



United Nations  
Climate Change

United Nations Climate Change  
Regional Collaboration Centres

## NDC CLINIC ANGLOPHONE AFRICA SECOND CLIMATE WEEK: DIALOGUES FOR AMBITION AND IMPLEMENTATION

**Dates:** 1 - 2 September 2025

**Venue:** Addis International Convention Center, Addis Ababa, Ethiopia – **Meeting Room 4**

**Organizers:** The UNFCCC secretariat and its Regional Collaboration Centres (RCC), United Nations Environment Programme (UNEP), United Nations Development Programme (UNDP), NDC Partnership and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ).

### Background

The effective implementation of Nationally Determined Contributions (NDCs) is fundamental to translating climate pledges into tangible action and measurable progress. Successful NDC implementation demonstrates a country's commitment to achieving its climate goals, fosters credibility within the international community, and provides critical insights for the development of future NDCs. Further, it can contribute to national social and economic development while offering opportunities to catalyse the transformation of key sectors, stimulate innovation in clean technologies, and facilitate the mobilization of climate finance by sending clear signals to investors, thereby creating a positive feedback loop that supports increasingly ambitious climate action.

African countries are facing increasing climate-related challenges that threaten their economic stability, food security, and sustainable development. To address these risks, effective climate investment planning and finance mobilization are essential for scaling up adaptation and mitigation efforts. However, many countries struggle with limited access to finance, fragmented institutional coordination, and inadequate integration of climate priorities into national development plans. Strengthening investment planning capacities will enable governments to prioritize climate actions, align investments with national strategies, and leverage diverse financing sources, including public, private, and international funds.

In response to the challenges African countries face in mobilizing climate investments—and building on the outcomes of the 2024 NDCs 3.0 Regional Fora, the UNFCCC secretariat and its RCCs, UNEP, UNDP, NDCP and GIZ are co-organizing two NDC Clinics as part of [the second Climate Week: Dialogues for Ambition and Implementation in Africa](#). Each NDC Clinic will provide a platform for dialogue and peer exchange on key aspects of investment planning and mobilization, covering the full process from upstream to downstream. This includes strengthening institutional arrangements, policy alignment, investment prioritization, creation of enabling environments, and project preparation and structuring.

## Target audiences

The NDC Clinic is designed for government representatives from the relevant ministries in charge of NDC development, finance and implementation. In addition, representatives from civil society, development partner institutions, the private sector, financiers including multilateral development banks, climate funds, philanthropic foundations, and regional institutions will be invited to share their perspectives and experiences to enrich the dialogue and foster collaborative approaches to climate investment planning and mobilization.

## Objectives

The NDC Clinic aims to enhance participants' knowledge and capacity in planning and mobilizing climate investments, while offering practical support for peer exchange across countries. It will provide insights into key areas such as stakeholder engagement, institutional strengthening, integration of climate considerations into planning and budgeting, evidence-based investment prioritization, mapping financing sources, and programming with financial partners. The NDC Clinic will also elaborate the importance of inter-ministerial collaboration, helping to strengthen national coordination and alignment with broader policy frameworks.

Additionally, the NDC Clinic will explore strategies to attract private capital and enhance private sector engagement, including through risk mitigation instruments, blended finance, and incentives. Participants will gain a deeper understanding of financing options, progress tracking, and gaps, as well as the integration of scientific data into investment planning to maximize impact.

## Outcomes

The NDC Clinic aims to achieve the following outcomes:

- i. Strengthened understanding of key policy, financial, and technical actions associated with investment planning for NDC implementation.
- ii. Improved capacity to assess progress, identify gaps, and explore opportunities to advance investment planning within national and regional contexts, while also building valuable connections and networks.
- iii. Enhanced inter-ministerial coordination to foster greater collaboration and alignment across government institutions.
- iv. Increased familiarity with available support from development agencies, multilateral development banks, financial institutions, bilateral donors, and other partners.
- v. Improved understanding of strategies to attract private capital and engage investors, including the use of incentives, risk mitigation instruments, and blended finance approaches.
- vi. Peer learning and knowledge exchange facilitated among participants to share practical experiences, lessons learned, and country-driven solutions.

## NDC Clinic Structure

The NDC Clinic will be structured around four segments, each tackling various aspects of NDC investment and implementation. These segments, both individually and collectively, will support participants in assessing progress, better understanding gaps, and exploring best practices for institutional coordination and policy integration, progressively guiding them toward refining their identified priorities. To foster collaboration, countries will be grouped into thematic or regional clusters, encouraging peer learning and alignment of priorities across similar national contexts.

The segments will provide space for participants to reflect on how the NDC update process is positioning them for effective implementation. Discussions will focus on practical strategies for unlocking finance—such as strengthening the assessment of investment needs, identifying, and evaluating financial sources, creating enabling environments, and enhancing the overall investability of NDCs. Participants will also share how key financial actors—including Ministries of Finance, central banks, national development banks, and the private sector—were engaged in the NDC update process. Additionally, countries will outline their short-, medium-, and long-term plans for moving from NDC planning to implementation.

