> Where there are less than five relevant pieces of evidence, over half must support this.

<sup>8</sup> Where there are less than three relevant pieces of evidence, over half must support this.

The FCDO provided external quality assurance, with the evaluation report reviewed by the FCDO UCAP CAI team and the FCDO Evaluation, Quality Assurance and Learning Service (EQUALS). All evaluation products have been finalised, taking their feedback into account where appropriate and feasible.

## 7. Ethics & Safeguarding

The evaluation has been conducted in line with FCDO's ethical guidance for research, evaluation and monitoring activities, to ensure the "evidence and learning have integrity and merit",<sup>9</sup> and with Tropical Health's own ethical principles. Ethical considerations were embedded throughout the evaluation lifecycle, with the explicit application of the "do no harm" principle. This included attention to privacy, confidentiality, and the mitigation of risks to participants, alongside a conflict-sensitive approach that accounted for political, institutional, and social dynamics in each context. Proportionate Prevention of Sexual Exploitation, Abuse and Harassment (PSEAH) safeguards were also applied, including risk awareness, appropriate conduct protocols, and escalation pathways where required. At the start of all KIIs, informed consent was sought and key informants will be told that they are free to decline to answer any question asked. Seeking consent also involved informing respondents that notes and/or transcripts of their interview may be analysed with an AI-driven tool, in full compliance with data protection requirements under the General Data Protection Regulation (GDPR).

A gender-responsive and power-aware approach was applied throughout. Sampling and data collection methods were designed to include diverse perspectives—particularly women and marginalised groups—and to mitigate power imbalances, including adapting interview settings and techniques to reduce hierarchical influence and social desirability bias. Confidentiality was strictly maintained, with all data anonymised and securely stored, and no identifiable information shared beyond the ET. The evaluation's independence was ensured through clear governance and quality assurance processes, supporting impartial, evidence-based findings.

When quotes and opinions from an individual interviewed are included within any of our products, checks have been made to ensure it is not feasible to identify the individual concerned. Interview notes/transcripts will not be shared with anyone outside the evaluation team. The measures in place to maintain substantive independence include ensuring the independence of evaluation team members at all times, and complying with QA standards process, including in relation to providing evidence-informed advice at all times.

Informed consent was obtained for all key informant interviews (KIIs), with participants clearly informed of the purpose of the evaluation, their right to decline or withdraw, and how their data would be used. Where engagement involved vulnerable groups or sensitive thematic or geographic contexts, ethical risks were assessed and, where required, appropriate approvals were secured in line with institutional or national ethical review processes. Confidentiality was strictly maintained: all data were anonymised, securely stored, and accessible only to the evaluation team. Any quotations used in reporting were reviewed to ensure that individuals could not be identified.

The evaluation also incorporated a clear approach to beneficiary feedback and transparency, ensuring that, where appropriate, stakeholders affected by the intervention are provided with access to evaluation findings in formats that respect confidentiality and contextual sensitivities.

The use of AI and digital tools was applied transparently and in accordance with the UK Government's AI principles. AI-supported tools were used selectively to assist with transcription, coding, and synthesis of qualitative data, improving analytical efficiency while maintaining human oversight and validation. All AI use complied with the General Data Protection Regulation (GDPR), with safeguards in place to protect personal data, and steps taken to identify and mitigate potential bias in data processing.

More broadly, the evaluation applied responsible digital data practices in line with the FCDO Digital Development Strategy 2024–2030. This included secure data management, controlled access to sensitive information, and careful consideration of inclusion and exclusion risks associated with digital tools (e.g. connectivity constraints, digital literacy). Digital platforms used for surveys, interviews, collaboration, and analysis were selected and managed to ensure data integrity, confidentiality, and informed consent at all stages.

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<sup>9</sup> DFID (2019) DFID Ethical Guidance for Research, Evaluation and Monitoring Activities, p. 26.



## Annex 4 – Strength of Evidence

As described in Annex 3 (Section 5) above, the evaluation findings are based on a well-defined evidence base. This is included below and includes:

- The KIs that support each of the main evaluation findings
- The survey responses that support each of the main evaluation findings
- The results of the AI-supported analysis of programme documentation, which shows the number of documents that support evidence related to analysis codes related to aspects of the OECD-DAC criteria and evaluation questions.

### Summary of KI support of the evaluation findings

Key

| Code | Full definition                                                                                       |
|------|-------------------------------------------------------------------------------------------------------|
| PROG | Programme level KIs (including regional and cross-regional C40 teams, FCDO central team and CFF team) |
| AC   | Accra city <a href="#">stakeholder KIs</a>                                                            |
| AD   | Addis Ababa city stakeholder KIs                                                                      |
| KL   | Kuala Lumpur <a href="#">city stakeholder KIs</a>                                                     |
| LM   | Lima <a href="#">city stakeholder KIs</a>                                                             |
| MC   | Mexico City <a href="#">stakeholder KIs</a>                                                           |
| ME   | Medellin <a href="#">city stakeholder KIs</a>                                                         |
| NA   | Nairobi <a href="#">city stakeholder KIs</a>                                                          |
| QC   | Quezon City <a href="#">stakeholder KIs</a>                                                           |

Table 9 Strength of evidence for evaluation findings – KIs

| Finding                                                                                                                                                                                   | Supporting KI codes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Total |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|
| <b>EQ1. Relevance: To what extent is CAI's design and delivery relevant to partner-city needs and coherent with UK and international climate priorities?</b>                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |       |
| 1/ The design of CAI is purposefully aligned with municipal climate action priorities and transport, buildings/energy and waste sector needs and has been responsive to political changes | AC002, AC009, AC005, AC018, AC003, AC010, AC011, AC012, AC015, AC020, AC008, AC016, AC004, AC022, AD001, AD002, AD003, AD004, AD006, AD007, AD008, AD009, AD010, AD011, AD012, AD013, AD014, AD015, NA001, NA002, NA003, NA004, NA005, NA006, NA007, NA008, NA009, NA010, ME001, ME002, ME003, ME004, ME005, ME006, ME007, ME008, ME009, ME010, ME011, ME013, MC001, MC002, MC003, MC005, MC006, MC009, MC010, MC011, LM001, LM002, LM003, LM004, LM005, LM006, LM007, LM013, LM014, LM015, LM016, KL001, KL002, KL003, KL005, KL007, KL009, QC007, QC010, QC012, QC016, PROG001, PROG004, PROG005, PROG007, PROG008, PROG009, PROG011, PROG012, PROG013, PROG014, PROG016, PROG017, PROG018, PROG019, PROG020, PROG021, PROG022 | 96    |
| 2/ Inclusive climate action has generally been well-embedded in the design of CAI and the processes involved in the SHIA in each city, although in many cases benefits to                 | AC002, AC005, AC018, AC003, AC010, AC011, AC012, AC015, AC020, AC021, AC007, AC024, AC016, AD001, AD003, AD004, AD006, AD008, AD010, AD013, AD014, AD015, NA002, NA003, NA004, NA005, NA006, NA007, NA008, ME001, ME003, ME004, ME005, ME007, ME008, ME009, ME010, ME011, MC001, MC003, MC005, MC006, MC008, LM001, LM005, LM007, LM010, LM013, LM014, LM015, KL002, KL004, KL006, KL008, KL0011, QC003, QC006, QC007,                                                                                                                                                                                                                                                                                                           | 74    |

|                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| stakeholders won't be realised until the outcomes are achieved                                                                                                                                                                                                                                                                | QC010, QC011, PROG001, PROG003, PROG004, PROG05, PROG006, PROG007, PROG008, PROG012, PROG013, PROG014, PROG015, PROG016, PROG018, PROG020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |
| 3/ There is clear coherence with UK and international strategic climate priorities and with the Cities Finance Facility (CFF), the other UCAP pillar, with room to increase coordination and synergies in places.                                                                                                             | AC001, AD007, AD011, AD013, NA001, NA005, NA007, ME001, ME013, MC001, MC003, MC009, LM001, LM002, LM010, LM012, KL001, KL003, KL010, PROG001, PROG003, PROG004, PROG05, PROG006, PROG007, PROG008, PROG012, PROG013, PROG014, PROG015, PROG016, PROG018, PROG020                                                                                                                                                                                                                                                                                                                                                                                                           | 33 |
| <b>EQ2. Effectiveness: How effectively is CAI achieving its intended outputs and outcomes, and what factors enabled or constrained performance?</b>                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |
| 4/ CAI has been highly effective in delivering tangible outputs, translating into early outcomes, although, understandably, these remain at the early operationalisation stage.                                                                                                                                               | AC002, AC005, AC018, AC003, AC010, AC011, AC012, AC015, AC020, AC023, AC007, AC024, AC008, AC016, AC004, AD001, AD002, AD003, AD004, AD005, AD006, AD007, AD008, AD009, AD010, AD011, AD012, AD013, AD014, AD015, NA001, NA002, NA003, NA004, NA005, NA006, NA007, NA008, NA009, NA010, NA011, NA012, NA013, NA014, ME001, ME002, ME003, ME004, ME005, ME007, ME008, ME009, ME011, MC001, MC002, MC005, MC006, MC007, MC010, MC011, LM001, LM002, LM003, LM004, LM005, LM006, LM007, LM013, LM014, LM015, LM016, KL002, KL005, KL006, KL007, KL009, KL011, QC005, QC009, PROG004, PROG006, PROG010, PROG012, PROG013, PROG014, PROG015, PROG017, PROG018, PROG020, PROG021 | 90 |
| 5/ CAI has made considerable progress in strengthening climate action leadership and technical capacity at multiple levels in municipal governments, particularly via the mainstreaming work.                                                                                                                                 | AC001, AC002, AC005, AC003, AC010, AC011, AC012, AC015, AC020, AC023, AC008, AC016, AD003, AD005, AD006, AD008, AD009, AD010, AD011, AD012, AD013, AD014, AD015, NA001, NA002, NA003, NA004, NA005, NA006, NA007, NA008, NA009, NA010, ME001, ME002, ME003, ME004, ME006, ME009, ME011, MC003, MC004, MC006, LM006, LM004, LM003, LM014, LM001, LM002, LM013, LM005, LM015, KL001, KL002, KL006, KL007, KL008, KL012, QC005, QC006, QC008, QC009, QC010, QC017, PROG001, PROG004, PROG004, PROG005, PROG007, PROG008, PROG009, PROG010, PROG012, PROG013, PROG018, PROG022                                                                                                 | 76 |
| 6/ Learning mechanisms have worked well, and peer-learning for cities has been particularly effective, although cross-regional learning could have been stronger                                                                                                                                                              | AC002, AC009, AC005, AC018, AC003, AC010, AC011, AC012, AC015, AC020, AC023, AC007, AC008, AC016, AC004, AD007, AD008, AD009, AD010, AD011, AD012, AD013, AD014, AD015, NA002, NA003, NA004, NA005, NA006, NA007, NA008, ME001, ME002, ME003, ME007, ME008, ME009, ME011, ME013, MC002, MC003, MC004, LM003, LM004, LM006, LM014, LM013, LM005, LM015, LM016, KL003, KL006, KL009, KL011, QC011, QC017, PROG001, PROG002, PROG003, PROG004, PROG005, PROG006, PROG008, PROG010, PROG011, PROG012, PROG014, PROG015, PROG016, PROG018, PROG019, PROG021                                                                                                                     | 73 |
| 7/ Factors that have enabled CAI's implementation include C40's technical expertise, city leadership and the foundation of existing climate action plans. Factors that have constrained CAI's implementation include limited financial resources available for climate action, political changes and bureaucratic procedures. | AC002, AC009, AC005, AC018, AC003, AC010, AC011, AC012, AC015, AC020, AC023, AC007, AC008, AC016, AC004, AC022, AD001, AD002, AD003, AD004, AD005, AD006, AD007, AD008, AD009, AD010, AD011, AD012, AD013, AD014, AD015, NA001, NA002, NA003, NA004, NA005, NA006, NA007, NA008, NA009, NA010, ME001, ME002, ME003, ME004, ME005, ME006, ME007, ME008, ME009, ME011, ME013, MC002, MC003, MC007, MC009, MC010, LM006, LM003, LM004, LM011, LM001, LM005, LM015, LM016, LM014, LM013, KL001, KL002, KL005, KL007, KL009, KL012, KL013, QC001, QC002, QC003, QC006, QC014, QC017, PROG004, PROG005, PROG007, PROG011, PROG015, PROG016                                       | 89 |
| <b>EQ3. Efficiency: To what extent has CAI delivered outputs and likely results efficiently, offering good value for money?</b>                                                                                                                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    |
| 8/ CAI's complex scope has largely been delivered on time and on budget and CAI's delivery and VfM has benefitted from C40's positive reputation and convening powers.                                                                                                                                                        | AC002, AD003, AD006, AD007, AD011, NA001, NA005, NA007, ME001, ME002, ME003, ME004, ME005, ME006, ME007, ME008, ME009, ME010, ME011, ME013, MC001, MC003, MC006, MC010, LM001, LM002, LM007, LM010, LM012, KL003, KL006, KL010, QC001, QC010, QC011, PROG002, PROG004, PROG005, PROG008, PROG009, PROG011, PROG013, PROG014, PROG015                                                                                                                                                                                                                                                                                                                                       | 44 |
| 9/ Strong value for money (VfM) has been achieved through delivery of much of the technical tasks by local                                                                                                                                                                                                                    | AC001, AC002, AC023, AD008, AD010, AD015, NA002, NA006, NA008, ME001, ME002, ME003, ME007, ME008, ME009, ME010, ME011, ME013, MC003, MC007, MC010, LM007, LM012, KL006, KL010, KL011, QC001, QC003, QC004,                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 41 |

|                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| suppliers, although multiple small contracts has increased the management burden on the C40 team.                                                                                                                                                       | PROG001, PROG002, PROG004, PROG005, PROG007, PROG008, PROG012, PROG013, PROG014, PROG015, PROG016, PROG017                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |    |
| 10/ The role of embedded City Advisors has been instrumental to efficient project delivery, while CAI's decentralised, regional programme management model has enabled responsiveness. However, regional teams are generally working beyond capacity.   | AC005, AC010, AC012, AC004, AD001, AD006, AD015, NA001, NA005, NA006, ME001, ME011, MC001, MC003, MC006, MC007, MC010, LM001, LM002, LM006, LM007, LM010, LM011, LM012, LM014, KL001, KL002, KL006, KL007, KL011, KL013, QC001, QC002, QC014, PROG001, PROG002, PROG003, PROG004, PROG006, PROG007, PROG008, PROG009, PROG018                                                                                                                                                                                                                                                                                                                        | 43 |
| 11/ CAI has generally coordinated well with other climate action initiatives in each city, with some room for improvement.                                                                                                                              | AC003, AC020, AC007, AC004, AD007, AD011, NA003, NA007, ME001, ME002, ME003, ME004, ME005, ME006, ME007, ME008, ME009, ME010, ME011, ME012, ME013, MC001, MC006, LM005, LM006, LM007, LM010, LM012, KL003, KL005, KL008, KL010, QC014, QC017, PROG002, PROG003, PROG004, PROG008, PROG019                                                                                                                                                                                                                                                                                                                                                            | 37 |
| <b>EQ 4. Sustainability: To what extent are CAI-supported results, capacities and partnerships likely to be sustained or scaled beyond the programme's lifetime?</b>                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |    |
| 12/ Climate actions and priorities have been embedded and institutionalised within some local city governments, but challenges such as high staff turnover, political will, and technical capacity of city governments undermine future sustainability. | AC002, AC009, AC005, AC018, AC003, AC010, AC011, AC012, AC015, AC020, AC008, AC016, AD008, AD009, AD011, AD012, AD013, NA001, NA002, NA003, NA004, NA005, ME001, ME002, ME011, ME012, MC001, MC006, LM004, LM005, LM006, LM008, LM010, KL001, KL002, KL005, KL007, KL012, QC005, QC012, QC014, QC016, PROG001, PROG004, PROG005, PROG007, PROG008, PROG011, PROG012, PROG014, PROG016, PROG017, PROG018                                                                                                                                                                                                                                              | 53 |
| 13/ While much has been achieved by CAI, ongoing city specific support is critical to sustain results and help cities to scale climate action.                                                                                                          | AC009, AC005, AC018, AC010, AC020, AC023, AC016, AD005, AD006, AD007, AD009, AD010, AD011, NA002, NA003, NA005, NA006, NA007, ME001, ME002, ME003, ME004, ME005, ME006, ME007, ME008, ME009, ME010, ME011, ME012, ME013, MC001, MC003, MC004, MC006, MC007, MC009, LM003, LM004, LM005, LM006, LM010, LM011, LM012, LM013, KL002, KL006, KL007, KL009, KL012, KL013, QC002, QC006, QC010, QC013, PROG001, PROG007, PROG008, PROG009, PROG010, PROG012, PROG016, PROG017, PROG021                                                                                                                                                                     | 64 |
| 14/ There are strong exit strategies and handover processes in place across some cities, but without clear support to access future finance for implementation, activities are unlikely to continue.                                                    | AC009, AC018, AC003, AC010, AC011, AC015, AC020, AC023, AC007, AC008, AC016, AD002, AD005, AD007, AD011, AD014, AD015, NA003, NA005, NA007, NA010, NA011, ME001, MC001, MC011, LM006, LM011, LM012, LM014, LM015, LM016, KL006, KL009, KL012, KL013, QC005, QC017, PROG001, PROG002, PROG004, PROG005, PROG007, PROG008, PROG013, PROG014, PROG016, PROG017, PROG018, PROG022                                                                                                                                                                                                                                                                        | 49 |
| <b>EQ5. Impact: To what extent is CAI likely to contribute to transformational change in partner cities' ability to decarbonise?</b>                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |    |
| 15/ Some tangible impacts and just transition co-benefits are emerging in several cities. These are most commonly tied to pilots, procurement processes, or implementation-ready standards/tools.                                                       | AC003, AC011, AC012, AC015, AC020, AC023, AC024, AC008, AC022, AD001, AD002, AD003, AD005, AD006, AD007, AD008, AD009, AD010, AD011, AD012, AD013, AD014, AD015, NA001, NA002, NA003, NA004, NA005, NA006, NA007, NA008, NA009, NA010, NA011, NA012, NA013, NA014, ME001, ME002, ME003, ME004, ME005, ME006, ME007, ME008, ME009, ME010, ME011, ME012, ME013, MC002, MC003, MC004, MC010, MC11, LM001, LM002, LM003, LM004, LM005, LM006, LM007, LM009, LM010, LM011, LM012, LM013, LM014, LM015, LM016, KL002, KL004, KL006, KL008, QC001, QC011, PROG001, PROG004, PROG005, PROG007, PROG011, PROG013, PROG014, PROG016, PROG018, PROG020, PROG021 | 84 |
| 16/ Climate action systems change is underway in the 15 cities. However, achieving transformational impact generally depends on follow-on support.                                                                                                      | AC005, AC018, AC003, AC011, AC012, AC015, AC020, AC023, AC008, AC016, AC004, AD005, AD006, AD007, AD009, AD011, NA002, NA003, NA005, NA006, NA007, ME001, ME002, ME003, ME004, ME005, ME006, ME007, ME008, ME009, ME010, ME011, ME012, ME013, MC001, MC003, MC004, MC006, MC009, LM001, LM002, LM003, LM004, LM005, LM006, LM010, LM012, LM013, LM014, LM015, KL001, KL002, KL007, KL012, KL013, QC002, QC007, QC009, QC012, QC017, PROG001, PROG004, PROG008, PROG009, PROG011, PROG013, PROG014, PROG015, PROG016, PROG018, PROG019, PROG020, PROG021                                                                                              | 73 |

|                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                    |    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|
| 17/ A number of replication signals are emerging, within some CAI cities and in some cases in among neighbouring cities, although greater national government engagement by CAI could have driven more opportunities for scale. | AC018, AC012, AC015, AD006, AD007, AD008, AD009, AD011, AD013, NA003, NA005, NA006, NA007, NA008, NA010, ME001, ME002, ME003, ME004, ME008, ME010, ME012, ME013, MC001, MC006, MC010, MC011, LM010, LM012, LM013, LM014, LM016, KL003, KL008, KL010, QC007, QC011, QC015, PROG003, PROG004, PROG005, PROG011, PROG012, PROG013, PROG017, PROG018, PROG020, PROG021 | 48 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|