The four technical segments will be complemented with an introductory opening ceremony and a closing block.

Finally, the discussions will aim to support the development of a country-specific, tailored NDC Clinic mapping exercise, ensuring a structured and results-oriented approach.

Overall, the NDC Clinic will adopt a highly interactive format, prioritizing dialogue, and deep-dive peer exchange over lengthy presentations. To support this, a mix of methodologies will be used, including concise keynote interventions, participatory discussions, and “clinic-style” working sessions.

- **Opening session and scene-setting panel:** This opening segment will highlight the critical importance of implementable and investment-ready NDCs to advance the goals of the Paris Agreement. High-level speakers will emphasize the need for enhanced ambition, grounded in national development priorities and supported by clear pathways to finance and implementation. The segment will underscore how NDCs serve not only as climate commitments but also as strategic instruments for economic transformation and sustainable development.
- **Segment 1 – Institutional/Governance Arrangements for Enabling NDC Finance:** This segment will focus on institutional arrangements and governance frameworks that enable effective NDC implementation, with a particular emphasis on mainstreaming climate finance. Drawing on practical experiences, it will examine what has worked, what hasn’t, and why. Discussions will highlight strategies for cross-ministerial coordination cutting across all sectors in alignment with the economy-wide approach of NDCs 3.0, and mainstreaming NDCs into broader national planning and budgeting processes. The mainstreaming will also ensure alignment of NDCs as enablers of realisation of national development plan priorities that are prioritized in national budgets and thereby ensure sectorial budget allocations simultaneously advance NDCs implementation.
- **Segment 2 – Prioritizing Investment Needs:** This segment will support countries in identifying strategies and actions to move from climate commitments to climate investments, focusing on the use of evidence-based tools and transparent reporting to mobilize both public and private finance. Emphasis will be placed on adopting a strategic and data-driven approach to guide investment planning. It will outline ways to align financing strategies with national economic and social and development goals, and to track progress and gaps to strengthen overall climate governance and support access to finance. Data will also be used to demonstrate the invest-ability of NDCs sectors by projecting the enterprising and profitability potential of actions in priority NDC sectors. This is crucial to attract implementation investment from a multiplicity of stakeholders.
- **Segment 3 – Financial Mechanisms and Bankable Pipeline Development:** This segment will focus on strategies to engage financial institutions and private investors in NDC implementation, particularly exploring approaches for mobilizing private sector investments, blended finance mechanisms, and leveraging public finance to scale up private investment. The segment will also

explore the Innovative Blended Finance De-risking tools (IBFT) for de-risking enterprises engaged in NDC areas and thereby make them attractive for affordable market finance.

- **Segment 4 – NDC Clinic mapping exercise:** During this segment, participants will outline and define their key priorities for implementation upon returning to their countries. The NDC Clinic mapping exercise will offer a general overview of the concrete actions to be undertaken, potential support partners, and indicative timelines. A template for the NDC Clinic mapping exercise will be shared in advance and formally presented during the NDC Clinic introduction session on the first day. Segment 4 provides an opportunity for countries to exchange ideas with peers and development partners. It will serve as a platform for countries to articulate their support needs and for partners to share the types of assistance they can offer.
- **Closing Block:** The Closing Block will consolidate the key messages, practical insights, and priority actions identified throughout the NDC Clinic. Organizing partners will present a synthesis of the main takeaways from all segments, highlighting recurring themes, innovative approaches, and actionable strategies that emerged from country discussions. This will be followed by an open plenary exchange, allowing participants to reflect on lessons learned, share final thoughts, and signal next steps they plan to undertake in their national contexts. The session will also serve as an opportunity for development partners to reaffirm their commitment to supporting countries in translating their NDC priorities into implementable, investment-ready actions, ensuring momentum beyond the event.

#### Segment distribution

| Segment/Day                                                                               | Day 1 |    | Day 2 |    |
|-------------------------------------------------------------------------------------------|-------|----|-------|----|
| Opening Ceremony and NDC Clinic Introduction                                              | AM    |    |       |    |
| Segment 1 – Institutional Arrangements for Enabling NDC Finance                           | AM    |    |       |    |
| Segment 2 – Prioritizing Investment Needs                                                 |       | PM |       |    |
| Segment 3 – Financial Mechanisms and Bankable Pipeline Development                        |       |    | AM    |    |
| Segment 4 – Support needs & capacity mapping for NDC investment planning and mobilization |       |    |       | PM |
| Closing Block                                                                             |       |    |       | PM |

- **Country grouping:** The clinic discussion will be organized into six breakout groups, each focusing on the broader segment topic rather than rotating across multiple subtopics. This setup is designed to promote deeper, more focused dialogue and enable more meaningful contributions from participants. Countries will be grouped using a tiered approach to ensure balanced and relevant discussions:

Tier 1: Intra-country representation. Delegations from the same country—including ministries of environment, ministries of finance, sectoral ministries, and representatives from non-party stakeholders—will be placed in the same group to facilitate internal coordination and coherence in perspectives.

Tier 2: Diversity in progress and institutional maturity. Where feasible, countries with varying levels of advancement in climate investment planning and mobilization will be grouped to foster peer learning and exchange between more and less experienced participants.

Tier 3: Similarity in country context. Countries sharing comparable financial, socioeconomic, or climatic challenges may be grouped to ensure that discussions remain relevant and contextually grounded.

Tier 4: Regional proximity and shared priorities. Countries from the same subregion or with aligned investment priorities and focus sectors (e.g., agriculture, energy, adaptation) will be grouped where this enhances the quality of discussion.

## CONSOLIDATED AGENDA

| Day 1 – Meeting Room 4                                                            |                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 08:30 – 09:00                                                                     | <b>Welcoming Participants</b>                                                                                                                                                                                                                                                                          |
| <b>Opening Ceremony</b>                                                           |                                                                                                                                                                                                                                                                                                        |
| 09:00 – 09:10                                                                     | <b>Welcome Address</b> - Mensur Dessie Nuri, Climate Institutional Development Advisor to the Ministry of Planning and Development, Government of Ethiopia.                                                                                                                                            |
| 09:10 – 09:20                                                                     | <b>Keynote Remarks</b> - Hongpeng Lei, Chief of the Mitigation Branch, UNEP Climate Change Division.                                                                                                                                                                                                   |
| <b>NDC Clinic Introduction</b>                                                    |                                                                                                                                                                                                                                                                                                        |
| 09:21 – 09:25                                                                     | <b>Group Photo</b>                                                                                                                                                                                                                                                                                     |
| 09:25 – 09:30                                                                     | <b>Presentation of the objectives, structure and mechanics of the NDC Clinics</b> - Minky Groenewald, NDC/LTLEDS Expert and Coordinator RCC EASA.                                                                                                                                                      |
| <b>Segment 1 – Enabling Institutional/Governance Arrangements for NDC Finance</b> |                                                                                                                                                                                                                                                                                                        |
| 09:30 – 09:40                                                                     | <b>Setting the Stage</b> <ul style="list-style-type: none"> <li>- Tobias Thiel, Director for GIZ's cooperation with the African Union</li> <li>- Joaquim Leite, Head of Climate Finance, NDC Partnership Support Unit</li> </ul>                                                                       |
| 09:40 – 10:00                                                                     | <b>Case Studies</b> <ul style="list-style-type: none"> <li>- Denis Mugagga, Head of Climate Finance Unit, Ministry of Finance, Planning and Economic Development, Uganda</li> <li>- Cristina Matusse, National Director of Planning at the Ministry of Planning and Development, Mozambique</li> </ul> |
| 10:00 – 10:20                                                                     | <b>Q&amp;A</b>                                                                                                                                                                                                                                                                                         |
| 10:20 – 10:40                                                                     | <b>Coffee Break</b>                                                                                                                                                                                                                                                                                    |
| 10:40 – 11:40                                                                     | <b>Group discussions</b>                                                                                                                                                                                                                                                                               |
| 11:40 – 12:10                                                                     | <b>NDC Clinic mapping exercise</b>                                                                                                                                                                                                                                                                     |
| 12:10 – 13:10                                                                     | <b>Lunch Break</b>                                                                                                                                                                                                                                                                                     |
| 13:10 – 13:20                                                                     | <b>Report back preparation</b>                                                                                                                                                                                                                                                                         |
| 13:20 – 14:00                                                                     | <b>Segment report back</b> - Moderated by Margaret Barihaihi Musana, Regional Manager Anglophone Africa, NDC Partnership Support Unit.                                                                                                                                                                 |
| <b>Segment 2 – Prioritizing Investment Needs</b>                                  |                                                                                                                                                                                                                                                                                                        |
| 14:00 – 14:10                                                                     | <b>Setting the Stage</b> - Chiara Falduto, Policy Analyst, Finance for Climate Action, Organisation for Economic Co-operation and Development (OECD).                                                                                                                                                  |
| 14:10 – 14:30                                                                     | <b>Case Studies</b> <ul style="list-style-type: none"> <li>- Mkhuthazi Steleki, Director, Climate Change, Department of Forestry Fisheries and the Environment, South Africa</li> <li>- Daniel Tutu Benefoh, Acting Director, Climate Unit of the Environmental Protection Agency, Ghana</li> </ul>    |
| 14:30 – 14:50                                                                     | <b>Q&amp;A</b>                                                                                                                                                                                                                                                                                         |
| 14:50 – 15:50                                                                     | <b>Group discussions</b>                                                                                                                                                                                                                                                                               |
| 15:50 – 16:20                                                                     | <b>NDC Clinic mapping exercise</b>                                                                                                                                                                                                                                                                     |