Source: Evaluation team

Summary of survey response support of the evaluation findings Table 10 Strength of evidence for evaluation findings – Survey data

| Finding                                                                                                                                                                                                                                  | Relevant Survey Question                                                                                                                                                        | Supporting Data                                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| EQ1. Relevance: To what extent is CAI’s design and delivery relevant to partner-city needs and coherent with UK and international climate priorities?                                                                                    |                                                                                                                                                                                 |                                                                                                                                                        |
| 1/ The design of CAI is purposefully aligned with municipal climate action priorities and transport, buildings/energy and waste sector needs and has been responsive to political changes                                                | Q7 (CITY/NAT GOV) – In your opinion, to what extent was CAI’s support aligned with the needs of the city government?                                                            | 84% report that CAI support was aligned (32%) or very aligned (52%) with city government needs.                                                        |
| 2/ Inclusive climate action has generally been well-embedded in the design of CAI and the processes involved in the SHIA in each city, although in many cases benefits to stakeholders won’t be realised until the outcomes are achieved | Q9 (CITY/NAT GOV) – In your opinion, how effective has CAI support to the following activities been?                                                                            | 77% report CAI support as effective (42%) or very effective (35%) in integrating gender equality, disability and social inclusion into climate action. |
|                                                                                                                                                                                                                                          | Q15 (CITY/NAT GOV) – To what extent has CAI influenced your operation’s consideration of equity and inclusion in climate decisions?                                             | 79% report CAI influenced this to a considerable (38%) or great extent (41%).                                                                          |
|                                                                                                                                                                                                                                          | Q16 (CITY/NAT GOV) – To what extent have CAI-supported processes improved meaningful engagement with vulnerable groups?                                                         | 62% report improvements to a considerable (30%) or great extent (32%).                                                                                 |
|                                                                                                                                                                                                                                          | Q28 (CIVIL SOC) – To what extent have CAI tools improved the inclusion of vulnerable people and communities?                                                                    | 66% report improvements to a considerable (22%) or great extent (44%).                                                                                 |
|                                                                                                                                                                                                                                          | Q30 (CIVIL SOC) – To what extent do climate-related needs of vulnerable groups remain insufficiently addressed?                                                                 | 44% report that these needs remain insufficiently addressed to a considerable (33%) or great extent (11%) (22% report “to some extent”).               |
|                                                                                                                                                                                                                                          | Q40 (FCDO/C40) – How confident are you that gender equality, disability and social inclusion considerations were sufficiently embedded in the design and implementation of CAI? | 81% report being confident (38%) or very confident (43%).                                                                                              |
| 3/ There is clear coherence with UK and international strategic climate priorities and with the Cities Finance Facility (CFF), the other UCAP pillar, with room to increase coordination and synergies in places.                        | No direct survey question.                                                                                                                                                      |                                                                                                                                                        |
| EQ2. Effectiveness: How effectively is CAI achieving its intended outputs and outcomes, and what factors enabled or constrained performance?                                                                                             |                                                                                                                                                                                 |                                                                                                                                                        |

## Evaluation of UCAP CAI – Annexes to the Evaluation Report

|                                                                                                                                                                                                                                                                                                                               |                                                                                                                                                              |                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4/ CAI has been highly effective in delivering tangible outputs, translating into early outcomes, although, understandably, these remain at the early operationalisation stage.                                                                                                                                               | Q20 (CITY/NAT GOV) – Overall, how would you rate CAI's contribution to advancing climate action in your city or agency?                                      | 79% report CAI's contribution as high (58%) or very high (21%)                                                                                                                                                            |
|                                                                                                                                                                                                                                                                                                                               | Q11 (CITY/NAT GOV) – Overall, how useful have these CAI tools or activities been for your work?                                                              | 88% report that the tools and activities were useful (31%) or very useful (57%).                                                                                                                                          |
| 5/ CAI has made considerable progress in strengthening climate action leadership and technical capacity at multiple levels in municipal governments, particularly via the mainstreaming work.                                                                                                                                 | Q9 (CITY/NAT GOV) – In your opinion, how effective has CAI support to the following activities been?                                                         | 76% rate CAI support as effective (46%) or very effective (30%) in strengthening climate governance and political leadership in the city                                                                                  |
|                                                                                                                                                                                                                                                                                                                               | Q39 (FCDO/C40) – To what extent have CAI activities strengthened political, technical and institutional leadership for climate action and net-zero ambition? | 81% report improvements to a considerable (22%) or great extent (59%).                                                                                                                                                    |
| 6/ Learning mechanisms have worked well, and peer-learning for cities has been particularly effective, although cross-regional learning could have been stronger                                                                                                                                                              | Q45 (FCDO/C40) – To what extent are regional learning and dissemination events increasing the scale and impact of CAI's actions?                             | 78% report that these events increase scale and impact to a considerable (43%) or great extent (35%).                                                                                                                     |
| 7/ Factors that have enabled CAI's implementation include C40's technical expertise, city leadership and the foundation of existing climate action plans. Factors that have constrained CAI's implementation include limited financial resources available for climate action, political changes and bureaucratic procedures. | Q18 (CITY/NAT GOV) – In your opinion, what have been the top three key enablers of CAI implementation?                                                       | Top responses include: <ul style="list-style-type: none"> <li>• C40 technical expertise – 82 respondents</li> <li>• Existing climate plans – 50 respondents</li> <li>• Strong city leadership – 45 respondents</li> </ul> |
|                                                                                                                                                                                                                                                                                                                               | Q34 (CIVIL SOC) – Which factors mattered most [regarding CAI progress]?                                                                                      | Top responses include: <ul style="list-style-type: none"> <li>• City leadership strength – 7 respondents</li> <li>• Existing policy baseline – 5 respondents</li> </ul>                                                   |
|                                                                                                                                                                                                                                                                                                                               | Q38 (FCDO/C40) – Which factors mattered most [regarding CAI progress]?                                                                                       | Top responses include: <ul style="list-style-type: none"> <li>• City leadership strength – 31 respondents</li> <li>• Existing policy baseline – 20 respondents</li> </ul>                                                 |
|                                                                                                                                                                                                                                                                                                                               | Q19 (CITY/NAT GOV) – In your opinion, what have been the top three key constraints on CAI implementation?                                                    | Top responses include: <ul style="list-style-type: none"> <li>• Limited financial resources – 70 respondents</li> <li>• Slow or complex bureaucratic procedures – 37 respondents</li> </ul>                               |
| <b>EQ3. Efficiency: To what extent has CAI delivered outputs and likely results efficiently, offering good value for money?</b>                                                                                                                                                                                               |                                                                                                                                                              |                                                                                                                                                                                                                           |
| 8/ CAI's complex scope has largely been delivered on time and on budget and CAI's delivery and VfM has benefitted from C40's positive reputation and convening powers.                                                                                                                                                        | No direct survey question.                                                                                                                                   |                                                                                                                                                                                                                           |
| 9/ Strong value for money (VfM) has been achieved through delivery of much of the technical tasks by local suppliers, although multiple small                                                                                                                                                                                 | No direct survey question.                                                                                                                                   |                                                                                                                                                                                                                           |

|                                                                                                                                                                                                                                                         |                                                                                                                                                                  |                                                                                                                        |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| contracts has increased the management burden on the C40 team.                                                                                                                                                                                          |                                                                                                                                                                  |                                                                                                                        |
| 10/ The role of embedded City Advisors has been instrumental to efficient project delivery, while CAI's decentralised, regional programme management model has enabled responsiveness. However, regional teams are generally working beyond capacity.   | No direct survey question.                                                                                                                                       |                                                                                                                        |
| 11/ CAI has generally coordinated well with other climate action initiatives in each city, with some room for improvement.                                                                                                                              | No direct survey question.                                                                                                                                       |                                                                                                                        |
| <b>EQ 4. Sustainability: To what extent are CAI-supported results, capacities and partnerships likely to be sustained or scaled beyond the programme's lifetime?</b>                                                                                    |                                                                                                                                                                  |                                                                                                                        |
| 12/ Climate actions and priorities have been embedded and institutionalised within some local city governments, but challenges such as high staff turnover, political will, and technical capacity of city governments undermine future sustainability. | Q22: How likely is your organisation to sustain CAI-supported practices after the programme ends?                                                                | 89% report that their organisation is likely (40%) or very likely (49%) to sustain practices after the programme ends. |
| 13/ While much has been achieved by CAI, ongoing city specific support is critical to sustain results and help cities to scale climate action.                                                                                                          | Q22 – How likely is your organisation to sustain CAI-supported practices after the programme ends?                                                               |                                                                                                                        |
| 14/ There are strong exit strategies and handover processes in place across some cities, but without clear support to access future finance for implementation, activities are unlikely to continue.                                                    | N/A                                                                                                                                                              | Top responses include: <ul style="list-style-type: none"> <li>Limited financial resources – 70 respondents</li> </ul>  |
| <b>EQ5. Impact: To what extent is CAI likely to contribute to transformational change in partner cities' ability to decarbonise?</b>                                                                                                                    |                                                                                                                                                                  |                                                                                                                        |
| 15/ Some tangible impacts and just transition co-benefits are emerging in several cities. These are most commonly tied to pilots, procurement processes, or implementation-ready standards/tools.                                                       | Q20 (CITY/NAT GOV) – Overall, how would you rate CAI's contribution to advancing climate action in your city or agency ?                                         | 79% report CAI's contribution as high (58%) or very high (21%).                                                        |
|                                                                                                                                                                                                                                                         | Q15 (CITY/NAT GOV) – To what extent has CAI influenced your organisation's consideration of equity and inclusion in climate decisions?                           | 79% report influence to a considerable (38%) or great extent (41%).                                                    |
| 16/ Climate action systems change is underway in the 15 cities. However, achieving transformational impact generally depends on follow-on support.                                                                                                      | Q39 (FCDO/C40) – To what extent have CAI activities strengthened political, technical and institutional leadership for climate action and net-zero ambition?     | 81% report improvements to a considerable (22%) or great extent (59%).                                                 |
| 17/ A number of replication signals are emerging, within some CAI cities and in some cases in among neighbouring cities, although greater national government engagement by CAI could have driven more opportunities for scale.                         | Q47 (FCDO/C40) – Are you aware of any spillover benefits or replication effects already occurring in other cities as a result of CAI's work in your city/region? | 54% report "Yes"; 46 report "No".                                                                                      |



## Summary of documentation evidence related to aspects of the EQs

Table 11 Strength of evidence for evaluation findings – Programme Documentation

| Criterion    | Theme                      | Code                                                               | Analytic Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Total documents |
|--------------|----------------------------|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 1. Relevance | Adaptiveness to Context    | Adaptive design & management                                       | Evidence of when flexible instruments (e.g., modular workplans, contingency lines, decision gates) and changes to political transitions, institutional restructuring, shocks (e.g., disasters), or operational constraints enable iterative adjustment; include explicit use of responsive and flexible design adaptive management frameworks; exclude <i>post hoc</i> justifications lacking prior flexibility mechanisms.                                                                             | 18              |
| 1. Relevance | Strategic Alignment        | Alignment with UK climate priorities                               | Evidence where activities are linked to UK international climate objectives (e.g., net zero, adaptation/resilience, climate finance mobilization, inclusive growth) or UK specific country business plans / bilateral strategies; include explicit ToC pathways connecting CAI outputs to UK goals; exclude general donor coordination (code under Synergies).                                                                                                                                          | 56              |
| 1. Relevance | Strategic Alignment        | Alignment with city & regional priorities                          | Evidence of SHIAs or technical assistance explicitly reflect municipal climate plans, NDC-linked city commitments, sectoral strategies, planning instruments (e.g., CAPs, transport/energy plans); include references to alignment tests, citations in proposals, or stakeholder confirmation; Exclude generic mentions of ‘support’ without a traceable policy (etc.) link.                                                                                                                            | 214             |
| 1. Relevance | Strategic Alignment        | Coherence with institutional capacities                            | Evidence of when the design/delivery is tailored to the city’s administrative mandates, data systems, available human resources, procurement rules, and governance structures; include rightsizing of TA intensity, sequencing by readiness, or capacity gap diagnostics (by C40 or others). Exclude capacity-building results and generic staff satisfaction remarks (code under 2.2/4.1).                                                                                                             | 214             |
| 1. Relevance | Responsiveness & Inclusion | Vulnerable group engagement                                        | Code when processes intentionally include/benefit marginalised groups (e.g., informal settlement residents, low-income women, youth, persons with disabilities); include culturally appropriate engagement, targeted services, or safeguards; exclude generic public consultation with no evidence of inclusion.                                                                                                                                                                                        | 237             |
| 1. Relevance | Strategic Alignment        | External alignment (international frameworks and other programmes) | Evidence of coherence with international agreements related to sustainable development and climate action (Agenda 2030 and the SDGs, the 2015 Paris Agreement, the New Urban Agenda, and the Addis Ababa Action Agenda) and coordination with other similar city/national/donor initiatives to reduce duplication; include references to NDC/national action plan linkages, joint planning/MoUs, harmonised indicators; exclude city-only policy alignment (code under Alignment with city priorities). | 113             |
| 1. Relevance | Responsiveness & Inclusion | GEDSI integration                                                  | Evidence that gender equality, disability, and social inclusion, known as inclusive climate action (ICA) by the CAI team, are systematically embedded from design to impact (analyses, targets, safeguards, participation, benefit-sharing); include sex/disability-disaggregated actions or budgets; exclude incidental mention of women/vulnerable groups without design implications.                                                                                                                | 141             |

| Criterion        | Theme                  | Code                                   | Analytic Definition                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Total documents |
|------------------|------------------------|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 2. Effectiveness | Leadership & Capacity  | Technical capacity                     | Evidence of when city teams improve skills/tools for modelling, MRV, project prep, or implementation; include institutionalised training, SOPs, and data governance (etc); exclude temporary consultancies delivering for the city without capacity transfer.                                                                                                                                                                                                                                                             | <b>231</b>      |
| 2. Effectiveness | Learning & Adaptation  | Programme responsiveness / flexibility | Evidence of when learning/evidence triggers explicit adjustments to strategies, resources, or delivery models; include decision logs reflecting course corrections and measurable effects; exclude planned activities executed unchanged despite new evidence.                                                                                                                                                                                                                                                            | <b>68</b>       |
| 2. Effectiveness | Achievement of Results | Outcome achievement                    | Evidence of the intended short/medium-term outcomes materialising (e.g., improved decision-making, implementation capacity, stakeholder collaboration); include outcome indicator movement attributable in part to CAI; exclude isolated outputs.                                                                                                                                                                                                                                                                         | <b>71</b>       |
| 2. Effectiveness | Achievement of Results | Mainstreaming climate actions          | Evidence of when climate priorities are embedded in statutory plans, budgets, procurement, or regulatory processes; include integration into sectoral SOPs or investment pipelines; exclude drafting of non-endorsed plans (code under Delivery of outputs).                                                                                                                                                                                                                                                              | <b>220</b>      |
| 2. Effectiveness | Enablers & Barriers    | Internal/external constraints          | Evidence of when barriers hinder progress (e.g., turnover, procurement delays, fiscal constraints, political resistance); include risk realisation and mitigation gaps; exclude minor delays without effect on result chains.                                                                                                                                                                                                                                                                                             | <b>104</b>      |
| 2. Effectiveness | Enablers & Barriers    | Internal/External enablers             | Evidence of when CAI's internal features (staffing, MEL, project management office, partnerships, tools) or external policy windows, donor alignment, market readiness, or civil society coalitions facilitate progress; include risk management efficacy and multi donor leverage;                                                                                                                                                                                                                                       | <b>115</b>      |
| 2. Effectiveness | Learning & Adaptation  | Knowledge generation and sharing       | Evidence of where lessons are systematically captured (after-action reviews, learning products, MEL syntheses) and disseminated (peer learning, C40 convenings, communities of practice) with evidence of reach; include evaluability improvements and external diffusion; exclude ad hoc anecdotes without evidence / documentation and internal-only storage with no sharing.                                                                                                                                           | <b>89</b>       |
| 2. Effectiveness | Achievement of Results | Delivery of outputs                    | Evidence of delivery against planned outputs/milestones (deliverables produced, trainings held, tools developed) with quality standards met; include verification from MEL data; exclude outcome-level changes (code under Outcome achievement).                                                                                                                                                                                                                                                                          | <b>124</b>      |
| 2. Effectiveness | Leadership & Capacity  | Government leadership                  | Evidence of where political actors demonstrate commitment through policy endorsements, budget allocations, public advocacy, or championing reforms or when mandates, roles, and cross departmental coordination are clarified/strengthened to steer climate action (e.g., interagency committees, legal mandates etc); include continuity across administrations and formalised governance instruments;; exclude technical capacity-building (code under Technical capacity) and informal cooperation without durability. | <b>157</b>      |
| 3. Efficiency    | Programme Governance   | Clarity of roles & coordination        | Evidence of where governance structures define responsibilities, escalation paths, and partner interfaces; include efficient coordination mechanisms and TOR clarity; exclude generic partnership statements without operational detail.                                                                                                                                                                                                                                                                                  | <b>72</b>       |
| 3. Efficiency    | VfM Dimensions         | Effectiveness (VfM)                    | Evidence of when resources demonstrably contribute to outcomes; include cost-effectiveness; exclude pure spending compliance.                                                                                                                                                                                                                                                                                                                                                                                             | <b>19</b>       |

| Criterion         | Theme                                    | Code                             | Analytic Definition                                                                                                                                                                                                                                                                                                                                                                                                | Total documents |
|-------------------|------------------------------------------|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 3. Efficiency     | VfM Dimensions                           | Efficiency                       | Evidence of where inputs are transformed to outputs with minimal waste and optimal processes; include process mapping, automation, and throughput metrics; exclude outcome discussions (code under Effectiveness).                                                                                                                                                                                                 | <b>11</b>       |
| 3. Efficiency     | Programme Governance                     | Decision-making efficiency       | Evidence of where approvals and decisions are timely, evidence based, and proportionate; include service level agreement adherence and reduced cycle times; exclude speed gains that compromise quality (code under Economy/Efficiency trade-offs).                                                                                                                                                                | <b>7</b>        |
| 3. Efficiency     | Resource Use & VfM                       | Monitoring informed reallocation | Evidence of where evidence / MEL or financial monitoring triggers resource shifts that improve efficiency/effectiveness; include budget reprioritisation logs; exclude one-off reassignments without performance rationale.                                                                                                                                                                                        | <b>7</b>        |
| 3. Efficiency     | Resource Use & VfM                       | Equitable resource use           | Evidence of where allocation across cities/beneficiary groups is transparent and equitable relative to need, readiness, and results potential, and budgets are planned, monitored, and flexibly reallocated to maximise VfM; include unit-cost tracking and variance analysis and explicit equity criteria; exclude ex post rationalisations without prior criteria and spending rates without efficiency insight. | <b>38</b>       |
| 4. Sustainability | Mechanisms & Scaling                     | Learning driven continuity       | Evidence of where lessons inform post programme SOPs, budgets, or institutional reforms that sustain benefits; include updates to city regulations; exclude one-off workshops / events                                                                                                                                                                                                                             | <b>125</b>      |
| 4. Sustainability | Institutional & Technical Sustainability | Technical sustainability         | Evidence of when tools, data platforms, and models are maintained/updated locally with O&M plans / roadmaps / transition plans; include licensing/hosting arrangements and local admin rights; exclude tools reliant on external vendors without transition plans.                                                                                                                                                 | <b>39</b>       |
| 4. Sustainability | Institutional & Technical Sustainability | Ownership & local champions      | Evidence where local leaders champion and resource ongoing actions; include formal adoption and institutional embedding; exclude dependence on CAI convening to sustain activity.                                                                                                                                                                                                                                  | <b>94</b>       |
| 4. Sustainability | Drivers of Sustainability                | Partnership durability           | Evidence of where collaborations (with C40, donors, academia, private sector) persist with shared workplans/resources; include formal agreements; exclude ad hoc contacts.                                                                                                                                                                                                                                         | <b>43</b>       |
| 4. Sustainability | Mechanisms & Scaling                     | Exit & transition planning       | Evidence of when structured handover/exit strategies exist (asset transfer, training-of-trainers, documentation); include timelines and responsibility matrices; exclude implicit assumptions of continuation.                                                                                                                                                                                                     | <b>29</b>       |
| 4. Sustainability | Institutional & Technical Sustainability | Institutional capacity retention | Evidence when skills, roles, procedures, and governance bodies persist beyond support; include budgeted positions or embedded functions; exclude temporary roles.                                                                                                                                                                                                                                                  | <b>128</b>      |
| 4. Sustainability | Mechanisms & Scaling                     | Scaling mechanisms               | Evidence of when replication pathways (policy mainstreaming, standards, models, knowledge products) enable expansion; include diffusion evidence; exclude isolated pilots with no scaling logic.                                                                                                                                                                                                                   | <b>237</b>      |
| 4. Sustainability | Drivers of Sustainability                | National commitment              | Evidence of political/budgetary support and domestic revenues, tariffs, or external finance (grants/loans) fund continued implementation is evident post programme; include policy continuation or cross-party backing; exclude short-term pledges without institutionalisation and unfunded aspirations.                                                                                                          | <b>67</b>       |