|                                                                                                      |                                                                                                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 16:20 – 16:40                                                                                        | <b>Coffee Break</b>                                                                                                                                                                                                                        |
| 16:40 – 16:50                                                                                        | Report back preparation                                                                                                                                                                                                                    |
| 16:50 – 17:20                                                                                        | <b>Segment report back</b> - Moortaza Jiwanji, Sustainable Finance Advisor, UNDP Africa Sustainable Finance Hub.                                                                                                                           |
|                                                                                                      | <b>End of day 1</b>                                                                                                                                                                                                                        |
| <b>Day 2 – Meeting Room 4</b>                                                                        |                                                                                                                                                                                                                                            |
| 09:00– 09:15                                                                                         | <b>Recap Day 1</b> - Omar Zemrag, Climate Change Technical Specialist, UNDP Climate Hub, Climate Promise                                                                                                                                   |
| 09:15 – 9:30                                                                                         | <b>Spotlight presentation</b> - Green Climate Fund Readiness Support, Chiheny Kangara, Regional Manager for the Green Climate Fund, Department of Africa (DAFR).                                                                           |
|                                                                                                      | <b>Segment 3 – Financial Mechanisms and Bankable Pipeline Development</b>                                                                                                                                                                  |
| 09:30 – 09:40                                                                                        | <b>Setting the Stage</b> – Ms Chavi Meattle, Senior Manager, Lead for Landscape of Climate Finance in Africa, Climate Policy Initiative.                                                                                                   |
| 09:40 – 10:00                                                                                        | <b>Case Studies</b> <ul style="list-style-type: none"> <li>- Mr. Alex Mulisa, Adviser to the Ministry of Finance, Rwanda</li> <li>- Mr. Peter Odhengo, Senior Policy Advisor on Climate Finance at the National Treasury, Kenya</li> </ul> |
| 10:00 – 10:20                                                                                        | <b>Q&amp;A</b>                                                                                                                                                                                                                             |
| 10:20 – 10:40                                                                                        | <b>Coffee Break</b>                                                                                                                                                                                                                        |
| 10:40 – 11:40                                                                                        | <b>Group discussions</b>                                                                                                                                                                                                                   |
| 11:40 – 12:05                                                                                        | <b>NDC Clinic mapping exercise</b>                                                                                                                                                                                                         |
| 12:05 – 13:05                                                                                        | <b>Lunch Break</b>                                                                                                                                                                                                                         |
| 13:05 – 13:15                                                                                        | <b>Report back preparation</b>                                                                                                                                                                                                             |
| 13:15 – 13:45                                                                                        | <b>Segment report back</b>                                                                                                                                                                                                                 |
| 13:45 – 13:55                                                                                        | <b>Spotlight presentation:</b> Regional Consultations on Meaningful Youth Engagement in NDCs, Simpilo Syabwanta, YOUNGO NDC Working Group Representative                                                                                   |
| <b>Segment 4 – Support needs &amp; capacity mapping for NDC investment planning and mobilization</b> |                                                                                                                                                                                                                                            |
| 13:55 – 14:05                                                                                        | <b>Segment introduction</b> - Joaquim Leite, Head of Climate Finance, NDC Partnership Support Unit                                                                                                                                         |
| 14:05 – 15:30                                                                                        | <b>Exchange sessions between partners and peers</b>                                                                                                                                                                                        |
| 15:30 – 15:50                                                                                        | <b>Coffee Break</b>                                                                                                                                                                                                                        |
| 15:50 – 16:40                                                                                        | <b>Discussion on results</b> - Minky Groenewald, NDC/LTLEDS Expert and Coordinator RCC EASA.                                                                                                                                               |
| <b>Closing</b>                                                                                       |                                                                                                                                                                                                                                            |
| 16:40 – 16:50                                                                                        | <b>NDC Clinic insights and takeaways</b> - Joaquim Leite, Head of Climate Finance, NDC Partnership Support Unit                                                                                                                            |
| 16:50 – 17:10                                                                                        | <b>Closing Remarks</b> - Dr. Richard Muyungi, AGN Chair & Special Envoy Advisor to the President, Tanzania.                                                                                                                                |
| 16:50 – 17:10                                                                                        | <b>Open plenary exchange</b> - Minky Groenewald, NDC/LTLEDS Expert and Coordinator RCC EASA                                                                                                                                                |

## DETAILED AGENDAS

### DAY 1

#### 9:00 – 9:20 hrs. | Opening Ceremony

*Session Chair: Sophie De Coninck, Means of Implementation Director, UNFCCC secretariat*

| Time | Segment         | Description                                                                                                                          |
|------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------|
| 7'   | Welcome address | – Mensur Dessie Nuri, Climate Institutional Development Advisor to the Ministry of Planning and Development, Government of Ethiopia. |
| 5'   | Keynote remarks | – Hongpeng Lei, Chief of the Mitigation Branch, UNEP Climate Change Division.                                                        |

#### 9:20 – 9:25 hrs. | Group Photo

#### 9:25– 9:30 hrs. | NDC Clinic Introduction

*Master of Ceremony: Minky Groenewald, NDC/LTLEDS Expert and Coordinator RCC EASA*

| Time | Segment                 | Description                                                                   |
|------|-------------------------|-------------------------------------------------------------------------------|
| 5'   | NDC Clinic presentation | – Presentation of the objectives, structure and mechanics of the NDC Clinics. |

#### 9:30 – 12:10 hrs. | Segment 1 – Institutional/Governance Arrangements for Enabling NDC Finance

**Session leads:** NDC Partnership and GIZ.

**Moderator:** Margaret Barihaihi Musana, Regional Manager Anglophone Africa, NDC Partnership Support Unit.

#### Objective

This segment will focus on institutional arrangements and governance frameworks that enable mainstream climate finance. Drawing on practical experiences from participating countries, it will examine what has worked, what hasn't worked, and why.

#### Agenda

| Time | Segment           | Description                                                                                                                                                                                                                                                                        |
|------|-------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10'  | Setting the Stage | Introduction to the topic of implementability: creating an enabling institutional/governance arrangements NDC implementation.<br>– Tobias Thiel, Director for GIZ's cooperation with the African Union.<br>– Joaquim Leite, Head of Climate Finance, NDC Partnership Support Unit. |

|     |                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 20' | Presentation of case studies | <p>Practical examples from both the region and globally will be presented to illustrate potential institutional and governance arrangements that countries can implement to advance their climate finance agendas.</p> <ul style="list-style-type: none"> <li>• <i>Denis Mugagga, Head of Climate Finance Unit, Ministry of Finance, Planning and Economic Development, Uganda.</i></li> <li>• <i>Cristina Matusse, National Director of Planning at the Ministry of Planning and Development, Mozambique</i></li> </ul>                                                                                                                                                                               |
| 20' | Q&A                          | <p>Follow up exchange session between the plenary and the presenters.</p> <ul style="list-style-type: none"> <li>– <i>Moderates: Margaret Barihaihi Musana, Regional Manager Anglophone Africa, NDC Partnership Support Unit.</i></li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 15' | Coffee Break                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 60' | Group discussions            | <p>The 60-minute group discussion will provide participants with an opportunity to explore the segment's broader topic in depth, guided by predefined questions and supported by a moderator and a rapporteur. The session aims to foster peer exchange, share experiences, and identify practical insights that will later be presented during the reporting session.</p> <p>Discussion topics will include institutional arrangements for inter-ministerial coordination, alignment of NDCs with the realization of national development priorities, capacity (skills) development for planning and budgeting, digitalization, and investment alignment between development and climate agendas.</p> |
| 30' | NDC Clinic mapping exercise  | <p>During this block, participants will have the opportunity to reflect on the discussion from the segment and begin outlining initial ideas for their NDC Clinic mapping exercise, which will be further developed in Segment 4.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 60' | Lunch break                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 10' | Report back preparation      | <p>Rapporteurs will have 10 minutes to finalize their notes in preparation for the report-back session.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 30' | Report back                  | <p>Tables 1 and 2 will report back. The moderator will pose questions for the presenters to address. After these presentations, the plenary will be invited to share any additional insights or outcomes from their group discussions.</p> <ul style="list-style-type: none"> <li>– <i>Moderates: Margaret Barihaihi Musana, Regional Manager Anglophone Africa, NDC Partnership Support Unit.</i></li> </ul>                                                                                                                                                                                                                                                                                          |

## S1 Agenda Breakdown

### 1. Setting the Stage

This block will introduce the topic of enabling institutional and governance arrangements for NDC implementation. Drawing on the Climate Investment Planning and Mobilization Framework and other relevant resources, the session will highlight the importance of engaging Ministries of Finance, line ministries, subnational actors, and the financial sector early and meaningfully in the NDC investment planning and mobilization process. The case will be made for why coordinated; inclusive institutional arrangements are essential for effective and sustainable climate finance mobilization.

## 2. Case studies

This block will feature real-world examples from the region, showcasing how countries are designing and implementing institutional and governance arrangements to advance their climate finance agendas. The case studies will present a variety of approaches to inter-ministerial coordination, stakeholder engagement, and institutional structuring, offering practical insights that participants can adapt to their own national contexts. Topics may include the establishment of Climate Finance Units (CFUs), development of other inter-ministerial coordination mechanisms, digitalization efforts, the integration of climate considerations into development planning, and inclusive stakeholder engagement across sectors and levels of governance (both vertical and horizontal integration).

Through their presentations, speakers will explore key questions such as: What are the enabling conditions and essential steps for establishing a CFU? What strategies have proven effective—or not—in the country experiences shared? What institutional gaps persist, and what policy or structural reforms are needed to ensure alignment across stakeholders and sectors? Finally, how can monitoring and evaluation (M&E) systems be used to strengthen coordination and track progress effectively?

### Selected case studies:

- Uganda's Climate Finance Unit: Denis Mugagga, Head of the Climate Finance Unit, Ministry of Finance, Planning and Economic Development, Uganda.
- Mozambique's Climate Finance Unit: Ms. Cristina Manuel Matusse, National Director Ministry of Economic Planning and Development.

## 3. Q&A

Peer exchange session between the plenary and the presenters. This block is moderated by the segment moderator

## 4. Group discussions

This interactive block will engage participants in facilitated small-group discussions to reflect on the session's key themes and apply them to their national contexts. Groups will explore practical steps to strengthen institutional arrangements, enhance coordination mechanisms, and improve investment planning processes. Each group will be guided by prompting questions and supported by facilitators to ensure inclusive dialogue and concrete takeaways. Outcomes from the group work will feed into the collective synthesis and final wrap-up of the workshop.