| Criterion    | Theme                              | Code                                    | Analytic Definition                                                                                                                                                                                                                                                                                                                                                                | Total documents |
|--------------|------------------------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|
| 5. Impact    | Unintended & Co-beneficial Effects | Unexpected impacts                      | Evidence of when unplanned positive or negative effects occur (e.g., air quality, safety, inclusion, resilience, jobs, new networks and connection, displacement, affordability, digital divide) that are plausibly linked to CAI; include documented beneficiary feedback and mitigation responses; exclude intended outcomes already in logframe and generic risks not realised. | 35              |
| 5. Impact    | Transformational Potential         | Contribution to GHG emissions reduction | Evidence of when activities plausibly contribute to pathways towards quantified or modelled GHG reductions (exante/expost); include MRV systems and attribution narratives; exclude aspirations without pathways or metrics.                                                                                                                                                       | 277             |
| 5. Impact    | Transformational Potential         | Influence on policy or investment       | Evidence of when CAI contributes to the road to / adoption/revisions of policies, regulations, or investment decisions; include pipeline development and finance mobilised; exclude statements of intent without policy/investment change.                                                                                                                                         | 179             |
| 5. Impact    | Systemic & Replicated Change       | Replication & diffusion                 | Evidence of where other cities or agencies adopt CAI approaches/tools; include network effects and policy transfer; exclude isolated knowledge downloads without adoption.                                                                                                                                                                                                         | 115             |
| 5. Impact    | Transformational Potential         | Validity of ToC assumptions             | Evidence of when data confirms or challenges causal assumptions critical to results; include risk/assumption monitoring; exclude generic risks not linked to ToC.                                                                                                                                                                                                                  | 38              |
| 5. Impact    | Unintended & Co-beneficial Effects | Just Transition outcomes                | Evidence of when pathways to decarbonisation measures are implemented with fairness (procedural/distributive/recognition justice) benefiting workers and vulnerable groups; include social dialogue and safeguards; exclude narrow GEDSI process compliance without outcome change.                                                                                                | 186             |
| 5. Impact    | Systemic & Replicated Change       | Systemic transformation                 | Evidence of when durable shifts occur in norms, market structures, governance, or financing that enable citywide decarbonisation; include institutional reforms and market signals; exclude project bounded improvements only.                                                                                                                                                     | 239             |
| Crosscutting | Participation & Inclusion          | Stakeholder engagement quality          | Evidence when engagement is inclusive, transparent, influence bearing (coproduction, feedback loops); include evidence of decisions changed by engagement; exclude one-way information / broadcast sessions.                                                                                                                                                                       | 213             |
| Crosscutting | Performance & VfM                  | VfM learning loop                       | Evidence when efficiency/economy insights feed back into strategy, improving future allocation and results; include cost-effectiveness lessons applied; exclude static budget reporting.                                                                                                                                                                                           | 22              |
| Crosscutting | Governance & Context               | Political economy analysis              | Evidence of when external political, economic, or institutional conditions catalyse transformational or scalable outcomes shape feasibility, sequencing, or outcomes; include stakeholder mapping insights; exclude generic context descriptions with no causal link.                                                                                                              | 229             |

## Annex 5 – KII Interview Guides

### KII Interview Questions

| Purpose / Lines of Enquiry                                                                                                                                                                                        | Evaluation Criteria                      |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|
| <b>1. FCDO Central &amp; Country Teams</b>                                                                                                                                                                        |                                          |
| <ul style="list-style-type: none"> <li>How does CAI align with UK ICF priorities and country-level strategies on urban climate action?</li> </ul>                                                                 | Relevance                                |
| <ul style="list-style-type: none"> <li>How coherent is CAI with other FCDO or HMG-funded programmes(CFF, CLIC, etc.)?</li> </ul>                                                                                  | Relevance, Coherence                     |
| <ul style="list-style-type: none"> <li>What has worked well or less well in adapting to changing contexts (political, institutional, global shocks)?</li> </ul>                                                   | Relevance                                |
| <ul style="list-style-type: none"> <li>How well has CAI built the capacity and influenced government staff, towards implementing climate action objectives?</li> </ul>                                            | Effectiveness, Sustainability            |
| <ul style="list-style-type: none"> <li>How effective are FCDO management and oversight arrangements in supporting delivery and VfM?</li> </ul>                                                                    | Effectiveness, Efficiency                |
| <ul style="list-style-type: none"> <li>What are your reflections on how the C40 CAI team is managing the programme, in terms of quality of inputs, timeliness, governance and cost-effective delivery?</li> </ul> | Efficiency                               |
| <ul style="list-style-type: none"> <li>To what extent has CAI developed the enabling conditions and partnerships for continued implementation and scaling after the end of the programme?</li> </ul>              | Sustainability, Impact                   |
| <ul style="list-style-type: none"> <li>What lessons are emerging for future UK urban climate programming?</li> </ul>                                                                                              | Sustainability, Impact                   |
| <b>2. C40 Central &amp; Regional Delivery Teams</b>                                                                                                                                                               |                                          |
| <ul style="list-style-type: none"> <li>How were SHIAs and technical assistance priorities identified and adapted to city contexts?</li> </ul>                                                                     | Relevance                                |
| <ul style="list-style-type: none"> <li>How effectively does C40 adapt programme delivery to diverse institutional or political settings?</li> </ul>                                                               | Relevance, Effectiveness,                |
| <ul style="list-style-type: none"> <li>How effectively have CAI activities strengthened political, technical and institutional leadership for climate action and net-zero ambition?</li> </ul>                    | Effectiveness                            |
| <ul style="list-style-type: none"> <li>What has worked well or not worked very well for mainstreaming climate action into policy, strategy and municipal budgeting?</li> </ul>                                    | Effectiveness, Sustainability            |
| <ul style="list-style-type: none"> <li>How does C40 manage resources, monitor performance, and ensure VfM?</li> </ul>                                                                                             | Efficiency                               |
| <ul style="list-style-type: none"> <li>To what extent are you satisfied with the quality of work delivered by the subcontractors to CAI?</li> </ul>                                                               | Effectiveness, Efficiency                |
| <ul style="list-style-type: none"> <li>How are gender equality, disability and social inclusion considerations embedded in design and implementation of CAI?</li> </ul>                                           | Relevance, Effectiveness, Sustainability |
| <ul style="list-style-type: none"> <li>How is learning shared across the C40 network?</li> </ul>                                                                                                                  | Effectiveness, Sustainability            |
| <ul style="list-style-type: none"> <li>In what ways has sustainability of results and impact been factored into programme design and delivery?</li> </ul>                                                         | Sustainability                           |

|                                                                                                                                                                                                          |                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|
| <ul style="list-style-type: none"> <li>• What evidence exists of progress toward outcomes or capacity gains or intended consequences?</li> </ul>                                                         | Impact                        |
| <ul style="list-style-type: none"> <li>• Are there any unintended effects—positive or negative – associated with CAI’s activities?</li> </ul>                                                            | Impact                        |
| <b>3. City Governments / Administrations</b>                                                                                                                                                             |                               |
| <ul style="list-style-type: none"> <li>• How relevant is CAI support to local priorities, Climate Action Plans (CAPs), and institutional mandates?</li> </ul>                                            | Relevance                     |
| <ul style="list-style-type: none"> <li>• To what extent has CAI responded to evolving needs of the city government, in implementing CAI?</li> </ul>                                                      | Relevance                     |
| <ul style="list-style-type: none"> <li>• To what extent has CAI strengthened leadership, cross-departmental coordination, and/or planning capacity?</li> </ul>                                           | Effectiveness                 |
| <ul style="list-style-type: none"> <li>• To what extent has CAI strengthened city government staff knowledge and capacity related to selected climate actions?</li> </ul>                                | Effectiveness, Sustainability |
| <ul style="list-style-type: none"> <li>• How have gender equality, disability and social inclusion been addressed in CAI’s approach to urban climate action?</li> </ul>                                  | Effectiveness, Impact         |
| <ul style="list-style-type: none"> <li>• What political or institutional factors have enabled or constrained delivery of CAI?</li> </ul>                                                                 | Effectiveness                 |
| <ul style="list-style-type: none"> <li>• How effective has CAI’s approach been to mainstreaming climate action into policy, strategy and municipal budgeting?</li> </ul>                                 | Effectiveness, Sustainability |
| <ul style="list-style-type: none"> <li>• What results or changes have emerged (CAP implementation, policy adoption, institutional strengthening)?</li> </ul>                                             | Effectiveness, Sustainability |
| <ul style="list-style-type: none"> <li>• To what extent is CAI enabling learning between government entities and/or with other cities in the country or region?</li> </ul>                               | Effectiveness                 |
| <ul style="list-style-type: none"> <li>• What are the prospects for sustaining or scaling results post-programme?</li> </ul>                                                                             | Sustainability, Impact        |
| <ul style="list-style-type: none"> <li>•</li> </ul>                                                                                                                                                      |                               |
| <b>4. National Ministries / Agencies</b>                                                                                                                                                                 |                               |
| <ul style="list-style-type: none"> <li>• How do the city Climate Action Plans (CAPs) and the CAI objectives align with national NDCs, urban climate frameworks, or development strategies?</li> </ul>    | Relevance, Coherence          |
| <ul style="list-style-type: none"> <li>• How has CAI contributed to improved policy coherence or vertical integration (national–city)?</li> </ul>                                                        | Coherence                     |
| <ul style="list-style-type: none"> <li>• To what extent is CAI’s approach to gender equality, disability and social inclusion for urban climate action aligned with national strategic goals?</li> </ul> | Relevance                     |
| <ul style="list-style-type: none"> <li>• What institutional or policy shifts are evident due to CAI-supported cities?</li> </ul>                                                                         | Sustainability, Impact        |
| <ul style="list-style-type: none"> <li>• How likely are these outcomes to be institutionalised or scaled nationally?</li> </ul>                                                                          | Sustainability, Impact        |
| <b>5. Local Partners, Civil Society, NGOs &amp; Academia</b>                                                                                                                                             |                               |
| <ul style="list-style-type: none"> <li>• How effectively have partnerships contributed to technical delivery, research, and evidence generation?</li> </ul>                                              | Effectiveness                 |

|                                                                                                                                                                                  |                                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|
| <ul style="list-style-type: none"> <li>What local innovations or data systems have emerged from CAI support?</li> </ul>                                                          | Effectiveness, Sustainability    |
| <ul style="list-style-type: none"> <li>How inclusive has the process been in engaging community and civil society stakeholders?</li> </ul>                                       | Relevance, Effectiveness         |
| <ul style="list-style-type: none"> <li>What is the sustainability and potential replication of these partnerships post-programme?</li> </ul>                                     | Sustainability, Impact           |
| <b>6. Beneficiary &amp; Community Representatives</b>                                                                                                                            |                                  |
| <ul style="list-style-type: none"> <li>Are communities aware of or involved in CAI-supported initiatives?</li> </ul>                                                             | Relevance                        |
| <ul style="list-style-type: none"> <li>Have interventions addressed local needs, vulnerabilities, or co-benefits (health, livelihoods, inclusion)?</li> </ul>                    | Effectiveness, Impact            |
| <ul style="list-style-type: none"> <li>What perceived changes or barriers exist from the citizen perspective?</li> </ul>                                                         | Effectiveness                    |
| <ul style="list-style-type: none"> <li>How could inclusivity and communication be improved in the future?</li> </ul>                                                             | Effectiveness                    |
| <b>7. Other Donors / Complementary Programmes</b>                                                                                                                                |                                  |
| <ul style="list-style-type: none"> <li>How coherent is CAI with other donor or city initiatives (CFF, GIZ, World Bank, UNDP)?</li> </ul>                                         | Relevance, Coherence             |
| <ul style="list-style-type: none"> <li>What coordination or synergy mechanisms exist?</li> </ul>                                                                                 | Effectiveness, Sustainability    |
| <ul style="list-style-type: none"> <li>Has CAI influenced or informed other donors' approaches?</li> </ul>                                                                       | Effectiveness, Sustainability    |
| <ul style="list-style-type: none"> <li>To what extent has the presence of both CAI and CFF in a city resulted in synergies and improved results or emerging outcomes?</li> </ul> | Effectiveness, Impact            |
| <ul style="list-style-type: none"> <li>What opportunities exist for replication or scaling through partnerships?</li> </ul>                                                      | Impact                           |
| <ul style="list-style-type: none"> <li>To what extent does CAI share learning with donor programmes and partners?</li> </ul>                                                     | Effectiveness, Sustainability    |
| <b>8. Independent Experts / Policy Networks</b>                                                                                                                                  |                                  |
| <ul style="list-style-type: none"> <li>How innovative or catalytic is CAI's approach in the global urban climate ecosystem?</li> </ul>                                           | Impact,                          |
| <ul style="list-style-type: none"> <li>What early evidence suggests transformational change, replication, or policy influence?</li> </ul>                                        | Transformational Change          |
| <ul style="list-style-type: none"> <li>How does CAI compare with other international programmes in design and impact?</li> </ul>                                                 | Relevance, Effectiveness, Impact |

## Example Interview Guide for C40 team members

### CAI Evaluation: Interview Notes Template

Prior to each interview, provide a short overview of the evaluation, why you are speaking the interviewee today, and please:

- Confirm they are happy for you to record the interview and their participation
- Let them know they have the right to withdraw at any point (including after the interview) or not answer specific questions
- Confirm that they will not be quoted directly but may be quoted in general (by stakeholder type)

**Name:**

**Role:**

**Organisation:**

**Stakeholder type:**

**Date:**

|    |                                                                                                                                              |
|----|----------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Please can you provide an overview of your role within your organisation and how you've been involved with the CAI programme?                |
| 2  | How were SHIAs and technical assistance priorities identified and adapted to city contexts?                                                  |
| 3  | How effectively does C40 adapt programme delivery to diverse institutional or political settings?                                            |
| 4  | How effectively have CAI activities strengthened political, technical and institutional leadership for climate action and net-zero ambition? |
| 5  | What has worked well or not worked very well for mainstreaming climate action into policy, strategy and municipal budgeting?                 |
| 6  | How does C40 manage resources, monitor performance, and ensure VfM?                                                                          |
| 7  | To what extent are you satisfied with the quality of work delivered by the subcontractors to CAI?                                            |
| 8  | How are gender equality, disability and social inclusion considerations embedded in design and implementation of CAI?<br>•                   |
| 9  | How is learning shared across the C40 network?                                                                                               |
| 10 | In what ways has sustainability of results and impact been factored into programme design and delivery?                                      |
| 11 | What evidence exists of progress toward outcomes or capacity gains or intended consequences?                                                 |
| 12 | Are there any unintended effects—positive or negative – associated with CAI's activities?                                                    |
| 13 | Is there anything else you'd like to raise which we haven't already covered today?                                                           |

## Annex 6 – Regional Evaluation Findings

This annex sets out the initial findings that were presented to the C40 CAI regional implementing teams during February 2026, as part of the evaluation analysis phase. They are shared with FCDO as part of the final report to provide more regional nuance. However, the combined evaluation findings presented in the Evaluation Report remain the central set of robust, verified and triangulated findings that must be referred to as the output of the evaluation.

### Africa Regional Validation Meeting with C40 Regional Team

16 February 2026.

#### **EQ1: RELEVANCE - To what extent is CAI's design and delivery relevant to partner-city needs and coherent with UK and international climate priorities?**

- In-country stakeholders across the region reported that CAI was highly relevant, responsive, and aligned to their city's needs.
- It was also viewed that CAI strategically bridged the gap between international climate mandates and the localised priorities of City Climate Action Plans. For example within Accra, CAP objectives included diverting 30-50 tonnes of solid waste away from landfills by 2030; CAI supported this through the review of waste and sanitation by-laws (which were originally focused on mixed waste collection) to promote waste separation at source.
- The programme reportedly successfully addressed critical urban challenges whilst generating tangible economic benefits by focusing on high utility interventions such as solar powered cold storage, energy efficiency, and organic waste management. Specifically within Nairobi, CAI supported investment in cold storage solutions for market traders. This service allows traders, of which 60% are women, to store produce for a small fee, reduce post-harvest losses (previously 40%), increase trade volumes, and increase both their revenue and income.

#### **EQ2: EFFECTIVENESS - How effectively is CAI achieving its intended outputs and outcomes, and what factors enabled or constrained performance?**

- CAI was viewed as highly effective amongst African regional stakeholders and reportedly supported cities to move from climate planning to institutionalised action. For example, within Nairobi, the city created a permanent and government funded Climate Change Unit which acts as an institutional anchor for coordination and policy implementation.
- CAI also supported the city to enact the Nairobi City County Climate Change Act (2023-2024) in order to institutionalise climate governance through a steering (executive) and planning committee (technical). Similarly, Addis Ababa was supported by CAI to create Circular Economy Roadmaps, and Accra ensured that climate action plan activities have been incorporated within the city's Medium-Term Development Plan, and subsequently, within relevant departmental annual plans and budgets.
- Through climate activities and capacity building exercises across the region, CAI has supported stakeholders to increase their technical capacity and improve cross-departmental coordination and leadership. For example, CAI supported the completion of Green House Gas emission inventories and energy audits for public buildings which has reportedly improved stakeholders' abilities to use data to inform policy decision making.

#### **EQ3: EFFICIENCY - To what extent has CAI delivered outputs and likely results efficiently, offering good value for money?**

- Cities across the region were supported by CAI to create Steering Committees, and these committees, in addition to Technical Working Groups, streamlined city decision making across previously siloed departments.
- Furthermore, CAI support was procured through local suppliers which promoted strong city contextual awareness, high quality outputs, and good value for money.
- To promote further value for money, some cities such as Addis Ababa worked closely with other donor partners including GIZ and ACEN which contributed to collaborative planning, coordinated implementation, and joint utilisation of resources (cost sharing of some climate activities).

- CAI also applied an iterative design process through workshops and participatory planning sessions to incorporate beneficiary feedback and ensure programme alignment to city needs. This flexible approach reportedly enabled rapid course correction where relevant, and reduced duplicity of climate activities.
- Finally, where possible, CAI supported the streamlining of climate activities into existing city systems in order to minimise the dependency on external contractors and consultants.

**EQ4: SUSTAINABILITY - To what extent are CAI-supported results, capacities and partnerships likely to be sustained or scaled beyond the programme's lifetime?**

- The extent to which CAI supported activities will be sustained post programme termination is mixed across cities. Many cities show evidence of activity integration; climate action units, steering committees and Technical Working groups reportedly contribute to local ownership and activity continuity. Many cities also report changes in policy and regulatory frameworks which supports continued climate considerations within future decision making.
- To reduce reliance on external donors, Accra has mainstreamed climate activities through dedicated climate action budgets, Nairobi has implemented cost recovery models (subscription for cold storage market access), and Addis Ababa has promoted SME engagement within waste composting. In addition to dedicated budgets, CAI has supported improving stakeholders' technical capacity through staff, SME and focal point training, in addition to climate awareness building amongst programme beneficiaries.
- Finally, in order to diversify cities' dependence on FCDO funding, cities have collaborated with the private sector, academia, civil society and other international donors to reinforce technical capacity, social ownership, and activity scalability and replicability. For example, Accra secured a US\$ 3 million compost plant grant from the AfDB.

**EQ5: IMPACT - To what extent is CAI likely to contribute to transformational change in partner cities' ability to decarbonise?**

- Cities across the region show signs of emerging impact as a result of the CAI programme. Addis Ababa, Nairobi and Accra have been supported to implement SME led composting initiatives, cold room storage, and energy audits respectively which have demonstrated measurable emissions reduction.
- Across all cities, GEDSI has been considered as part of SHIA design and implementation, although this was more relevant for some SHIAs (waste) compared to others (buildings). For example, women, youth, and marginalized groups were actively engaged in Accra's waste management SHIA and within Addis Ababa, the creation of green jobs promoted inclusive participation.
- Furthermore, stakeholders report that CAI supported activities have contributed to behavioral and systematic change; programme beneficiaries are reportedly more aware of, and are more likely to adopt, climate-conscious practices through structured processes and tools to support activity replication and scale-up.
- However, many stakeholders noted emerging challenges, namely 1) changes in political leadership or administrations 2) limited local enforcement capacity, and 3) budget constraints, which will each need to be addressed to maximise the likelihood of long-term sustainability.

**Emerging learning points**

- **Local Priorities and Tangible Benefits:** Focus on city-identified issues with demonstratable outcomes;
- **Demonstration projects delivered measurable outcomes:** reduced post-harvest losses, energy savings, income generation, and improved urban services-these increased end user buy-in
- **Strategic Partnerships and Private Sector Investment:** Collaboration with donors, NGOs, city advisors, and private sector actors enhances coordination, technical capacity, and replication- align private sector incentives
- **Capacity Building for Sustainability:** Hands-on training for SMEs and Trainers of Trainers (60% women) strengthens skills, green jobs, and institutional capacity. City advisors support evidence-based decision-making, ensuring skills translate into tangible benefits for end-users.
- **Institutionalisation and Policy Backing:** Embedding climate action into city structures, committees, and budgets ensures continuity.

## Latin America Regional Validation Meeting with C40 Regional Team

13 February 2026

### **EQ1: RELEVANCE – To what extent is CAI’s design and delivery relevant to partner-city needs and coherent with UK and international climate priorities?**

- Strong alignment with city climate priorities, with SHIAs well-targeted at high-emissions sectors where there was both technical need and political momentum. Adaptive management of elections and political transitions was commended as sophisticated given the short programme timeframe.
- ICA/GEDSI well-integrated – C40 stressed that ICA is core to C40’s mandate – not simply a donor requirement – and the programme developed an ICA Implementation Guide accordingly. The evaluation team’s view is that an ICA risk lens is always appropriate at the outset, but subsequent action should be proportionate; where no clear gendered or socioeconomic risk exists (e.g. energy efficiency in public buildings), forcing ICA risks superficial compliance. This is a design point for future programming, not a criticism of what was delivered.
- Donor coordination was broadly good, with proactive examples (e.g. alternating GHG inventories with IDB in Lima; coordinating cycle lane work with World Bank and KfW). Isolated instances where coordination could have been tighter were noted, but no systemic problems identified.

### **EQ2: EFFECTIVENESS – How effectively is CAI achieving its intended outputs and outcomes, and what factors enabled or constrained performance?**

- Most activities delivered on time and on budget across all three LatAm cities, with high-quality technical support strengthening climate governance, policy, and evidence use. C40’s reputation and pre-existing embeddedness in city governments were the primary enablers.
- C40 raised an important addition to the findings: city advisors and the C40 team routinely worked across multiple secretariats to break down departmental silos – a cross-government coordination role that is one of the programme’s most significant but least visible contributions.
- La Rolita (Bogotá) cited as the standout ICA example. Learning and mainstreaming events broadly well received but limited by one-off format; city officials noted difficulty making time and lack of opportunity for follow-up.

### **EQ3: EFFICIENCY – To what extent has CAI delivered outputs and likely results efficiently, offering good value for money?**

- Very good value for money, driven by local consultants (lower cost, stronger relationships, local knowledge) and the C40 brand. The decentralised LatAm management model enabled effective cross-city expertise sharing.
- City advisors identified as the single most critical efficiency driver. Some at C40 proposed they become a permanent, core-funded C40 role to ensure continuity between programmes. Others confirmed this is under active discussion at managing director level; though noted not everyone in C40 management is yet convinced, making the evaluation’s evidence valuable for internal advocacy.

### **EQ4: SUSTAINABILITY – To what extent are CAI-supported results, capacities and partnerships likely to be sustained or scaled beyond the programme’s lifetime?**

- Strong technical and institutional foundations in place, with replication signals already emerging (Mexico City’s electromobility guidelines informing national-level transport electrification; Lima’s clean air zone work attracting interest from other Peruvian cities).
- Two key sustainability risks: political commitment (mayoral decrees in Medellín remain unsigned) and implementation financing. C40 is exploring private foundation funding (e.g. Robesroad Foundation) to sustain actions. Climate action committees – cross-departmental bodies being embedded across all 15 cities – were highlighted as a key mechanism for continuity and vertical integration.

- Loss of city advisors at programme end is a critical vulnerability; continuity between programme phases is essential to avoid losing institutional knowledge and relationships.

**EQ5: IMPACT – To what extent is CAI likely to contribute to transformational change in partner cities’ ability to decarbonise?**

- Early tangible impacts visible, particularly in Medellín where ZUAP implementation has reduced emissions and reclaimed commercial areas previously associated with crime – a politically salient co-benefit well beyond the climate rationale. Wider socioeconomic co-benefits (safety, accessibility, urban services) seen as important results in their own right.
- Longer-term transformational change is achievable but requires continued follow-on support; the foundations are strong but plans will not deliver themselves at scale without further investment and institutional push.

**Emerging learning points**

- Achieved a great deal in a short space of time – but continued support is needed to build on these foundations, secure CAI’s legacy, and maintain momentum behind CAPs.
- Core funding for city advisors in priority cities is essential to strengthen continuity, retain institutional knowledge, and avoid gaps between programmes. The evaluation’s evidence can support internal C40 advocacy for this.
- Long-term implementation financing for CAPs requires more deliberate attention. FCDO is not the right funder for large-scale infrastructure, but could help facilitate access to MDB or private sector finance. Climate budgeting (now a C40 leadership standard) is a promising mechanism.
- ICA/GEDSI approach should be refined: risk assessment lens always relevant, but action should be proportionate and targeted – focused on doing it well where most relevant rather than applied superficially everywhere.
- Vertical integration with national and sub-national government is vital but extremely challenging – almost a programme in itself. Cities like Guadalajara found themselves ahead of federal capabilities; Mexico City’s guidelines are beginning to influence national policy. Engaging below mayoral level with civil servants helps ensure continuity across political cycles.
- Ensure coordination with other development partners from programme outset; FCDO posts can help map the donor landscape and identify synergies.

## Southeast Asia Validation Meeting with C40 Regional Team

12 Feb 2026 | ZOOM Teleconference

### EQ1: RELEVANCE – To what extent is CAI’s design and delivery relevant to partner-city needs and coherent with UK and international climate priorities?

- Relevance by design – CAI activities are strongly aligned to city priorities and anchored by earlier work (i.e. enhanced LCCAP (QC) / historic C40 engagement. In turn alignment with UK climate priorities.
- Designed for relevance, context, and partners – deliverables (etc.) have been identified, designed, piloted and developed in collaboration with DBKL / QC counterparts and ground reality: i.e., reduced building code criteria for uptake in KL / QC.
- Relevance to mandates important but uneven- Highly relevant to Mayor priorities and mandates of most city department/teams but some on-going limitations around enforcement (i.e., MER for GBC only relevant to building official, limited knowledge on CC-DRR to roll-out community modules)
- ICA more top-down priority – but from low base has seen traction / relevance grow.

### EQ2: EFFECTIVENESS – How effectively is CAI achieving its intended outputs and outcomes, and what factors enabled or constrained performance?

- C40 has delivered highly effectively in QC and KL – tangible outputs delivered translating into early outcomes but these remain at early 67operationalization / impact pathway stage (understandably)
  - Results should not be underestimated i.e., in QC alone – 4 policy instruments approved and issued in 3 years; LCBC integrated in workflow in a highly regulated and political buildings environment in KL
- Where constraints on outcome effectiveness exist – related to authority, and data, not technical quality outputs / C40 delivery.
  - In KL’s LCBC, it is recognised by many stakeholders that to have true effectiveness you need law / by-laws / regulations etc to change, ideally from the federal level down
- Mainstreaming remains partial – understandable as more of a top-down priority and lower initial baseline e.g., ICA viewed as a funder priority-driven, KL had low initial momentum for ICA.
  - The UK Govt as a brand (and soft diplomacy) helped pushed for delivery
- Work on-going with institutionalisation – institutionalisation is incomplete. In KL LCBC remains largely voluntary for private developments, and MER data flows remain uneven due to departmental silos. In QC GBC checklist yet to be integrated in workflow, and GGJ still to be adopted in wider informal sector
- C40 supported activities, including the regional academies, have strengthened technical and institutional capacities and leadership and adaptation – Feedback loops, pilot projects, and stakeholder engagement have led to iterative refinement of tools and strategies
  - In QC, solarization topic unlocked a policy dialogue with national government and private sector on net metering cap and application process, distributed renewable energy.
- Steering committee (KL) / TWG (QC) – have proved important delivery tools supporting effectiveness through institutional buy-in (but took significant C40 time)
  - In KL stakeholders highlighted the impact that not having a SC early on had on developing relationships / trust
  - In QC ICA, GBC, and solarization were tackled through TWG which made it possible to bring differing views together and as a learning platform

### EQ3: EFFICIENCY – To what extent has CAI delivered outputs and likely results efficiently, offering good value for money?

- C40 as a critical factor supporting effectiveness in both cities – justifies investment by HMG both in the brand (drew in high quality expertise & gave city teams kudos to operate).
- C40 team / advisers provided high quality inputs and facilitated processes in both cities – ability to bring together a broad range of stakeholders; brokered inter-departmental relationships; able to facilitate conversations and dialogues.
- Many interviewed judged CAI as good VFM -modest inputs translating to system level tools with long term potential, i.e., KL’s LCBC, QC’s 5 mandatory GB components
- Consultancies were well managed – even where issues, C40 should be commended that they either stepped into support and / or adapted deliverables.

- Some reflection is needed on:
  - LoE and technical support for regional teams – who were often stretched but remained at the interface with numerous city counterparts.
  - C40 team having technical background to help manage the consultancies.
  - Budgets for some of the consultancies.

### **EQ4: SUSTAINABILITY – To what extent are CAI-supported results, capacities and partnerships likely to be sustained or scaled beyond the programme’s lifetime?**

- Sustainability pathways have been put in place (i.e. training, checklists, portals etc) but remains fragile due to resource / IT challenges, data stewardship, enforcement capacity, and political turnover.
- ICA / GEDSI and sustainability – probably the most help required to keep momentum given the initial baseline and interest.
  - 9-month gap between CAP and CAI programmes contributed to momentum lost during said time
- Political will – is both a designed blessing and a curse – it ebbs and flows with people. Has been used by C40 (Mayor focus) but comes with risks
  - Leveraging mayors is important but they can change i.e., KL had 4 different mayors during CAI implementation – more important is anchoring the programme results into policy and institutional processes.
- Reflections on C40’s model of support:
  - Mayoral changes and loss of institutional knowledge must be treated as a constant risk
  - Capacity building, procedural tools/checklists, support to policy (i.e., roadmaps, ordinances, CAPs) build institutional legitimacy in the immediate and long terms.

### **EQ5: IMPACT – To what extent is CAI likely to contribute to transformational change in partner cities’ ability to decarbonise?**

- Emerging rather than realised impacts – Limited direct evidence of emissions reductions or investment outcomes attributable to CAI to date. This reflects both the early stage of implementation and the voluntary nature of many tools. But the groundwork for transformation /credible impact pathways, particularly in the buildings sector has been laid.
- GEDSI and Just Transition – evidence points to procedural and governance-level change rather than material distributive outcomes as yet, again to be seen
- Mindset shifts which will help support impacts – shifts in the mindset and workflow seen (i.e., GBC checklist, ‘greening the good’ jobs, ‘resource collector’)
  - CAI able to build internal ‘champions’ that can carry respective topics forward i.e., green building, solarization, good green jobs
- Both cities sustainability / impact rests on – national policy reform / mandates for energy, are vulnerable to political turnover and perhaps overly rely on champions to bridge institutional gaps
- Significant spillover impacts: In QC – CAI’s policy work on Good Green Jobs empowered QC to pursue other employment priorities and programmes (i.e., social protection manual with ILO, create GGJ unit, create GGJ database), in KL conversations being had with Energy Commission.

### **Emerging learning points**

- Working politically, relationship and trust building takes time and has constraints – mandates and national political policies are often binding issues that impact heavily over time
- Climate ambition needs to meet political and implementation reality – aiming too high creates stumbling blocks whereas ‘proof of concept’ more limited ambition can both support shorter term delivery and longer-term scale up (see the criteria reductions in both building codes in KL and QC)
- Success and sustainability require not only enhancing systems (policies, capacities built etc.) but identifying and working towards embedding within national / regional laws ordinances etc.
- VFM should not be equated with low cost / low LoE – challenges occurred where resources were more limited to supporting technical consultancies and C40 regional staff

## Evaluation of UCAP CAI – Annexes to the Evaluation Report

- There is more VFM with working with local firms – along with lower fees, they have more knowledge of local contexts
- Last mile delivery support needed to support sustainability and impact – is there a role of FCDO moving forward as this phase of programme concludes? The VFM of the programme is now, seeing support through to conclusion post C40– *“There is a role for UK govt to keep pushing after end of the programme – to give a platform*
- The addition of component relating to project preparation, pipeline development, and climate finance help cement results as part of next phase of support

## Annex 7 – Evaluation Findings Dissemination Plan

### Communications, learning and uptake

Effective learning, knowledge-brokering, and communication activities are critical to ensure that evaluation and learning evidence is useful, shared and utilised by relevant stakeholders. During the inception phase, we heard from FCDO client team that they are flexible in terms of the approaches recommended for dissemination products and the ideas proposed during inception will continue to evolve during the evaluation as we engage with stakeholders and better understand their learning-related needs and preferences.

*The ET agreed with FCDO to produce a suite of products and dialogues, which will deliver high quality information in digestible formats at useful timepoints. Table 12 comprises an overview of these knowledge products and deliverables for the evaluation and their target audiences. Table 12 – Dissemination deliverables overview and target audience (\* = deliverables included in this report)*

| Deliverable                                                                               | Targeted Stakeholders                                                                                                                                                                                                                                         | Reason for the deliverable                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>3 x Validation workshops with C40's CAI regional teams*</b>                            | <ul style="list-style-type: none"> <li>C40 - CAI regional teams</li> </ul>                                                                                                                                                                                    | Headlines on draft evaluation findings to inform the CAI regional teams and validate main findings and learning points.                                                                                                            |
| <b>1 x Validation workshop with C40's CAI central team</b>                                | <ul style="list-style-type: none"> <li>C40 - CAI cross-regional / central team</li> </ul>                                                                                                                                                                     | Presentation of aggregated and analysed programme-level findings, drawing on examples from cities, to inform the CAI central team and validate main findings and learning points.                                                  |
| <b>Final Evaluation Report*</b>                                                           | <ul style="list-style-type: none"> <li>FCDO client team</li> <li>C40</li> <li>FCDO Evaluation and Climate cadres.</li> </ul>                                                                                                                                  | Concise, evidence-based report with clear recommendations which can be practically applied.                                                                                                                                        |
| <b>Evaluation Digest</b>                                                                  | <ul style="list-style-type: none"> <li>FCDO client team</li> <li>Ministers, Director and DG level</li> <li>C40</li> <li>CDO Evaluation and Climate cadres.</li> <li>Development partners in cities and climate action space.</li> <li>Wider public</li> </ul> | A 2-page summary of the final evaluation findings, recommendations and learning points, for Ministers, Director and DG level, as well as for wider public.                                                                         |
| <b>Slide deck of evaluation findings, suitable for including in presentations</b>         | <ul style="list-style-type: none"> <li>FCDO client team</li> <li>C40</li> <li>Selected cross-HMG participants</li> </ul>                                                                                                                                      | A concise and practical overview of the evaluation findings will be delivered for the FCDO cadre and selected cross HMG participants. The slide deck, should include infographics that can be used in other dissemination formats. |
| <b>Presentation on learning points for urban climate action, slide deck and recording</b> | <ul style="list-style-type: none"> <li>FCDO client team</li> <li>FCDO Evaluation and Climate cadres</li> <li>Selected cross-HMG participants</li> </ul>                                                                                                       | Potentially delivered together with C40, a high-level overview of the urban climate action learning points, informed by the CAI evaluation, to inform future urban climate action work.                                            |
| <b>Learning Brief</b>                                                                     | <ul style="list-style-type: none"> <li>FCDO client team</li> <li>Ministers, Director and DG level</li> <li>C40</li> <li>CDO Evaluation and Climate cadres.</li> <li>Development partners in cities and climate action space.</li> </ul>                       | A 3 or 4-page summary of the key learning points from the evaluation, including examples from selected cities, made relevant to wider urban climate action programming.                                                            |
| <b>City briefs x 4</b>                                                                    | <ul style="list-style-type: none"> <li>FCDO client team</li> <li>FCDO Posts</li> <li>C40</li> <li>Development partners in cities and climate action space.</li> </ul>                                                                                         | A 2-page City Brief produced for each of four sampled cities, covering a mix of sectors and regions. These will be prepared for Accra, Addis , Kuala Lumpur and Medellin, based on FCDO's preference.                              |

|                            |                                                                                                                                                                               |                                                                                                                                                                                                                                                                      |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Thematic briefs x 2</b> | <ul style="list-style-type: none"> <li>• FCDO client team</li> <li>• FCDO Posts</li> <li>• C40</li> <li>• Development partners in cities and climate action space.</li> </ul> | <p>A 4-page thematic briefing note prepared for each of two selected thematic areas:</p> <ul style="list-style-type: none"> <li>• Socio-economic Co-benefits of Urban Climate Action</li> <li>• Mainstreaming Climate Action in Cities: Learning from CAI</li> </ul> |
|----------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

## Annex 8 – Political Economy Analysis for Tier 1 Cities

Understanding the political economy of the cities in which CAI is operating has been a vital part of the programme delivery and is also important for the context of the CAI evaluation. PEA overviews were developed for the four Tier 1 cities, **Accra, Addis Ababa, Kuala Lumpur and Medellin**, during the evaluation to help inform the data collection, particularly the interviews with government stakeholders. The objective was to generate useful insights into the political context around the theory of change causal linkages and assumptions related to CAI-supported climate action in these four cities. The PEA overviews are presented below.

### Accra: Political Economy Analysis

#### Overview of CAI Activities in Accra

Since 2022, CAI as supported Accra in two Selected High Impact Actions (SHIA), in addition to mainstreaming activities. **SHIA 1** is an energy efficiency audit and retrofitting of selected buildings with solar photovoltaic project, with an RDEL budget of \$75,000. The aim of this intervention was to establish a framework and develop both policies and plans to transition Accra's municipal buildings to net zero by 2025, based on 13 public building energy audits.<sup>10</sup> As part of this intervention, CAI developed 1) a landscape analysis to understand the energy status quo, 2) a clear understanding of energy consumption in 13 municipal buildings through energy audits, and 3) costed recommendations of energy efficiency and renewable energy interventions. These intervention activities allowed CAI to support the development of draft by-law recommendations which align city-level priorities with national building codes, enabled integration of energy efficiency into the building permit process, and strengthened Accra's energy policy framework and action for renewable energy and energy efficiency.<sup>11</sup> Through these activities, CAI's assessment of Outcome KPI 2, which assesses the level of progress against the specific goals, targets or standards defined in Accra's climate action plan, increased from Basic (2022) to Progressing (2025).<sup>12</sup>

**SHIA 2** is an intervention focused on the development of a waste optimisation strategy that supports the policy and regulatory environment, including the review of sanitation laws for metro-wide solid waste source, separation, collection and treatment with an RDEL budget of \$50,000.<sup>13</sup> As part of this intervention, CAI supported 1) the drafting and reviewing of a waste optimisation strategy, 2) improving waste service provision through formalisation of informal waste pickers, and 3) the implementation of a roadmap to pilot at source waste separation within low-income communities. As a result of these activities, CAI completed a waste optimisation strategy at source separation roadmap which outlined roles, costs and timelines to scale waste diversion and material recovery across Accra, in addition to recognition of informal waste workers. This CAI support also established stakeholder buy-in and commitment to ensure broad support for the implementation of the waste strategy, and the submission of an updated sanitation by-law for council approval. Through these activities, CAI's assessment of Outcome KPI 2 showed that SHIA 2 is on track to progress from Basic (2022) to Progressing (2025), depending on which recommended by-laws are adopted.