### 4.1. *Overview of thematic scope and guiding questions for group discussions*

#### **Topic 1: Institutional Arrangements for Climate Action Alignment and Mainstreaming with Development Agenda and Inter-Ministerial Coordination**

This thematic area explores how institutional arrangements—such as Climate Finance Units (CFUs), Country Platforms (CPs), and other inter-ministerial coordination mechanisms—can strengthen structural coordination and engagement for climate finance mainstreaming. The discussion will focus on identifying institutional gaps, policy reforms, and structural approaches needed to enhance alignment across ministries, particularly between Ministries of Finance, planning institutions, and sectoral ministries. It will also explore how these arrangements, including CPs where they exist,

support investment alignment between development and climate agendas and how vertical integration (across levels of governance) can be reinforced. Participants will reflect on how CFUs and CPs can engage a broad range of financial actors, including national development banks, commercial banks, private sector entities, and chambers of commerce—and the role of digitalization in enabling more efficient coordination and data-informed policy decisions.

**Guiding questions:**

- i) What policy or structural reforms, mechanisms, or coordination platforms (e.g., CFUs, CPs) have proven effective in aligning climate and development investment agendas, and what factors have influenced their success or limitations?
- ii) What institutional gaps and coordination challenges remain across ministries (finance, planning, line ministries) and different levels of government?
- iii) How can development partners best support country-led coordination efforts to address these gaps and strengthen multi-sectoral and multi-level institutional collaboration?

***Topic 2: Capacity Development for Climate-Informed Financial Planning and Budgeting***

This thematic area focuses on the capacity (skills) development required to effectively mainstream climate considerations into financial planning and budgeting. It explores gaps in technical and institutional capacity, highlights successful practices from participating countries, and considers how digital tools and platforms can strengthen climate-informed financial decision-making. It also reflects on the role of institutional arrangements in supporting sustainable capacity-building efforts, and how development partners can contribute to long-term skill development and institutional strengthening.

**Guiding questions:**

- i) What capacities and tools have proven effective in integrating and tracking climate action within planning, budgeting, and decision-making processes?
- ii) What major capacity gaps or barriers hinder the alignment and coordination of national development and climate goals?
- iii) How can development partners best support country-led efforts to address these gaps and strengthen institutional capacities?

**14:00 – 17:30 hrs. | [Segment 2 – Prioritizing Investment Needs](#)**

***Session leads:*** United Nations Development Programme (UNDP) and the UNFCCC Regional Collaboration Center (RCC EASA)

***Moderator:*** Moortaza Jiwanji, Sustainable Finance Advisor, UNDP Africa Sustainable Finance Hub.

**Objective**

This segment will support countries in identifying strategies and actions to move from climate commitments to climate investments. The session will focus on the use of evidence-based tools,

economic and climate policy alignment and transparent reporting to mobilize both public and private finance. Emphasis will be placed on adopting a strategic and data-driven approach to guide investment planning. It will outline ways to align financing strategies with national economic, social, and development goals, and to track progress and gaps to strengthen overall climate governance and support access to finance. This segment will also showcase country case approaches in aligning NDC investment need with national medium-term planning.

## Agenda

| Time | Segment                      | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10'  | Setting the Stage            | Introduction to the topic of Prioritizing Investment Needs<br>– Chiara Falduto, Policy Analyst, Finance for Climate Action, Organisation for Economic Co-operation and Development (OECD).                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 20'  | Presentation of case studies | Practical examples from both the region and beyond will be presented to illustrate strategies, tools, and measures that countries can use to identify and prioritize their NDC investments.<br>- Mkhuthazi Steleki, Director of Climate Change, Department of Forestry Fisheries and the Environment, South Africa.<br>- Daniel Tutu Benefoh, Acting Director, Climate Change Unit of the Environmental Protection Agency, Ghana.                                                                                                                                                                                  |
| 20'  | Q&A                          | Peer exchange session between the plenary and the presenters.<br>– Moortaza Jiwanji, Sustainable Finance Advisor, UNDP Africa Sustainable Finance Hub.                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 60'  | Group discussions            | The 60-minute group discussion block will provide participants with an opportunity to explore the segment's broader topic in depth, guided by predefined questions and supported by a moderator and rapporteur. The aim is to foster peer exchange, share experiences, and identify practical insights to be presented during the reporting session.<br>Discussion topics will include enhancing the use of data and evidence for investment identification and prioritization, as well as prioritizing data that demonstrates the enterprise and profitability potential of NDC sectors to promote investability. |
| 30'  | NDC Clinic mapping exercise  | During this block, participants will have the opportunity to reflect on the discussion from the segment and begin outlining initial ideas for their NDC Clinic mapping exercise, which will be further developed in Segment 4.                                                                                                                                                                                                                                                                                                                                                                                     |
| 15'  | Coffee Break                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 10'  | Report back preparation      | Rapporteurs will have 10 minutes to finalize their notes in preparation for the report-back session.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 30'  | Report back                  | Tables 3 and 4 will report back. The moderator will pose questions for the presenters to address. After these presentations, the plenary will be invited to share any additional insights or outcomes from their group discussions.<br>– Moortaza Jiwanji, Sustainable Finance Advisor, UNDP Africa Sustainable Finance Hub.                                                                                                                                                                                                                                                                                       |