**Through its continued mainstreaming activities**, CAI aimed to institutionalise and embed climate action plan governance into budgeting, planning and interdepartmental operations, create a climate change steering committee, and strengthen Accra's greenhouse gas inventory capacity with workshops to allow officials to independently update and analyse emissions data. As a result of CAI support, a mainstreaming strategy was approved by the city, a climate change and resilient steering committee was formed, and waste actions from Accra's climate action plan were integrated and budgeted for within departmental annual action plans and medium-term development plans.

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<sup>10</sup> CAI Africa Energy & Buildings SHIA summary

<sup>11</sup> Accra city update as of June 2025

<sup>12</sup> Outcome 2 Tentative SHIA results, May 2025

<sup>13</sup> City fact sheet

## Foundational Factors: Urbanisation, Climate Risk, National Policy, and Governance Architecture

### Urbanisation, Demography and Economic Structure

The greater Accra region has a population of approximately 5.5 million people (2021) and has experienced rapid urbanisation and persistent socio-spatial inequalities, each of which intensify climate vulnerabilities.<sup>14</sup> The city's annual population growth—driven by rural–urban migration, economic opportunity and regional mobility—has generated sprawling unplanned settlements and heightened demand for essential services. Informal settlements such as Nima, Chorkor, Mamobi and the areas formerly associated with Agbogbloshie exhibit pronounced deficits in waste collection, drainage, sanitation and access to clean household energy. These communities are disproportionately exposed to flooding, heat stress, and environmental health hazards.

### Climate Hazards and Environmental Pressures

Low-income communities experience disproportionate exposure to flooding, heat stress, poor drainage and waste accumulation, consistent with vulnerability patterns documented in the Ghana Statistical Service urbanisation analyses and EPA Ghana pollution assessments. These conditions, together with fiscal constraints and operational pressures on AMA, create strong political and social incentives for interventions that improve sanitation, energy efficiency in public buildings, and environmental health.

Accra's environmental risks—especially flooding in the Odaw basin and methane emissions from unmanaged waste streams impact low-income communities by disrupting commerce, and damaging local infrastructure. In particular, poor solid waste management of plastic and organic waste obstruct drainage channels.

### National Climate Policy, Urban Development and Decentralised Authority

Although much of Ghana's administrative and decision-making power is decentralised from national government, city specific and local policies are often adapted from national policies, some of which include:

**Ghana's national Building Code (GhBC)** which was developed in November 2018 by the Ghana Standards Authority and is the fundamental basis for Accra's building code which is enforced locally by the AMA.<sup>15</sup> The GhBC aims to establish minimum requirements for buildings using prescriptive and performance related provisions and ensures stakeholders comply with building standards and regulations in the interest of public health, general safety, fire protection, structural efficiency and integrity, in addition to environmental stability.

**Ghana's Climate Action Roadmap for Building and Construction** which builds upon Ghana's "Transforming the built environment" (2023), was collaboratively developed in 2024 by Ghana's Ministry of Work and Housing, the United Nations Environment programme, and other relevant stakeholders, and aims to support the GoG and its stakeholders to transition the building and construction industry towards lower emissions, and more efficient and resilient built environments in order to meet Nationally Determined Contributions.<sup>16</sup>

**Ghana's Renewable Energy Master Plan (2026-2030)** is being led and developed by the Ministry of Energy and Green Transition. The Plan is currently being finalised following stakeholder consultation workshops in 2025. The goal of the Plan is to provide an investment-focused framework for the promotion and development of renewable energy resources for economic growth, improved social life and minimisation of adverse climate change effects.<sup>17</sup>

**Ghana's Revised Environmental Sanitation Policy (2010)** includes policies such as the National Environmental Sanitation Policy and the National Solid Waste Management Strategy (NSWMS). The aim of the NSWMS is to support Ghana in

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<sup>14</sup> [https://ghanadistricts.com/Home/Reader/364d1b2-5d5d-4cb3-a2#:~:text=The%20Greater%20Accra%20Region%20has%20the%20following,city\\*\\*%20Accra%2C%20the%20capital%20city%20of%20Ghana](https://ghanadistricts.com/Home/Reader/364d1b2-5d5d-4cb3-a2#:~:text=The%20Greater%20Accra%20Region%20has%20the%20following,city**%20Accra%2C%20the%20capital%20city%20of%20Ghana)

<sup>15</sup> Ghana Building Code, [https://gia.com.gh/wp-content/uploads/2022/01/BUILDING-CODE-GS-1207\\_2018-Complete-Complementary.pdf](https://gia.com.gh/wp-content/uploads/2022/01/BUILDING-CODE-GS-1207_2018-Complete-Complementary.pdf)

<sup>16</sup> Ghana's Climate Action Roadmap for Buildings and Construction, [https://globalabc.org/sites/default/files/2024-11/Climate%20Action%20Roadmap\\_GHANA.pdf](https://globalabc.org/sites/default/files/2024-11/Climate%20Action%20Roadmap_GHANA.pdf)

<sup>17</sup> Ghana's Draft Renewable Energy Master Plan <https://energycom.gov.gh/rett/phocadownload/rempl/Draft-Renewable-Energy-Masterplan.pdf>

achieving high-quality, and cost-effective Solid Waste Management service delivery which will deliver environmental, public health, and economic benefits to all.<sup>18</sup>

## Rules of the Game: Formal Mandates, Informal Norms, and Political Incentives

### Governance Structures

#### Formal structures:

Ghana is a republic with a President as Head of State and Government, a Parliament, and an independent Judiciary with national laws. Across Ghana, there are 261 Metropolitan, Municipal and District Assemblies (MMDAs), with 29 MMDAs operating in the Greater Accra region.<sup>19</sup> Each MMDA has its own Mayor who holds administrative and decision-making power. Accra is within the Greater Accra Region and is headed by a regional Minister appointed by the President, who is responsible for overseeing regional development. The General assembly is the decision-making body within Accra and comprises of elected assembly members, government appointees, and MPs for Accra. The two most relevant national agencies for climate action are the Environmental Protection Agency and the Energy Commission.

**The Environmental Protection Agency** is the lead public institution mandated under Ghana's Environmental Protection Agency Act, 1994 (Act 490) to manage, coordinate, and protect the environment. The Agency hosts the Climate Change Department, which serves as Ghana's focal point for the United Nations Framework Convention on Climate Change (UNFCCC). The EPA guides development processes to prevent, reduce, and, as far as possible, eliminate pollution, emissions, and activities that degrade environmental quality and undermine quality of life.

**The Energy Commission of Ghana** leads national energy efficiency policy and appliance standards. While building energy regulation is not yet strongly enforced municipally, the Commission's frameworks inform AMA's by-law reviews and the development of the Energy Policy Commitment under CAI. The Ghana Building Code (2018), developed with the Ghana Standards Authority, provides the statutory foundation for energy efficiency expectations in new buildings, which the CAI-supported Energy Management Strategy seeks to operationalise at the municipal level.

These institutions provide a coherent formal framework for climate governance, but capacity for enforcement varies widely. AMA possesses relative bureaucratic strength compared to other MMDAs, enabling it to adopt building energy efficiency reforms and sanitation by-law updates, yet even AMA faces workforce limitations, equipment shortages and fiscal constraints. Within Ghana's government system, CAI focuses on capacity strengthening, strategic governance processes (such as the Energy Steering Committee) and policy preparation. These interventions reinforce existing formal structures and do not depend on enforcement capabilities the city does not yet possess.

#### Informal structures and enforcement:

Informal norms play a critical role in Accra's urban governance. For example, waste disposal behaviours are shaped more by market and community norms rather than by enforcement of sanitation by-laws. Within construction, building often occurs before permits are formalised which complicates regulatory oversight, and enforcement of such regulations is not often upheld by political leaders in order to improve their electoral prospects. In order to influence the extent to which policies and regulations are enforced by political leaders, CAI will have to focus its efforts on behavioural change and community engagement to promote long term sustainable change.

### Multi-Level Governance and Fragmentation

As a result of many Mayors within the Greater Accra Region, political and administrative decision making is very decentralised. There is no single metropolitan authority responsible for climate action across Greater Accra; The AMA can regulate municipal buildings within its borders, but neither it nor any metropolitan-wide structure can directly enforce waste segregation, energy efficiency standards, or emissions-related building requirements across all MMDAs. Furthermore, political authority is highly personalised under Ghana's hybrid decentralised-centralised structure. Mayors are appointed by the President and confirmed by local assemblies, creating dual upward and downward accountability. Political responsiveness to national priorities—sanitation, beautification, urban order, flood mitigation—can therefore strongly influence which climate actions are pursued and how they are framed. Although the national government holds fiscal responsibility, municipalities are able to adapt and tailor policies set by the national government to meet local needs. However, this is often faced by challenges of limited resources, capacity, and disjointed implementation of climate related policies within municipalities.

<sup>18</sup> <https://ghanawasteplatform.org/wp-content/uploads/2021/11/National-Solid-Waste-Management-2020.pdf>

<sup>19</sup> <https://ama.gov.gh/theassembly.php>

## Stakeholder Mapping and Incentive Landscape

### National Governance

At the national level, Ghana's governance system is characterized by a strong concentration of fiscal and policy authority in central government institutions, even though administrative responsibilities are decentralized to Metropolitan, Municipal and District Assemblies (MMDAs). Key ministries, agencies, and central oversight bodies such as the Ministry of Finance, Ministry of Local Government, Rural Development and Decentralization, Ministry of Energy, and the Environmental Protection Agency (EPA), exercise significant influence over budget approvals, policy direction, regulatory standards, and access to external finance.

### Sub-national Governance

The Accra Metropolitan Assembly (AMA) is the highest local government authority for the Accra Metropolitan Area and is responsible for the administration and development of the city. It is headed by the Metropolitan Chief Executive (MCE), commonly referred to as the Mayor. The AMA includes 16 departments: Budget and Rating, Central Administration, Education, Disaster Management and Prevention, Finance, Food and Agriculture, GAMADA, Human Resources, Legal, Metro Public Health, Metro Transport, Physical Planning, Social Welfare and Community Development, Statistics, Urban Roads, Waste Management, and Works.<sup>20</sup> The most relevant to the CAI programme are include:

- The Budget and Rating Department provides technical leadership in the preparation and management of budgets, and advises the Assembly on cost implication and financial decision in the Local Government Service.<sup>21</sup>
- The Central Administration Department is responsible for ensuring implementation of agreed government policies, projects and programmes and guides policy formulation, planning and decision making within the Assembly. This department houses the Development Planning and Transport units which are also relevant to CAI.<sup>22</sup>
- The Physical Planning Department advises the Assembly on current and future land use in addition to the construction of new buildings according to approved building plans.<sup>23</sup>
- The Waste Management Department is responsible for the provision of facilities, infrastructure services and programmes for effective and efficient waste management to support environmental sanitation, protection of the environment, and the promotion of public health, with a primary focus on the disposal of solid waste and cleaning on markets.<sup>24</sup>
- The Works Department supports and facilitates the maintenance of public buildings such as offices and residential structures, and builds, equips, and maintains markets.<sup>25</sup>

### Private Sector Actors

Accra's waste system is dominated by private contractors operating under each MMDA's supervision. These private waste contractors have significant operation and political influence, and this decentralised framework complicates citywide waste segregation and optimisation as no single Assembly can mandate uniform compliance. These private waste contractors are often supplemented by informal waste workers who remain pivotal in Accra's waste economy, particularly in plastic, metal and organic recovery – CAI is working closely with the AMA to provide formal recognition of informal waste workers' contributions to the waste sector through worker representatives in consultation workshops.

### Civil Society, NGOs and Community-Based Organisations

Accra's social landscape reinforces the importance of inclusive climate action. Markets, informal settlements, women's groups, youth organisations and waste-picker associations have historically been central to service delivery and local governance. Climate and environmental challenges—flooding, heat stress, waste accumulation—directly affect these groups.

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<sup>20</sup> <https://ama.gov.gh/departments.php>

<sup>21</sup> <https://ama.gov.gh/department-details.php?d=OQ==>

<sup>22</sup> <https://ama.gov.gh/department-details.php?d=Mg==>

<sup>23</sup> <https://ama.gov.gh/department-details.php?d=OA==>

<sup>24</sup> <https://ama.gov.gh/department-details.php?d=MTk=>

<sup>25</sup> <https://ama.gov.gh/department-details.php?d=Mw==>

### Academic and Research Institutions

The Ghana Institute of Architects, Ghana Institute of Engineers, and professional associations for energy managers shape norms around building energy performance. Their support for energy audits, Energy Policy Commitment, and the Energy Management Strategy was critical to lending legitimacy to CAI's interventions in the municipal buildings sector.

### Development Partners and International Organisations

There are many development partners and actors focused on energy and waste policy within Ghana. For example, the World Bank's GARID project on urban resilience, UNICEF's and UN-Habitat's projects on sanitation, USAID support on energy efficiency and clean cooking, and finally, Japan's International Corporation Agency investments in transport and waste systems analysis.

Accra's climate and urban service-delivery landscape is shaped by a diverse set of development partners whose mandates intersect with C40's CAI support. Understanding this ecosystem is important for evaluating CAI's relevance and additionality. The World Bank's GARID Project remains the most influential donor initiative. GARID aims to reduce flood risk in the Odaw basin and strengthen solid waste management systems (World Bank 2018; World Bank 2021). Although GARID focuses primarily on infrastructure and service delivery, its emphasis on drainage and waste performance created political incentives for AMA to engage in upstream governance reforms, thereby complementing CAI's work on the Waste Optimisation Strategy and sanitation by-law reforms.

UN-Habitat has contributed urban diagnostics through its Greater Accra Urban Profile, highlighting vulnerabilities in informal settlements and service inequalities (UN-Habitat 2021). This analytical work reinforced the legitimacy of CAI's inclusive processes, particularly the equity considerations embedded in waste and energy planning (C40 Outcome 3 Dataset 2024). Similarly, UNICEF's community-based sanitation and behaviour-change programming has strengthened public and political recognition that waste reform requires social engagement alongside regulatory improvements (UNICEF 2020). CAI's GEDSI approach aligned well with these social priorities.

At the national level, UNDP's support to Ghana's climate governance architecture, including NDC implementation and MRV system strengthening, shaped the enabling environment for Accra's improvements in climate reporting and monitoring (Government of Ghana 2020; C40 Outcome 1 Dataset 2025). CAI's work to establish an Energy Steering Committee and strengthen MER practices complemented these national efforts by institutionalising climate-related governance functions within AMA.

Other bilateral and multilateral partners influence the broader enabling environment. GIZ's technical programmes on renewable energy and energy efficiency bolster the regulatory frameworks that AMA draws on when implementing CAI-supported energy reforms (Ghana Standards Authority 2018; Energy Commission 2019). USAID's recycling pilots and circular-economy initiatives in peri-urban districts support the behavioural and value-chain components of waste reform, indirectly reinforcing CAI's work on source separation (USAID 2021). The African Development Bank's sector assessments further highlight structural waste and methane-reduction opportunities, providing a long-term rationale for strategic planning (AfDB 2020).

### C40 and CAI Engagement in Accra City

C40 Cities has been heavily engaged with Accra to advance climate action, particularly through support for the development of the city's Climate Action Plan (CAP) aimed at reducing greenhouse gas emissions and improving waste management, including the integration of the informal waste sector. Accra's membership in the C40 Clean Air Accelerator since 2015 provided an enabling institutional platform for this engagement, with efforts focused on sustainable waste systems, air quality monitoring, and green, resilient, and healthy urban development.<sup>26</sup> Key areas of engagement reflect both technical and political priorities. In the waste sector, C40 launched a pilot social insurance scheme for over 200 workers in 2022, addressing both environmental and social dimensions of reform. In climate governance, Accra was among the first African cities to release a detailed Climate Action Plan with C40 support, signalling strong political commitment and institutional ownership. In the energy and air quality space, initiatives such as

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<sup>26</sup> C40 Cities (2025) City of Accra hosted the first Climate Finance and Regional Leadership Masterclass event series, convening high-level political leaders and senior decision-makers from across Ghana. Available at C40 Website

the “City Hall Goes Green” campaign, implemented in partnership with DTT Energy Ghana Limited, sought to reduce energy consumption, alongside the development of a comprehensive air quality monitoring network.<sup>27</sup>

## Implications of the PEA for CAI Implementation

This PEA shows that Accra operates in a highly decentralised administrative system but fiscally centralised political economy, with multiple mayors, fragmented authority, and strong national influence over resources and standards. It is also clear that informal systems and incentives shape outcomes in waste management and energy efficiency more than formal rules. The evaluation should therefore consider CAI’s engagement with informal waste workers, to what extent climate actions are embedded into departmental and regional budgets, and how likely it is that CAI supported activities will continue post programme termination. Accra also hosts many influential development partners, most of whom focus on infrastructure, diagnostics, or sector programmes. The evaluation should therefore aim to explore the extent to which CAI activities complement similar activities implemented by other donors. Finally, political power continues to be a key factor contributing to the environmental priorities of the city. As such, the evaluation should aim to understand the level of political ownership of CAI-supported reforms and how changes in leadership and political dynamics affect continuity and momentum of implementation.

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## Addis Ababa: Political Economy Analysis

### Overview of CAI Activities in Addis Ababa

Since 2022, the Climate Action Implementation (CAI) programme has supported Addis Ababa through two Selected High Impact Actions (SHIAs) and a set of mainstreaming activities aimed at strengthening climate governance and institutional capacity.

#### SHIA 1 – Renewable Energy and Energy Efficiency in Municipal Buildings

The first intervention focused on strengthening energy efficiency and renewable energy adoption within municipal systems. Activities included energy audits in selected public buildings such as administrative offices, schools, and health facilities, enabling the city to better understand energy consumption patterns and identify opportunities for efficiency improvements. Based on these audits, costed recommendations were developed for retrofitting buildings with energy-efficient technologies and solar photovoltaic systems.

The programme also supported the development of an implementation framework to guide the scaling of renewable energy across municipal facilities. As a demonstration initiative, a solar photovoltaic system was installed at the Environmental Protection Authority (EPA) headquarters, providing a practical example of renewable energy integration within municipal infrastructure.

#### SHIA 2 – Organic Waste Management and SME-Led Circular Economy

The second intervention focused on improving organic waste management through support to SMEs engaged in composting and recycling. CAI supported training programmes and technical assistance to SMEs, enabling them to improve waste processing techniques and expand compost production. These SMEs were connected to urban greening initiatives and agricultural markets, creating demand for compost while supporting local livelihoods.

#### Mainstreaming Activities

CAI also supported greenhouse gas inventories, climate finance awareness, and cross-sector coordination among municipal departments. Workshops strengthened the ability of city officials to integrate climate considerations into planning, budgeting, and service delivery.

## Foundational Factors: Urbanisation, Climate Risk, National Policy, and Governance Architecture

#### Urbanisation, Demography and Economic Structure

Addis Ababa has an estimated population of more than five million people and continues to experience rapid urban growth driven by rural–urban migration and economic opportunity. This rapid urbanisation places pressure on infrastructure and public services including waste management, energy supply, housing, and transportation.

#### Climate Hazards and Environmental Pressures

Waste management challenges are significant, as organic waste constitutes a large share of municipal solid waste and contributes to greenhouse gas emissions. Flooding, air pollution, and heat stress also affect vulnerable communities, particularly those living in informal settlements.

#### National Climate Policy Framework

Ethiopia's Climate Resilient Green Economy (CRGE) Strategy and Nationally Determined Contribution (NDC) provide the overarching policy framework guiding climate action. These policies prioritise renewable energy expansion, sustainable urban development, and improved waste management systems.

## Rules of the Game: Formal Mandates, Informal Norms, and Political Incentives

#### Governance Structures

Addis Ababa operates under a city administration led by a mayor and supported by various municipal agencies responsible for environmental protection, sanitation, infrastructure, and urban development.

Key institutions include:

- Environmental Protection Authority (EPA)
- City Cleansing Management Agency
- Sub-city administrations responsible for service delivery at local levels

### **Informal Structures**

Informal systems also influence governance outcomes. Waste collection and recycling often involve informal workers who play a critical role in material recovery. Informal economic activity is widespread and affects how regulations and services function in practice.

## **Stakeholder Mapping and Incentive Landscape**

### **National Government**

National ministries responsible for environment, energy, and urban development influence climate policy and resource allocation relevant to Addis Ababa.

### **City Government**

Municipal institutions including the Environmental Protection Authority, City Cleansing Management Agency, and sub-city administrations are responsible for implementing climate initiatives.