## S2 Agenda Breakdown

### 1. Setting the Stage

This block will highlight the importance of aligning NDCs with economic and social priorities to drive growth, unlock development dividends and prevent losses from climate disasters. New evidence from the UNDP-OECD report “Investing in Climate for Growth and Development” will demonstrate that well-designed enhanced NDCs provide a strong economic case for investment, laying the foundation for subsequent case studies and discussions on how to prioritize climate investments for greater environmental, economic and social impact.

## **2. Case studies**

This block will showcase how countries have successfully leveraged existing national development, sectoral and climate plans and strategies to prioritize, align and embed climate investment needs. Country representation from across the continent will highlight the different yet replicable approaches.

### **Selected case studies:**

- Mkhuthazi Steleki, Director of Climate Change, Department of Forestry Fisheries and the Environment, South Africa.
- Daniel Tutu Benefoh, Acting Director, Climate Change Unit of the Environmental Protection Agency, Ghana.

## **3. Q&A**

Peer exchange session between the plenary and the presenters. This block is moderated by the segment moderator

## **4. Group discussions**

This interactive block will engage participants in facilitated small-group discussions to reflect on the session’s key themes and apply them to their national contexts. Groups will explore practical steps to prioritizing investment needs. Each group will be guided by prompting questions and supported by facilitators to ensure inclusive dialogue and concrete takeaways. Outcomes from the group work will feed into the collective synthesis and final wrap-up of the workshop.

### *4.1. Overview of thematic scope and guiding questions for group discussions*

#### **Topic 1: Sectoral Investment Prioritization (Mitigation/Adaptation)**

This thematic area will explore the critical steps involved in prioritizing investments in key NDC sectors. Discussions will cover the various criteria, tools, and mechanisms available to support the prioritization.

#### **Guiding questions:**

- i) Based on your country’s NDC sectors, what are the main barriers you face in determining and prioritizing sectoral investment needs?
- ii) What criteria, tools, and mechanisms exist to support countries to prioritize their climate investments?
- iii) Once your country has prioritised its sectoral investment needs, how did /can you integrate these into national development planning and budgeting?

## Topic 2: Preparing climate investment priorities for financing

This thematic area will explore how countries are using data and evidence-based approaches and inclusive, meaningful processes to identify and prepare climate investment priorities that can attract financing from domestic and international sources.

### Guiding questions:

- i) What are the challenges your country is facing in preparing climate investments for financing? (e.g., limited data, unclear investment criteria, weak project pipelines, difficulty in preparing adaptation proposals)
- ii) How are sub-national and local authorities as well as non-state actors engaged in the preparation of climate investment priorities? What is the role of the private sector in your country context? What mechanisms (e.g. sub-national plans, public-private dialogue, participatory budgeting, etc.) support their inclusion?
- iii) How has your country moved forward, despite the challenges it has faced (e.g. limited data, unclear investment criteria, difficulties in costing adaptation proposals etc.) to demonstrate the economic and social case for climate investments?

## DAY 2

### 9:00 – 9:30 hrs. | [Opening](#)

*Master of Ceremony: Minky Groenewald, NDC/LTLEDS Expert and Coordinator RCC EASA*

| Time | Segment                | Description                                                                                        |
|------|------------------------|----------------------------------------------------------------------------------------------------|
| 15'  | Recap Day 1            | - Omar Zemrag, Climate Change Technical Specialist, UNDP<br>Climate Hub, Climate Promise           |
|      |                        | Green Climate Fund Readiness Support                                                               |
| 15'  | Spotlight presentation | - Chihenyong Kangara, Regional Manager for the Green Climate Fund,<br>Department of Africa (DAFR). |

### 9:30 – 13:55 hrs. | [Segment 3 – Financial Mechanisms and Bankable Pipeline Development](#)

**Session leads:** United Nations Environment Programme (UNEP) and UNFCCC Secretariat

**Moderator:** Sadia Afreen, Associate Programme Officer, Industrial Decarbonization and NDC Technical Support, UNFCCC Secretariat.

### Objective

This segment will support countries in identifying strategies and actions to move from climate commitments to climate investments. The session will focus on the use of evidence-based tools, economic and climate policy alignment and transparent reporting to mobilize both public and private finance. Emphasis will be placed on adopting a strategic and data-driven approach to guide investment planning. It will outline ways to align financing strategies with national economic, social, and development goals, and to track progress and gaps to strengthen overall climate governance and support access to finance. This segment will also showcase country case approaches in aligning NDC investment need with national medium-term planning.