### **Private Sector**

SMEs engaged in composting, recycling, and waste processing are central to Addis Ababa's circular economy and waste management systems.

### **Civil Society**

Community groups, cooperatives, women's associations, and youth organisations play important roles in waste management, urban greening, and environmental awareness.

### **Academic Institutions**

Universities such as Addis Ababa University provide research and technical expertise to support environmental studies and climate planning.

### **Development Partners and International Organisations**

Addis Ababa hosts numerous development partners and international organisations supporting climate action, urban development, and environmental management. Importantly, Addis Ababa is also the headquarters of the African Union (AU), making the city a major diplomatic and political hub for continental governance. The presence of the AU and many international organisations creates opportunities for partnerships, knowledge exchange, and alignment of city-level climate initiatives with broader continental priorities.

## **C40 and CAI Engagement in Addis Ababa**

C40 Cities has supported Addis Ababa in advancing climate action through the development and implementation of the city's Climate Action Plan (CAP).

The CAI programme builds on this foundation by supporting targeted interventions in renewable energy, energy efficiency, and organic waste management. Key achievements include strengthening technical capacity within municipal institutions, supporting SME-led composting initiatives, conducting energy audits in municipal buildings, and promoting cross-sector coordination for climate action.

## **Implications of the PEA for CAI Implementation**

The political economy context in Addis Ababa highlights several considerations for implementation and sustainability of CAI-supported interventions.

### **Institutional Capacity**

Continued technical support and capacity building remain essential to sustain climate initiatives within municipal institutions.

**Role of SMEs**

SMEs play a critical role in the city’s waste management and circular economy systems. The government provides incentives to support SME participation, including access to land and operational space for composting activities. These incentives have helped enable SME participation and improve financial viability. However, without continued support or similar incentives—such as secure land access, financing mechanisms, or market linkages—the operational performance and sustainability of these SMEs may be at risk.

**Coordination**

Strong coordination across municipal departments and sub-city administrations is necessary for scaling renewable energy projects, waste reforms, and climate planning.

**Political Commitment**

Long-term sustainability will depend on sustained political commitment and integration of climate priorities into municipal planning and budgeting processes.

## Kuala Lumpur: Political Economy Analysis

### Introduction and Purpose

This Political Economy Analysis (PEA) examines the political, institutional, and socio-economic conditions that shape Kuala Lumpur's (KL) capacity to implement climate action under the UK-funded Urban Climate Action Programme (UCAP) and delivered by C40's Climate Action Implementation (CAI) programme. It integrates:

- KL's structural governance constraints and opportunities
- The incentives of core actors shaping climate decisions
- C40/CAI's evolving engagement with the city
- Verified CAI results (Outcome 1, 2, 3)
- Wider open-source evidence (KLCAP2050, DBKL planning documents, national climate policy, academic research)

The objective is to provide an evaluative understanding of:

- (a) what enables or hinders CAI progress in KL;
- (b) why some CAI interventions have advanced further than others; and
- (c) what KL's political economy implies for the evaluation's lines of inquiry.

KL's case is distinct – it is technically capable, administratively sophisticated, and supported by a clear climate strategy, yet also highly centralised, politically sensitive, and deeply shaped by property-development interests. CAI achieved meaningful institutional results in this context, but progress in deeper building-sector transformation depends heavily on local incentives and national political dynamics.

### Foundational Factors

KL's political economy is shaped by its status as Malaysia's capital and the centralisation of authority within the federal government. These foundational conditions help explain both the opportunities available to CAI and the structural constraints against which it must operate.

#### Urbanisation, Development Pressures and Economic Significance

KL sits at the heart of the Klang Valley, one of Southeast Asia's fastest-growing metro regions. With ~1.98 million people in the city and up to 9 million across the wider conurbation (C40 Cities, 2025a), KL exerts economic influence beyond its physical boundaries. Rapid urbanisation—driven by industrialisation, foreign investment, and sustained demand for commercial and high-rise residential development—has dramatically increased land values and intensified construction cycles.

This development model produced a city characterised by dense vertical growth, vast impermeable surfaces, and reliance on private vehicles. These patterns have greatly shaped KL's climate profile:

- Buildings account for nearly 80% of emissions (C40 Cities, 2025a).
- Development on the Klang River floodplain increases flood exposure.
- Concentrated high-rise clusters intensify urban heat island effects.

KL's economic centrality also drives the political visibility of any policy intervention. Decisions on planning, infrastructure, and building regulation are perceived as national economic matters. As a result, climate actions that may constrain development are scrutinised by both local actors and federal ministries and national political coalitions.

### Climate Hazards and Environmental Stress

KL's climate vulnerabilities are significant and growing. Flooding is the most recurrent hazard, with heavy rainfall events overwhelming drainage infrastructure and causing disruptions in central districts. The city's rapid urbanisation has reduced natural absorption capacity, making flash floods more frequent and severe (World Bank, 2014). Urban heat islands have intensified, with temperature differences reaching 3.8–4.1°C relative to surrounding areas (Toh, 2025).

These hazards create pressure for action, particularly in sectors within DBKL's remit. CAI's focus on building performance standards and urban heat mitigation therefore aligns strongly with KL's risk profile.

## **National Climate Policy and Federal Dominance**

The National Energy Transition Roadmap (NETR) sets the strategic direction for decarbonisation, energy efficiency and renewable energy. The federal government retains full control of energy pricing, grid regulation, public transport, fuel subsidies and major infrastructure spending. This limits KL's autonomy in areas such as transport decarbonisation or energy market reform.

KL is a federal territory, governed directly by the Ministry of Federal Territories. This produces a governance environment characterised by strong vertical accountability to federal ministries, limited local political contestation, and high sensitivity to federal political priorities. These define the “rules of engagement” within which CAI must navigate.

## **Governance Structure and Bureaucratic Culture**

DBKL operates within a dense legal framework—including the Federal Capital Act (1960), Town and Country Planning Act (1976), and Street, Drainage and Building Act (1974). These laws grant DBKL substantial control over planning and building approvals, but little fiscal or policymaking autonomy.

Studies of Malaysian local governance highlight a bureaucratic culture that is technically competent yet cautious, gradualist, and risk-averse (Harding, 2022; Jusoh & Rashid, 2009). Senior officials are particularly sensitive to political scrutiny, which encourages preference for i) pilots over sweeping reforms; ii) emphasis on guidelines, tools, and technical standards, iii) avoidance of measures that may increase development costs or provoke public reaction; and iv) limited appetite for regulatory enforcement where strong resistance is anticipated.

CAI's capacity-building and technical assistance strategies directly resonate with this institutional culture.

## **PEA Implications: Foundational Factors**

These foundational factors create a landscape where incremental, technically grounded climate actions are more feasible than transformative structural reforms. KL's heavy dependence on property development incentivises caution around building regulations that increase costs. Federal dominance circumscribes DBKL's authority in transport and energy, making the building sector the most viable space for climate action. Hazard exposure strengthens political support for targeted interventions (e.g., drainage, heat mitigation), but not necessarily for broader decarbonisation measures that could disrupt economic activity.

For CAI, strongest opportunities lie in technical improvements and institutional mainstreaming within DBKL's existing powers—precisely where CAI has focused its support (LCBC, NZCB Roadmap, ICA integration). These explain why CAI has achieved meaningful institutional results while experiencing slower progress in areas involving developers, federal approval, or substantial legislative change.

## **Rules of the Game: Institutions, Incentives and Power Dynamics**

KL's formal institutions, informal norms, and incentive structures determine politically possible kinds of climate action, which stakeholders wield influence, and how CAI's tools are adopted, adapted or resisted. Understanding these is central to evaluating CAI's contribution and the realism of expected outcomes.

## **Formal Institutional Architecture**

KL's institutional environment is shaped by a set of statutory mandates that give DBKL strong authority over certain levers while leaving major climate-relevant domains outside its control. DBKL has direct jurisdiction over i) planning approvals; ii) building codes and development submissions; iii) drainage, flood management, and urban design; and iv) waste collection and municipal services.

These areas align closely with CAI-supported interventions. The KL Climate Action Plan 2050 (DBKL, 2021) further provides a formal framework within which CAI tools can be positioned, giving legitimacy to building standards, inclusive climate action (ICA) practices, and monitoring processes.

However, the key areas of transport, energy pricing, electricity regulation, and fiscal policy remain under federal jurisdiction. This division of responsibilities means DBKL cannot implement comprehensive decarbonisation measures that require regulatory authority, subsidy reform, or large-scale changes to transport infrastructure.

## **Informal Norms and Embedded Institutional Practices**

Beyond formal mandates, KL is shaped by deeply embedded informal norms. The federal political system relies on patronage relationships and centralised authority, creating strong incentives for municipal compliance with federal direction. Major reforms that could introduce political risk or challenge dominant interests are often avoided unless explicitly endorsed by federal authorities.

Another informal force is developer influence. Property development is central to KL's economy and to DBKL's revenue generation. Developers benefit from flexibility in planning interpretations, predictable approval timelines, and minimal regulatory cost increases. Hence, DBKL tends to favour voluntary compliance measures, gradual code enhancements, and collaborative approaches than mandatory standards that may provoke opposition.

Finally, KL's bureaucratic culture reinforces incrementalism. Officials prefer to manage climate action through mechanisms such as guidelines, pilot programmes, feasibility studies, checklists, and planning enhancements than through enforcement-heavy instruments. This aligns strongly with CAI's approach, which relies on capacity-building, technical design support, and institutional integration.

### **Political Incentives and Risk Calculations**

Climate policy in KL intersects with national politics, coalition dynamics, and ethnic political sensitivities. Decisions affecting land use, housing density, development feasibility, or project viability are politically charged. KL's political leadership prioritises alignment with the ruling coalition at the national level. This creates a political culture in which climate measures that affect cost structures, alter development norms, or require large public expenditure are viewed as risky unless accompanied by clear federal endorsement.

The political risk profile thus favours climate actions that i) reinforce Malaysia's national climate commitments (e.g., net-zero 2050); ii) enhance KL's global reputation without imposing domestic political costs; iii) build institutional capacity rather than regulate behaviours; and iv) avoid direct confrontation with private-sector power structures.

### **PEA Implications: Rules of the Game**

KL's climate actions align with DBKL's statutory authority and avoid major political resistance and advances more smoothly, while actions requiring coordination with federal authorities or challenging developer incentives progress slowly. CAI's achievements in KL—particularly in technical guidance (LCBC), ICA integration, GHG reporting, and roadmap development—reflect this structure. Where CAI actions require shifts in regulation, enforcement or market norms, progress is measurable but partial, mirroring the KL's cautious incentive environment.

## **Stakeholder Landscape**

The governance of KL involves a dense web of public authorities, political actors, private-sector interests, civil society organisations and international partners whose roles intersect in shaping climate policy. These operate within the unique context of KL as a federal territory, where authority flows vertically from national ministries and horizontally through a development-driven urban economy.

At the core of city governance is Dewan Bandaraya Kuala Lumpur (DBKL), the municipal authority responsible for planning, drainage, building control, urban design, waste services and city operations. DBKL is relatively sophisticated in technical capacity, with strong planning, engineering and public works departments. Its bureaucracy has the procedural strength to adopt technical standards, develop guidelines and incorporate new tools into existing workflows. For climate-related reforms—especially those rooted in technical guidance rather than regulatory overhaul—DBKL is therefore a capable institutional base.

However, DBKL's political autonomy is sharply limited as KL is governed under the Federal Capital Act. Senior bureaucratic appointments often reflect federal political preferences, and DBKL's policy priorities are therefore strongly aligned with national political coalitions rather than local constituencies. This creates an incentive structure in which DBKL privileges stability, and synchronises its climate messaging with federal strategies such as the National Energy Transition Roadmap (NETR).

Federal ministries are therefore influential actors in KL's urban climate landscape. They retain authority over core climate levers such as transport systems, fuel pricing, energy regulation, subsidy frameworks and major infrastructure investments. The Ministry of Federal Territories also exercises supervision over DBKL. CAI interventions mean that actions requiring regulatory enforcement or system-level shifts often sit beyond the KL's control.

A third major actor is the property development sector, which plays an outsized role in shaping KL's urban form. KL's economy relies on continuous development activity, and DBKL's fiscal base is similarly tied to development charges,

planning fees and assessment taxes. Developers' influence is particularly relevant to CAI-supported instruments such as the Low Carbon Building Checklist (LCBC), where voluntary guidance is readily accepted but mandatory adoption requires diplomatic negotiation.

Civil society groups, although less influential, contribute important perspectives to climate governance. Organisations provide feedback on major planning initiatives and support participatory processes. However, the role tends to be advisory rather than decisive, and influence depends on DBKL's willingness to incorporate community feedback.

Local universities, engineering consultancies, technical experts and professional associations provide support through modelling, data analysis, planning research, and knowledge exchanges. They are relevant for CAI activities related to building-sector technical design, heat-mitigation analysis and GHG inventory refinement.

Finally, C40 Cities and the CAI programme occupy a unique position. C40 provides technical leadership, global best practice, legitimacy through international comparison, and access to peer networks in Southeast Asia and globally. CAI's work is not only about technical outputs but also about embedding global climate norms into KL's governance, leveraging international standards to support domestic action.

### **PEA Implications: Stakeholder Landscape**

The arrangement of stakeholders in KL's climate governance creates a climate action environment that privileges technocratic solutions and incremental reform. DBKL's strong technical capacity enables it to integrate tools such as LCBC and ICA into planning processes, but its political incentives encourage cautious adoption of reforms that affect development viability. For CAI, this means that its influence is strongest when working through DBKL's technical systems, framing reforms as aligned with economic and federal priorities, and creating collaborative spaces with developers rather than attempting to impose standards unilaterally. The stakeholders' pattern helps explain CAI's measurable gains in planning, institutionalisation and its slower progress in more contentious domains such as mandatory standards or systemic decarbonisation measures.

### **C40/CAI Engagement in Kuala Lumpur**

C40's engagement with KL has progressed through several distinct phases, each shaped by the KL's evolving institutional context and climate ambitions. Understanding the trajectory provides an underlying political economy of CAI's results.

#### **Early Climate Planning and Pre-CAI Collaboration (2014–2016)**

KL had embarked on climate-related planning prior to its engagement with C40, including development of the Low Carbon Society Blueprint and participation in regional climate networks. However, early efforts were fragmented, and climate action remained secondary to core planning and development priorities. Engagement with C40 brought structure and international alignment, culminating KL's entry in the C40 network in 2016.

#### **Strategic Alignment and Plan Development (2016–2021)**

Between 2016 and 2021, C40 supported the city in developing the Kuala Lumpur Climate Action Plan 2050 (KLCAP2050). This was a pivotal moment: KLCAP2050 marked KL's first comprehensive climate plan aligned with a 1.5°C-consistent trajectory. The plan integrated mitigation, adaptation and resilience, with emphasis on building energy performance, flood management and heat reduction—areas directly linked to municipal levers. KLCAP2050 provided a structured policy framework that would later anchor CAI implementation.

#### **Transition into Implementation: Launch of CAI (2022–2025)**

When the UCAP entered its implementation phase, KL was one of C40's deep-support cities in Southeast Asia. This marked a transition from strategic planning to operational reform. CAI's mandate in KL focused heavily on the building sector as buildings account for the largest share of KL's emissions and this sector falls within DBKL's direct authority.

**The Low Carbon Building Checklist (LCBC) and the Net Zero Carbon Emission Buildings (NZCEB) Roadmap became the cornerstone of CAI's work in KL.** These instruments represent CAI's most advanced technical and institutional contributions. This includes the development of a technical guide, developer-facing submission processes, pilot integration with DBKL's online planning portal, and ongoing refinement based on public feedback. By mid-2024, LCBC was operational in planning workflows and under consideration for formal legislative integration.

At the same time, CAI-supported NZCEB Roadmap paved a long-term strategy for deep decarbonisation of KL's building stock, with explicit linkages to KLCAP2050.

#### **Inclusive Climate Action (ICA) and Institutional Mainstreaming**

Another pillar of CAI engagement involved embedding equitable and inclusive processes into KL’s climate decision-making. Through ICA training, development of ICA guidelines, and designing tools for assessing distributional impacts, CAI helped institutionalised climate and equity considerations within DBKL’s capacity-building system. By 2024, ICA training was incorporated into DBKL’s formal training calendar, a shift from project-based activity to sustained institutional practice.

## CAI Results to Date in Kuala Lumpur

The CAI programme in KL has generated a clear set of institutional and technical results. A close reading of internal datasets (Outcome 1–3) reveals a pattern of progress consistent with KL’s institutional strengths—particularly in planning, building-sector guidance, climate mainstreaming, and technical capacity-building—while also exposing the limitations created by developer incentives, federal dominance and cautious bureaucratic culture.

### Outcome 1 – Leadership Standard Compliance

The internal Outcome 1 dataset shows that Kuala Lumpur is rated “1” (compliant/achieved) across all assessed components of the C40 Leadership Standard, including:

- a 1.5°C-aligned climate action plan (KLCAP2050),
- a GPC-compliant GHG inventory,
- annual climate implementation reporting,
- monitoring and evaluation structures, and
- evidence of mainstreaming climate action into municipal decision processes.

This full compliance signals that KL possesses the foundational governance systems needed to implement climate actions. CAI’s role has been catalytic rather than foundational: KL already had forward-leaning climate governance and a robust technical bureaucracy, enabling CAI to focus on implementation-oriented improvements.

Leadership Standard compliance is also indicative of KL’s political strategy. Strong compliance aligns the city with federal climate commitments and international expectations, allowing DBKL to project leadership without incurring political risks associated with disruptive or costly reforms.

### Outcome 2 – SHIA/HIA Results (Energy & Buildings)

The Tentative SHIA Results (May 2025) provide a granular picture of CAI’s contribution to High-Impact Actions (HIAs) in the building sector. KL’s baseline (December 2022) position was mixed: many HIAs were at a “Basic” stage, although some sub-indicators already ranked as “Achieving,” reflecting prior planning progress and DBKL’s existing technical capacity.

By mid-2025, CAI contributed to:

- at least one confirmed HIA band upgrade,
- measurable progress across multiple HIA sub-indicators,
- delivery of significant technical outputs in two main HIA areas: C2 (LCBC development) and C4 (NZCB Roadmap development),
- and ongoing work where the final effect on HIA categorisation remains “TBD,” pending full formal adoption or demonstration of scale.

CAI made measurable progress on technical design, planning integration, and inter-departmental alignment, but the full realisation of HIA criteria remains limited by political and economic structures. The “insufficient scale to meet criteria” notes in several sub-indicators reflect the broader political economy: DBKL’s authority to mandate compliance remains constrained, and developers’ responses to enhanced building requirements remain cautious.

### Outcome 3 – Equity KPI Results (ICA Mainstreaming)

The Outcome 3 dataset highlights two CAI-supported building-sector actions assessed for their equity performance:

1. SEA-KL-A27 – LCBC implementation
2. SEA-KL-A28 – NZCB Roadmap and EE/RE Plan

LCBC implementation receives Basic ratings for data collection and intentional design components of equity, indicating that equity considerations are acknowledged but not systematically integrated. The city shows Progressing performance on community engagement, illustrating ongoing but incomplete institutionalisation of ICA principles within the LCBC workflow.

The NZCB Roadmap (A28) receives Achieving ratings on two sub-indicators and Progressing on the third. This reflects deeper ICA integration into the roadmap development process, including structured assessments of distributional impact, participation of NGOs and community actors, and analysis of how decarbonisation pathways affect lower-income groups, tenants and small building owners.

The ICA principles integrate easily into strategic planning instruments (roadmaps) than into instruments that directly influence market behaviour (building checklists). The roadmap is perceived as advisory and long-term, whereas LCBC affects developer cost structures and therefore triggers political sensitivity.

### Evidence of CAI Outputs

Publicly verifiable evidence reinforces the picture provided by Outcomes 1–3. Key outputs include:

- LCBC Technical Guide (DBKL, 2024), developed in collaboration with C40 and technical partners, which codifies technical requirements for envelope performance, UHI reduction, water efficiency and construction practices.
- LCBC calculator, publicly accessible and integrated into DBKL's planning submission portal.
- Evidence that LCBC has been piloted with real development applications, generating practical feedback used to refine the tool.
- KL's stated intention to incorporate LCBC into formal legislative instruments, signalling momentum towards mandatory implementation.
- Institutionalisation of ICA training in DBKL, ensuring regular exposure to equity-based planning approaches.
- Appointment of technical consultants to support the Net Zero Carbon Emission Buildings Roadmap (Neapoli, 2025), confirming active and ongoing roadmap development.

This trajectory of outputs illustrates that CAI has not only produced tools; it contributed to embedding within DBKL's operational systems.

KL's CAI results reflect a consistent alignment with the city's political economy conditions:

- CAI has excelled where interventions enhance technical competence, procedural consistency, and institutional legitimacy.
- CAI has made partial but important progress where interventions require cross-stakeholder buy-in or multi-level governance alignment (HIA band movement).
- CAI's most challenging areas are those requiring developer compliance, federal endorsement, or behavioural change in the building sector.

This is an outcome of KL's governance structure. The programme's results illustrate how climate action takes root within centralised, development-driven urban systems: technical tools are absorbed readily, while regulatory enforcement and market transformation require long-term political shifts that exceed the scope of any single programme.

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## Medellin: Political Economy Analysis

The following provides a political economy analysis of Medellín with the respect to climate action and the specific support of CAI.

### 1.1 Overview of CAI Activities in Medellín

The CAI activities in Medellín are as follows:

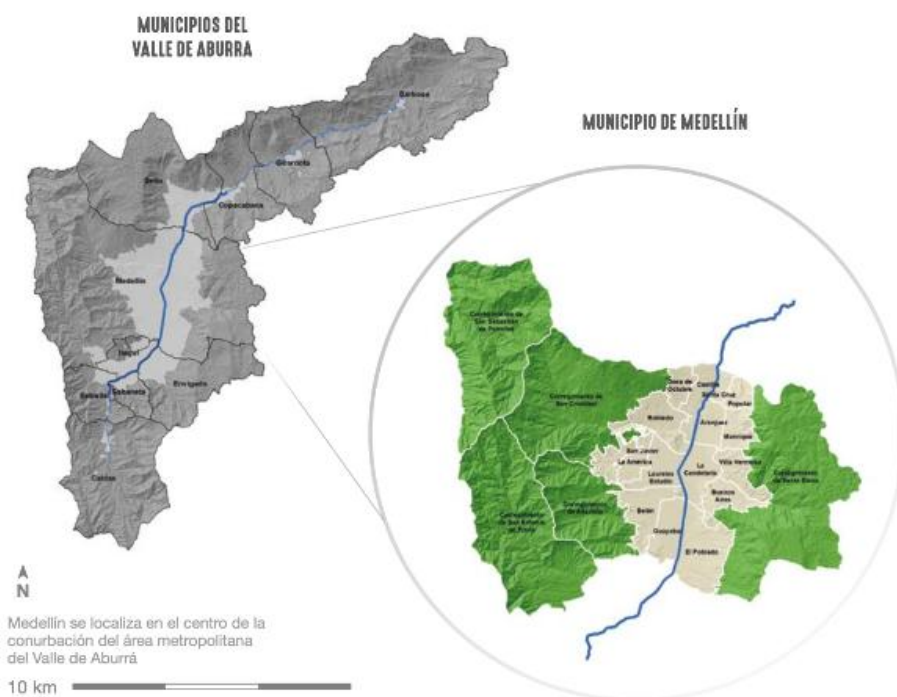
- SHIA 1 (transport) focused on advancing transport demand management measures within the city's low-emission zone (ZUAP), and the electrification of the city's bus fleet using proceeds from congestion charging.
- SHIA 2 (buildings/energy) focused on enhancing the energy efficiency of public building in Medellín, including scoping for pilot solar projects in schools, and wider tools for energy efficiency analysis, building selection, and data sharing.
- Mainstreaming activities in Medellín focused on embedding climate action within routine public-sector energy management and investment processes, with a particular focus on greenhouse gas inventories, as well as raising awareness and building capacity through a series of events.

### 1.2 Foundational Factors: Urbanisation, Climate Risk, National Policy, and Governance Architecture

#### Urbanisation, Demography and Economic Structure

Medellín is Colombia's second-largest city and the capital of the department of Antioquia. It is located in the Aburrá Valley in the central Andes, a narrow north–south corridor enclosed by steep mountain slopes that has strongly shaped urban form and settlement patterns. The municipality has a population of around 2.5 million people, while the wider metropolitan area governed through the Área Metropolitana del Valle de Aburrá (AMVA) includes ten municipalities and roughly 4 million residents. Urban growth has been characterised by high density along the valley floor and extensive informal and lower-income settlements on surrounding hillsides, producing pronounced spatial and socio-economic inequalities across the city.

Figure 1 Location of Medellín within the Aburrá Valley metropolitan area<sup>1</sup>



*Medellín is situated at the centre of the Área Metropolitana del Valle de Aburrá (AMVA). Ten municipalities make up the AMVA (left), while the administrative structure of the Municipality of Medellín is shown on the right. The Medellín River runs north–south through the valley, reflecting the city’s linear urban form shaped by surrounding mountainous terrain.*

Medellín’s socio-economic development over recent decades has been shaped by a combination of institutional reform, targeted public investment and uneven economic transformation. Following the severe violence and social fragmentation of the late twentieth century, the city invested heavily in improving basic services, public infrastructure, education and connectivity, particularly in historically marginalised neighbourhoods. These efforts contributed to measurable improvements in security, access to services and human development outcomes, and helped rebuild trust in public institutions (see Box 1 on the “Medellin Miracle”).

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### Box 1: The “Medellin Miracle”

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In the early 2000s, Medellín became internationally recognised for a development approach that combined improved security, institutional strengthening and highly visible public investments in transport, public space, education and social infrastructure, particularly in historically marginalised neighbourhoods. Flagship interventions - such as integrated transport systems, cable cars linking hillside communities, and high-quality public facilities - were used deliberately to restore state presence and legitimacy, signal inclusion, and reconnect peripheral areas to the formal city. While this period produced tangible improvements in safety, service access and international reputation, subsequent analysis has highlighted its limitations: inequality and informality were reduced only partially, benefits were uneven across the city, and progress depended heavily on strong political leadership and favourable economic conditions. As a result, the “Medellín Miracle” is best understood not as a complete or permanent transformation, but as a pragmatic, investment-led model that delivered important gains while leaving underlying structural challenges unresolved.

However, deep structural challenges persist - income inequality remains high, informality continues to absorb a large share of the workforce, and opportunities are unevenly distributed across the city’s territory. Socio-economic outcomes are closely linked to spatial patterns of development, with peripheral and hillside communities facing greater barriers to employment, mobility and service quality. As a result, Medellín’s development trajectory reflects both significant progress and enduring vulnerabilities, with social inclusion and territorial equity remaining central issues for long-term urban policy.

The city is the economic core of Antioquia, Colombia’s second-largest regional economy, and has undergone a marked structural transition over the past three decades from a manufacturing-led model to a diversified, service- and knowledge-based economy. Medellín’s GDP reached USD 43.078 billion in 2021, equivalent to 14.5% of the national GDP. Historically a national hub for textiles, apparel, and light manufacturing, the city retains strong industrial clusters while increasingly specialising in higher-value services, including finance, business services, ICT, life sciences, and creative industries. Medellín has also positioned itself as a national centre for innovation and entrepreneurship, supported by an extensive higher-education base, public investment in science and technology, and flagship institutions such as Ruta N and the city’s innovation district. The city has received international recognition through prizes such as ‘Most Innovative City in the World’ (2013) and the Lee Kuan Yew World City Prize (2016).

Foreign direct investment has grown steadily since the late 2000s, with technology, services, infrastructure, logistics, and advanced manufacturing among the main recipient sectors, reinforcing Medellín’s role as a regional business and investment hub. Despite this progress, the city’s economic transformation remains uneven, with persistent spatial inequality, a large informal labour market, and continued dependence on metropolitan-scale infrastructure and governance arrangements across the Aburrá Valley to sustain growth and competitiveness.

### Climate Hazards and Environmental Pressures

Climate change issues in Medellín are closely tied to its urban structure, mobility patterns, and social inequality. Transport is the city’s largest source of greenhouse gas emissions, driven by high levels of private vehicle use, freight movement across the valley, and a public transport system that still relies significantly on diesel fleets. Overall, transport accounts for 42% of the city’s greenhouse gas emissions and 83% of PM2.5 emissions. Energy use in buildings and industry is the second major source of emissions, reflecting both economic activity and rising demand associated with urban growth. The two CAI SHIA’s were selected based on these priority emissions sectors.

In terms of risk and vulnerability, Medellín’s steep topography and dense urbanisation amplify climate-related stresses, particularly for lower-income communities located on hillsides and in peripheral areas. These populations are more

exposed to climate impacts such as intense rainfall and slope instability, and often have more limited access to services and risk-reduction infrastructure. As a result, climate change in Medellín is not only an environmental issue but also a development and equity challenge, closely linked to longstanding patterns of spatial inequality and urban governance.

## Rules of the Game: Formal Mandates, Informal Norms, and Political Incentives

Medellín operates under a mayor-led executive system in which significant authority is concentrated in the Mayor's Office. The Mayor sets policy direction, controls senior appointments and drives the four-year Municipal Development Plan, making political leadership central to agenda-setting and implementation. Day-to-day administration is organised through sectoral secretariats responsible for mobility, environment, planning, infrastructure, finance and social sectors, supported by decentralised entities and public enterprises that deliver services and manage infrastructure. This governance model provides relatively strong technical capacity and the ability to mobilise coordinated action, but it also makes policy continuity sensitive to electoral cycles and changes in political leadership (Garcia Ferrari et al., 2018; Maclean, 2014).

Territorially, governance is deconcentrated through 16 urban comunas and 5 rural corregimientos, each with an elected Local Administrative Board (Junta Administradora Local, JAL). These bodies play an advisory and participatory role in identifying local priorities and shaping investment decisions, but they do not hold executive authority. As a result, strategic decision-making remains highly centralised, while local-level bodies primarily influence how policies are received, negotiated and implemented on the ground (Garcia Ferrari et al., 2018).

Beyond the municipal boundary, Medellín forms part of the Área Metropolitana del Valle de Aburrá (AMVA), a legally constituted metropolitan authority encompassing ten municipalities. AMVA holds statutory responsibility for environmental management, air quality and aspects of transport coordination at the metropolitan scale. This creates a layered governance system in which Medellín retains strong internal executive control, but many citywide policy outcomes depend on coordination with AMVA and neighbouring municipalities. In practice, this coordination relies heavily on technical committees, informal negotiation and political alignment rather than hierarchical authority, which can dilute accountability and slow decision-making when interests diverge or political leadership changes (Franz, 2017; Garcia Ferrari et al., 2018).

During CAI's period of engagement, Medellín experienced significant disruption, including the temporary suspension of the mayor in 2022 and subsequent leadership transitions. While core plans and administrative structures remained in place, turnover in senior officials affected momentum and reinforced incentives to prioritise visible, short-term deliverables over longer-term reforms.

## Stakeholder Mapping and Incentive Landscape

### 1. Climate policy

Within this broader political and governance context, climate policy in Medellín is organised as a cross-cutting agenda rather than a standalone sector. Overall political responsibility sits with the Mayor's Office, while technical coordination is led by the Secretariat of Environment, which acts as the focal point for the city's Climate Action Plan (Plan de Acción Climática – PAC). Implementation responsibilities are distributed across multiple sectoral secretariats - most notably mobility, planning, infrastructure and finance - reflecting Medellín's emphasis on mainstreaming climate objectives into existing policy and investment processes rather than creating a separate climate delivery authority.

At the metropolitan level, AMVA plays a critical role where climate policy intersects with air quality management, environmental regulation and transport coordination across the Aburrá Valley. Many of the most politically salient climate-relevant measures - particularly those related to mobility and pollution - therefore depend on cooperation between the municipality, AMVA and other local governments, reinforcing the importance of alignment and consensus-building in climate policy design and implementation.

Medellín's climate policy is formally aligned with Colombia's national climate framework (Law 2169/2021), which establishes overarching mitigation and adaptation commitments and sets expectations for subnational action. National ministries - led by the Ministry of Environment and Sustainable Development and supported by sector ministries such as Transport, Housing and Mines and Energy - define targets, regulatory frameworks and reporting requirements, while responsibility for implementing many urban climate measures rests largely with municipal and metropolitan

authorities<sup>5</sup>. As a result, Medellín's climate policy reflects a pragmatic translation of national ambition into locally feasible actions shaped by political incentives, fiscal constraints and institutional capacity, rather than an attempt at rapid, centrally driven transformation.

External actors play an important supporting role in this policy ecosystem. International development partners - including the wider work of C40 plus that of multilateral development banks and bilateral programmes - have influenced climate policy by providing technical assistance, analytical tools and access to finance, reinforcing an investment-oriented approach to implementation. Local universities, notably Universidad de Antioquia, EAFIT, and Universidad Nacional, contribute evidence, data and modelling that inform policy debates and strengthen technical credibility, although they exert influence primarily through expertise rather than formal authority.

## 2. Transport

Climate action in the transport sector is driven primarily by the Secretariat of Mobility, working closely with AMVA, which has statutory responsibility for air quality management and a strong influence over metropolitan transport coordination. Public transport delivery institutions - particularly Metro de Medellín and the wider SITVA integrated transport system - are central operational actors and enjoy high public legitimacy. These entities play a stabilising role in the sector, but do not fully control the fleet composition or investment decisions of privately operated bus services.

Private bus operators and concessionaires are among the most influential stakeholders shaping incentives for decarbonisation. Their business models are sensitive to capital costs, vehicle lifecycles and contract terms, making them cautious toward rapid electrification without subsidies, guarantees or risk-sharing mechanisms. EPM (Empresas Públicas de Medellín) is a strategically important actor through its role in electricity supply and charging infrastructure, positioning it as both a technical enabler and an economic stakeholder in fleet electrification. Civil society groups and environmental NGOs - often focused on air quality and public health - support transport decarbonisation when framed around health benefits, while freight and logistics companies are naturally resistant to measures that restrict vehicle access or increase operating costs. CAI documents also note controversies and public disinformation around the ZUAP scheme, which requires further investigation.

## 3. Energy

In the energy and buildings sector, leadership is shared between the Secretariat of Environment, the Secretariat of Infrastructure, and the Department of Planning, with implementation closely linked to public asset management and urban development processes. Municipal buildings and facilities provide a relatively direct lever for action, allowing the city to pilot energy efficiency upgrades and renewable solutions through procurement and capital investment. The Secretariat of Finance is a key gatekeeper, shaping what is feasible through budget allocation and borrowing decisions.

EPM is the dominant institutional actor in the energy system, with strong influence over electricity supply, grid readiness, and the feasibility of distributed energy solutions. In the private sector, property developers, construction firms, commercial building owners, and financial institutions shape incentives for low-carbon buildings. Academic institutions contribute technical expertise on building performance and urban energy use, while development partners support feasibility studies, project preparation and blended finance. Civil society engagement in this sector is weaker than in transport, but equity concerns can arise where energy efficiency investments primarily benefit higher-income households or premium commercial developments.

## Other Donor, Research and Partner Activities in Medellín

Other notable actors working in the same areas as CAI in Medellín include:

- **Multilateral and bilateral development partners**
  - Inter-American Development Bank (IDB) & CAF (Development Bank of Latin America): Large regional development banks funding climate-related infrastructure, environmental protection, sustainable finance and urban development programmes that can complement city efforts through financing and technical support. CAF approved a ~\$350 million package for climate action and environmental protection in Colombia, which can feed subnational programmes.
  - NDC Partnership / Climate Finance Broker Facility: A coalition of national and international partners helping national and subnational actors access climate finance, including linking cities like Medellín to investment pipelines and private financiers through the Broker Facility developed by Colombia's Ministry of Environment and the National Planning Department.

- UNDP and InsuResilience/IGP partnership: Collaborations to strengthen climate risk finance and resilience solutions in the region, including work with local disaster risk management entities in Medellín on scalable climate risk insurance models.
- **City-level and national NGO / civil society initiatives**
  - ACI Medellín (Agency for Cooperation and Investment): Facilitates articulation between international cooperation actors and local organisations, building platforms to track SDG and climate projects and align donor engagement with municipal priorities.
  - ICLEI and ecomobility alliance partners: Support sustainable mobility and clean transport via policy dialogue, tactical urbanism, pedestrian prioritisation and other low-emission urban transport interventions.
  - Green Corridors / ecosystem service programmes: Initiatives on urban greening, shading, cooling and ecosystem services, supported by partners such as C40 Cities and ecosystem networks, expanding the climate agenda beyond transport to nature-based solutions.
- **Private-sector and civil society technical networks / merchants associations**
  - Building Efficiency Accelerator/ World Green Building Council networks: Collaboration involving the Colombian Green Building Council (CCCS), World GBC and C40 to promote sustainable construction, energy efficiency and net-zero building pathways, aligning with Medellín's net-zero carbon building commitments.
  - Academic and research partners
  - Centres such as URBAM at EAFIT University: Engage in urban and environmental research, training and policy dialogue that inform sustainable mobility, planning, and broader climate governance issues in Medellín.
  - Wider C40 work.

## Implications of the PEA for CAI implementation

Key implications for CAI implementation to be further explored in the evaluation include:

- Managing political disturbance – as well as routine elections, the previous mayor was temporarily suspended
- Coordination of multi-level governance - particularly between the municipality (and subdivisions) (where C40/CAI support is targeted) and the wider metropolitan area (AMVA) – particularly for the ZUPA in SHIA1, which extends over this wider area.
- Coordination between secretariats – e.g., coordinating between secretariats of finance, environment, and mobility – how does this work in practice? Who provides overall leadership?
- Institutionalising climate action – to what extent has CAI support led to lasting change embedded in the civil service of the municipality and/or wider metropolitan area that is insulated against political shifts?
- Creating private sector incentives – How can, e.g., property developers / construction firms be incentivised to enhance energy efficiency in buildings?

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## Annex 9 – Survey Results

A separate report is **available upon request**, presenting the results of the CAI evaluation survey.

## Annex 10 – List of Consultees

As part of a comprehensive data collection process, the CAI evaluation conducted key informant interviews (KIIs) with the following individuals, presented in alphabetical order for the programme level and for each sampled city.

### Programme level (25)

| Role                                                     | Organisation | Stakeholder type                      |
|----------------------------------------------------------|--------------|---------------------------------------|
| CAI Africa Senior Programme Manager                      | C40          | C40 Central & Regional Delivery Teams |
| CAI Senior MEL Manager                                   | C40          | C40 Central & Regional Delivery Teams |
| Senior Programme Manager, CFF                            | C40          | C40 Central & Regional Delivery Teams |
| Head of Regional Engagement, CFF                         | C40          | C40 Central & Regional Delivery Teams |
| CAI Africa: Senior Manager Mainstreaming and Finance     | C40          | C40 Central & Regional Delivery Teams |
| CAI Africa Energy Technical Advisor (TA)                 | C40          | C40 Central & Regional Delivery Teams |
| CAI Communications and Reporting Manager                 | C40          | C40 Central & Regional Delivery Teams |
| CAI Senior Benefits Research Manager                     | C40          | C40 Central & Regional Delivery Teams |
| CAI SE Asia Head of implementation                       | C40          | C40 Central & Regional Delivery Teams |
| Co-Director of CFF                                       | C40          | C40 Central & Regional Delivery Teams |
| CAI Programme Responsible Officer                        | FCDO         | FCDO Central & Country Teams          |
| Former PM for CAI                                        | C40          | C40 Central & Regional Delivery Teams |
| CAI City Advisor in Mexico City / LATAM TA for Transport | C40          | C40 Central & Regional Delivery Teams |
| CAI Africa ICA & Knowledge TA                            | C40          | C40 Central & Regional Delivery Teams |
| Former CA to Bogota / TA for Transport                   | C40          | C40 Central & Regional Delivery Teams |
| CAI LATAM Senior PM                                      | C40          | C40 Central & Regional Delivery Teams |
| Cities Advisor                                           | FCDO         | FCDO Central & Country Teams          |
| Nairobi City Advisor                                     | C40          | C40 Central & Regional Delivery Teams |
| CAI Global Head of Programme                             | C40          | C40 Central & Regional Delivery Teams |
| LATAM TA for Energy                                      | C40          | C40 Central & Regional Delivery Teams |
| CAI LatAm Head of implementation                         | C40          | C40 Central & Regional Delivery Teams |
| Managing Director of C40                                 | C40          | C40 Central & Regional Delivery Teams |
| CAI SE Asia Senior Programme Manager                     | C40          | C40 Central & Regional Delivery Teams |
| CAI Africa Waste TA                                      | C40          | C40 Central & Regional Delivery Teams |
| CAI Africa Head of Implementation                        | C40          | C40 Central & Regional Delivery Teams |

### Sampled cities

#### Accra (21)

| Role                                                          | Organisation                                       | Stakeholder type                      |
|---------------------------------------------------------------|----------------------------------------------------|---------------------------------------|
| Agriculture & Environmental Sustainability Officer            | Accra Metropolitan Assembly                        | City Governments / Administrations    |
| Head of Department, Physical Planning Department              | Accra Metropolitan Assembly                        | City Governments / Administrations    |
| AMA Energy & Buildings Technical contact person to C40 cities | Accra Metropolitan Assembly                        | City Governments / Administrations    |
| City Advisor                                                  | C40                                                | C40 Central & Regional Delivery Teams |
| Head of Department, Public Health Department                  | Accra Metropolitan Assembly                        | City Governments / Administrations    |
| Assistant PRO                                                 | Accra Metropolitan Assembly                        | City Governments / Administrations    |
| Senior Enforcement Officer                                    | Energy Commission, Ghana                           | National Ministries / Agencies        |
| Assistant Programme Officer, Climate Change Directorate       | Environmental Protection Unit                      | National Ministries / Agencies        |
| Senior Development Planning Officer, Department of Planning   | Greater Accra Regional Coordinating Council (RCC). | National Ministries / Agencies        |
| Energy Consultant                                             | CAI                                                | Independent Experts / Policy Networks |
| FCDO Post                                                     | Programme/Policy Officer                           | FCDO Central & Country Teams          |

## Evaluation of UCAP CAI – Annexes to the Evaluation Report

|                                                 |                                                         |                                                |
|-------------------------------------------------|---------------------------------------------------------|------------------------------------------------|
| Coordinator                                     | Africa Just Transition Network, FKA Africa Coal Network | Local Partners, Civil Society, NGOs & Academia |
| Secretary                                       | Association of Informal Waste servicers                 | Beneficiary & Community Representatives        |
| Head of Department, Budget Planning Unit        | Accra Metropolitan Assembly                             | City Governments / Administrations             |
| Waste Engineer, Waste Management Department     | Accra Metropolitan Assembly                             | City Governments / Administrations             |
| Programs Officer                                | Climate Acts LBG                                        | Local Partners, Civil Society, NGOs & Academia |
| Project Manager                                 | Covenant of Mayors Sub Saharan Africa (ComSSA)          | Local Partners, Civil Society, NGOs & Academia |
| MIS Officer                                     | Accra Metropolitan Assembly                             | City Governments / Administrations             |
| Head of Department, Waste Management Department | Accra Metropolitan Assembly                             | City Governments / Administrations             |
| Deputy Director, Waste Management Department    | Accra Metropolitan Assembly                             | City Governments / Administrations             |

### Addis Ababa (15)

| Role                                        | Organisation                                                                           | Stakeholder type                                   |
|---------------------------------------------|----------------------------------------------------------------------------------------|----------------------------------------------------|
| Team Leader, Waste Reuse and Recycling Unit | Addis Ababa City Administration (AA) – Gulele Sub-City, Waste Reuse and Recycling Unit | Sub-City Government /Administration                |
| Regional Coordinator                        | Africa Circular Economy (Regional Coordinator-ACEN)                                    | Network/Regional Coordinator                       |
| General Manager                             | Jitu Compost Waste                                                                     | Private Sector / General Manager                   |
| General Manager                             | Addis Ababa City Administration (AA) – Environmental Protection Authority              | City Government / Administration / General Manager |
| Partnership Advisor -- NatuReS II           | GI2                                                                                    | Development Agency /Partnership Advisor            |
| City Advisor, CAI Programme Addis Ababa     | C40 Cities                                                                             | International Organisation / Programme Advisor     |
| Senior Researcher                           | Bio & Emerging Technology Institute (BETin)                                            | Research Institution / Senior Researcher           |
| Project Manager                             | Soil & More                                                                            | Private Sector / Project Manager                   |
| Director, Climate & Alternative Energy      | EPA, Addis Ababa                                                                       | City Government / Director                         |
| Researcher                                  | Ethio Research Group                                                                   | Research Institution / Researcher                  |
| Administration                              | Addis Ababa Environmental Protection Authority                                         | City Government/Administration                     |
| Deputy Director                             | City Cleansing Management Agency                                                       | City Government / Deputy Director                  |
| Academia                                    | Addis Ababa University                                                                 | Local Partners, Civil Society, NGOs & Academia     |
| Climate Change Environmental Advisor        | British Embassy, Addis Ababa                                                           | Donor / Climate Change Environmental Advisor       |
| Senior Expert, Urban Beautification         | Addis Ababa City Administration (AA) – Gulele Sub-City, Urban Beautification           | Sub-City Government /Administration                |

### Kuala Lumpur (33)

| Role                         | Organisation                      | Stakeholder type                      |
|------------------------------|-----------------------------------|---------------------------------------|
| ICA Contractor               | N/A                               | C40 Central & Regional Delivery Teams |
| MER Consultant               | IM Possible                       | C40 Central & Regional Delivery Teams |
| PAM representative/          | Architect Association of Malaysia | C40 Central & Regional Delivery Teams |
| Consultant                   | Neapoli Sdn Bhd                   | C40 Central & Regional Delivery Teams |
| Programme Management Manager | Regions & Mayoral Engagement      | C40 Central & Regional Delivery Teams |
| Post (TBC)                   | FCDO                              | FCDO Central & Country Teams          |
| ICA Contractor               | N/A                               | C40 Central & Regional Delivery Teams |
| ICA Contractor               | TSIC                              | C40 Central & Regional Delivery Teams |
| Roadmap Consultant           | Neapoli Sdn Bhd                   | C40 Central & Regional Delivery Teams |

## Evaluation of UCAP CAI – Annexes to the Evaluation Report

|                                          |                                                                       |                                                                                                        |
|------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|
| Deputy Director                          | Department of Mechanical and Electrical Engineering (JKME)            | City Government / Administration / General Manager                                                     |
| LCBC 2.0 Consultant Engineer             | IEN Consultancy (JKME)                                                | <b>C40 Central &amp; Regional Delivery Teams</b><br>City Government / Administration / General Manager |
| Administrative officer                   | Department of Economic Planning and Development (JPEP)                | City Government / Administration / General Manager                                                     |
| Information Technology Officer           | Department of Technology Information                                  | City Government / Administration / General Manager                                                     |
| Information Technology Officer           | Department of Urban Transportation                                    | City Government / Administration / General Manager                                                     |
| Senior Urban and Regional Planner        | Department of City Planning (JPRB)                                    | City Government / Administration / General Manager                                                     |
| Senior Deputy Director                   | Department of City Planning (JPRB)                                    | City Government / Administration / General Manager                                                     |
| Senior Assistant Director                | JPEP                                                                  | City Government / Administration / General Manager                                                     |
| Community Leader - Brickfields           | N/A                                                                   | <b>Local Partners, Civil Society, NGOs &amp; Academia</b>                                              |
| Assistant Director                       | JPEP                                                                  | City Government / Administration / General Manager                                                     |
| Accountant                               | Department of Finance (JKEW)                                          | City Government / Administration / General Manager                                                     |
| Lead - Climate Change, Energy and Nature | FCDO                                                                  | <b>FCDO Central &amp; Country Teams</b>                                                                |
| Senior Urban and Regional Planner        | Department of City Planning (JPRB)                                    | City Government / Administration / General Manager                                                     |
| Architect                                | Department of Project Implementation and Building Maintenance (JPPPB) | City Government / Administration / General Manager                                                     |
| Town Planner                             | Department of City Planning (JPRB)                                    | City Government / Administration / General Manager                                                     |
| Assistant Town Planner                   | Department of City Planning (JPRB)                                    | City Government / Administration / General Manager                                                     |
| Deputy Director                          | Department of City Planning (JPRB)                                    | City Government / Administration / General Manager                                                     |
| Head of Urban Planning                   | Institut Latihan DBKL (IDB)                                           | City Government / Administration / General Manager                                                     |
| C40 KL City Adviser                      | Regions & Mayoral Engagement                                          | <b>C40 Central &amp; Regional Delivery Teams</b>                                                       |
| Building Surveyor                        | Department of Building Control (JKB)                                  | City Government / Administration / General Manager                                                     |
| Information Technology Officer           | Department of Urban Transportation                                    | City Government / Administration / General Manager                                                     |
| Engineer                                 | Department of Project Implementation and Building Maintenance (JPPPB) | City Government / Administration / General Manager                                                     |
| Information Technology Officer           | Department of Technology Information                                  | City Government / Administration / General Manager                                                     |

## Lima (16)

| Role                    | Organisation                                                                 | Stakeholder type                        |
|-------------------------|------------------------------------------------------------------------------|-----------------------------------------|
| Post                    | FCDO Post                                                                    | FCDO Central & Country Teams            |
| Specialist              | Planificación, Gestión y Recuperación del Centro Histórico de Lima (PROLIMA) | FCDO Central & Country Teams            |
| Former Director         | Movilidad Urbana de la Municipalidad Metropolitana de Lima                   | City Governments / Administrations      |
| Specialist              | Interamerican Development Bank                                               | Other Donors / Complementary Programmes |
| Alcalde de la Bicicleta | Red por la Convivencia Vial                                                  | Community representatives               |
| Former specialist       | Movilidad Urbana de la Municipalidad Metropolitana de Lima                   | City Governments / Administrations      |

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|                   |                                                                                                                                        |                                                |
|-------------------|----------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|
| Specialist        | GIZ                                                                                                                                    | Other Donors / Complementary Programmes        |
| Specialist        | Planificación, Gestión y Recuperación del Centro Histórico de Lima (PROLIMA)                                                           | City Governments / Administrations             |
| City Advisor      | C40                                                                                                                                    | C40 Central & Regional Delivery Teams          |
| Specialist        | Planificación, Gestión y Recuperación del Centro Histórico de Lima (PROLIMA)                                                           | City Governments / Administrations             |
| Specialist        | Sistema Urbano                                                                                                                         | Local Partners, Civil Society, NGOs & Academia |
| Specialist        | Movilidad Urbana de la Municipalidad Metropolitana de Lima                                                                             | City Governments / Administrations             |
| Specialist        | RUTAS BIKER SINLÍMITES                                                                                                                 | Community representatives                      |
| Specialist        | Subgerencia de Gestión Ambiental de la Gerencia de Servicios a la Ciudad y Gestión Ambiental de la Municipalidad Metropolitana de Lima | City Governments / Administrations             |
| Former Specialist | Subgerencia de Gestión Ambiental de la Gerencia de Servicios a la Ciudad y Gestión Ambiental de la Municipalidad Metropolitana de Lima | City Governments / Administrations             |
| Post              | FCDO Post                                                                                                                              | FCDO Central & Country Teams                   |

## Medellin (20)

| Role                                            | Organisation                                                                          | Stakeholder type                                |
|-------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------|
| Professional                                    | Department of Planning of Medellín                                                    | City Governments / Administrations              |
| Mobility and Transport Director                 | IDOM Consulting                                                                       | Other Donors / Complementary Programmes         |
| FCDO                                            | Head of Clean Growth Programmes                                                       | FCDO Central & Country Teams                    |
| Programme Lead – Metropolitan Transport         | The Metropolitan Area of the Aburrá Valley (AMVA)                                     | City Governments / Administrations              |
| Director                                        | AsoGuayaquil                                                                          | Beneficiary & Community Representatives         |
| FCDO                                            | Climate Finance Officer                                                               | FCDO Central & Country Teams                    |
| Leader of Programme                             | Secretariat of Service Supplies                                                       | City Governments / Administrations              |
| Professional                                    | EPM (municipally owned utilities company)                                             | City Governments / Administrations              |
| Professional                                    | Secretary of Environment / (Former) Secretary of Mobility - Human Mobility Management | City Governments / Administrations              |
| Advisor of the Territorial Planning Unit        | Department of Planning of Medellín                                                    | City Governments / Administrations              |
| Professional                                    | Secretary of Mobility - Human Mobility Management                                     | City Governments / Administrations              |
| Professional                                    | Environmental Secretary of Medellín                                                   | City Governments / Administrations              |
| Brand and Advertising Team Coordinator          | Secretary of Communications                                                           | City Governments / Administrations              |
| Executive Director                              | Low Carbon City                                                                       | Social Partners, Civil Society, NGOs & Academia |
| Communications Coordinator                      | Secretary of Mobility                                                                 | City Governments / Administrations              |
| Manager of Human Mobility                       | Secretary of Mobility - Human Mobility Management                                     | City Governments / Administrations              |
| Mobility specialist                             | IDOM Consulting                                                                       | Other Donors / Complementary Programmes         |
| Municipal Councillor of Medellín (City Advisor) | C40                                                                                   | C40 Central & Regional Delivery Teams           |
| Environmental Management Officer                | Secretariat of Service Supplies                                                       | City Governments / Administrations              |

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|--------------------------------|-------------------------------------------|------------------------------------|
| Energy efficiency professional | EPM (municipally owned utilities company) | City Governments / Administrations |
|--------------------------------|-------------------------------------------|------------------------------------|

### Mexico City (12)

| Role                                                                    | Organisation                                                       | Stakeholder type                        |
|-------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------|
| Policy Liaison Coordinator                                              | National Secretary of Environment and Natural Resources (SEMARNAT) | National Ministries / Agencies          |
| Researcher                                                              | International Council on Clean Transportation (ICCT)               | Independent Experts / Policy Networks   |
| Beneficiary                                                             | Inhabitant and User of the Aztecas Corridor                        | Beneficiary & Community Representatives |
| General Director                                                        | PyR Consultancy                                                    | Independent Experts / Policy Networks   |
| Former General Director of Vehicular Transport Operations and Licensing | Mexico City Ministry of Mobility (SEMOVI)                          | City Governments / Administrations      |
| Executive Director of Planning, Evaluation and IT                       | Metrobus transport authority                                       | City Governments / Administrations      |
| City Advisor                                                            | C40                                                                | C40 Central & Regional Delivery Teams   |
| Head of the Departmental Unit for Public Transport Planning             | Mexico City Ministry of Mobility (SEMOVI)                          | City Governments / Administrations      |
| General Director                                                        | Electric Transport Services (STE)                                  | City Governments / Administrations      |
| SHIA 2 Consultant - Transportation studies in 5 corridors of CDMX       | Independent consultant hired by SEMOVI                             | Independent Experts / Policy Networks   |
| Deputy Direction of Emission and Inventory                              | Secretary of Environment (SEDEMA)                                  | City Governments / Administrations      |
| Former Subsecretary of Planning, Policy and Regulation                  | Mexico City Ministry of Mobility (SEMOVI)                          | City Governments / Administrations      |

### Nairobi (14)

| Role                         | Organisation                                                                         | Stakeholder type                        |
|------------------------------|--------------------------------------------------------------------------------------|-----------------------------------------|
| Fresh Produce trader         | Trader, cold room beneficiary                                                        | Beneficiary & Community Representatives |
| Nairobi City County          | Ass. Director, Climate Change, Air Quality Monitoring                                | City Governments / Administration       |
| Nairobi City County          | Monitoring and environmental, Community engagement and Champion of circular economy. | City Governments / Administration       |
| Nairobi City County          | NCCG Environment Officer, Climate Change Unit                                        | City Governments / Administration       |
| Nairobi City County          | Climate Change Officer, Climate & Air Quality Monitoring, Department of              | City Governments / Administration       |
| Nairobi City County Engineer | County Government Engineer                                                           | City Governments / Administration       |
| Dornerk Engineer             | Supplier of the Cold Room                                                            | Beneficiary & Community Representatives |
| Nairobi City County          | Deputy Director, Climate Change and Air Quality Monitoring                           | City Governments / Administration       |
| Nairobi City County          | Climate Change Officer, Monitoring and Evaluation                                    | City Governments / Administration       |
| Nairobi City Advisor         | C40 Cities                                                                           | C40 Central & Regional Delivery Teams   |
| Nairobi City County          | Ass. Director, Renewable Energy                                                      | City Governments / Administration       |
| Nairobi City County          | Deputy Director, Markets                                                             | City Governments / Administration       |
| Fresh Produce trader         | Trader, cold room beneficiary                                                        | Beneficiary & Community Representatives |

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|---------------------|---------------------------------------------------|-----------------------------------|
| Nairobi City County | Urban planner, Built Environment & Urban Planning | City Governments / Administration |
|---------------------|---------------------------------------------------|-----------------------------------|

### Quezon City (44)

| Role                        | Organisation                                                | Stakeholder type                        |
|-----------------------------|-------------------------------------------------------------|-----------------------------------------|
| TBC                         | Training and Assessment Center                              | City Governments / Administration       |
| Staff                       | Department of Engineering                                   | City Governments / Administration       |
| Staff                       | Department of Building Official                             | City Governments / Administration       |
| Head, CCESD                 | Climate Change and Environmental Sustainability Department  | City Governments / Administration       |
| Community President         | Paleron Manggagawa ng Payatas                               | Beneficiary & Community Representatives |
| Staff                       | Department of Engineering                                   | City Governments / Administration       |
| Engineer                    | City Architecture Department                                | City Governments / Administration       |
| Head, PDA                   | Parks Development and Administration                        | City Governments / Administration       |
| Supervising Admin Officer   | Traning and Assessment Center                               | City Governments / Administration       |
| Consultant                  | Gugma                                                       | Other Donors / Complementary Programmes |
| Division Chief              | Climate Change and Environmental Sustainability Department  | City Governments / Administration       |
| Consultant                  | TwoEco                                                      | Other Donors / Complementary Programmes |
| Consultant                  | Public Employment Service Office                            | City Governments / Administration       |
| Head, DE                    | Department of Engineering                                   | City Governments / Administration       |
| Environmental Specialist    | Climate Change and Environmental Sustainability Department  | City Governments / Administration       |
| Staff                       | Human Resource Management Department                        | City Governments / Administration       |
| Special Operations Officer  | Parks Development and Administration                        | City Governments / Administration       |
| Head, DBO                   | Department of Building Official                             | City Governments / Administration       |
| Engineer                    | Department of Building Official                             | City Governments / Administration       |
| Project Specialist          | Local Economic Development and Investments Promotion Office | City Governments / Administration       |
| Environmental Specialist    | Climate Change and Environmental Sustainability Department  | City Governments / Administration       |
| Consultant                  | The Policy Center                                           | Other Donors / Complementary Programmes |
| Head, LEDIPO                | Local Economic Development and Investments Promotion Office | City Governments / Administration       |
| Environmental Specialist    | Climate Change and Environmental Sustainability Department  | City Governments / Administration       |
| Assistant Building Official | Department of Building Official                             | City Governments / Administration       |
| Mechanical Engineer         | Department of Building Official                             | City Governments / Administration       |
| Environmental Specialist    | Climate Change and Environmental Sustainability Department  | City Governments / Administration       |
| Training Beneficiary        | Barangay Tatalon                                            | Beneficiary & Community Representatives |
| Consultant                  | TwoEco                                                      | Other Donors / Complementary Programmes |
| Division Chief              | Public Employment Service Office                            | City Governments / Administration       |
| City Administrator          | Office of the City Administrator                            | City Governments / Administration       |
| Admin Officer               | Human Resource Management Department                        | City Governments / Administration       |
| Action Officer              | Human Resource Management Department                        | City Governments / Administration       |
| Planning Officer            | Local Economic Development and Investments Promotion Office | City Governments / Administration       |

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|----------------|-------------------------------------------------------------|-----------------------------------------|
| Head, HRMD     | Human Resource Management Department                        | City Governments / Administration       |
| Staff          | Human Resource Management Department                        | City Governments / Administration       |
| Consultant     | Thinking Machines                                           | Other Donors / Complementary Programmes |
| Senior Manager | C40                                                         | C40                                     |
| Division Chief | Local Economic Development and Investments Promotion Office | City Governments / Administration       |
| Staff          | Local Economic Development and Investments Promotion Office | City Governments / Administration       |
| Head, PESO     | Public Employment Service Office                            | City Governments / Administration       |
| Division Chief | City Architecture Department                                | City Governments / Administration       |
| Division Chief | Climate Change and Environmental Sustainability Department  | City Governments / Administration       |
| Division Chief | Climate Change and Environmental Sustainability Department  | City Governments / Administration       |