## Agenda

| Time | Segment                      | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10'  | Setting the Stage            | <p>Presentation on the status of regional climate and private finance.</p> <ul style="list-style-type: none"> <li>Chavi Meattle, Senior Manager, Lead for Landscape of Climate Finance in Africa, Climate Policy Initiative.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 20'  | Presentation of case studies | <p>Showcasing successful experiences to strategically deploy public finance to mobilize private sector investment: sector-adapted financial instruments and mechanisms.</p> <ul style="list-style-type: none"> <li>Rwanda, Green Fund (FONERWA) and Ireme facility, Mr. Alex Mulisa, Adviser to the Ministry of Finance.</li> <li>Kenya, Financing Locally Led Climate Change Program (FLLoCA), Mr. Peter Odhengo, National Treasury.</li> </ul>                                                                                                                                                                                                                                                           |
| 20'  | Q&A                          | <p>Peer exchange session between the plenary and the presenters.</p> <ul style="list-style-type: none"> <li>Jonathan First, Lead for Africa, Climate Policy Initiative</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| 15'  | Coffee break                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 60'  | Group discussions            | <p>The 60-minute group discussion block will provide participants with an opportunity to explore the segment's broader topic in depth, guided by predefined questions and supported by a moderator and rapporteur. The aim is to foster peer exchange, share experiences, and identify practical insights that will later be presented during the reporting session. Discussion topics will include project preparation and understanding the investment landscape; finance de-risking tools and Sustainable Budgeting Approaches (SBA) to unlock market finance and prioritize budgetary allocations and incentives for NDC implementation; and fostering private sector partnerships and investment.</p> |
| 30'  | NDC Clinic mapping exercise  | <p>During this block, participants will have the opportunity to reflect on the discussion from the segment and begin outlining initial ideas for their NDC Clinic mapping exercise, which will be further developed in Segment 4.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 60'  | Lunch break                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 10'  | Report back preparation      | <p>Rapporteurs will have 10 minutes to finalize their notes in preparation for the report-back session.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 30'  | Report back                  | <p>Table 5 and one additional volunteer table will provide their report back. The moderator will pose guiding questions for the presenters to address. Following these presentations, the plenary will be invited to contribute any further insights or outcomes from their group discussions.</p> <ul style="list-style-type: none"> <li>Sadia Afreen, Associate Programme Officer, Industrial Decarbonization and NDC Technical Support, UNFCCC Secretariat.</li> </ul>                                                                                                                                                                                                                                  |

## S3 Agenda Breakdown

### 1. Setting the stage

Less than 3% of global climate finance goes to African countries. Much of this stems from the perceptions of high risks by foreign capital providers to invest in Africa. This scene setting presentation will provide insights on the current landscape of climate finance in Africa with a focus on regional distribution, private climate finance, financing instruments deployed and noted progress over the past few years. It will showcase climate action as a business opportunity, setting the stage for the subsequent case studies and discussions on mobilizing investment. The session will also emphasize the need for innovative financial mechanisms and instruments to bridge the climate finance gap.

### 2. Case studies

This block will showcase successful experiences in strategically deploying public finance to mobilize private sector investment: sector-adapted financial instruments and mechanisms.

- Mr. Peter Odhengo, National Treasury, Kenya - Financing Locally Led Climate Change Program (FLLoCA).
- Mr. Alex Mulisa, Adviser to the Ministry of Finance, Rwanda - Rwanda Green Fund (FONERWA) and Ireme facility.

### 3. Q&A

Peer exchange session between the plenary and the presenters. This block is moderated by the segment moderator

### 4. Group discussions

This interactive block will engage participants in facilitated small-group discussions to reflect on the session's key themes and apply them to their national contexts. Groups will explore practical steps to prioritizing investment needs. Each group will be guided by prompting questions and supported by facilitators to ensure inclusive dialogue and concrete takeaways. Outcomes from the group work will feed into the collective synthesis and final wrap-up of the workshop.

#### 4.1. *Overview of thematic scope and guiding questions for group discussions*

#### **Topic 1: Project preparation and understanding the investment landscape**

This thematic area will explore the critical considerations involved in developing climate projects from concept to bankability. It will delve into the challenges countries face in preparing high-quality, investment-ready proposals and understanding the diverse requirements of different investor types (e.g., commercial banks, impact investors, climate funds).

#### **Guiding questions:**

- i) How can strategic allocation of public finance influence the formulation of priority project pipelines, particularly for climate vulnerable sectors that overlap with sustainable development?
- ii) What role can national development banks or other local financial intermediaries [including non-bank financial institutions] play in bridging the gap between project developers and international finance?
- iii) How can countries ensure that project preparation goes beyond pipeline development to encompass legal requirements and alignment with international standards?

## **Topic 2—Private Sector partnerships and blended finance mechanisms**

This topic focuses on strategies for effectively engaging the private sector in NDC implementation. It will explore various models of public-private partnerships, blended finance approaches, and incentives designed to attract private capital. Discussions will also cover how policy and regulatory environments can de-risks private investment in climate projects and foster long-term partnerships.

### **Guiding questions:**

- i) In your experience, what are the most effective incentives (e.g., tax breaks, subsidies, guarantees, carbon credits) your country has implemented or is considering encouraging greater private sector investment in climate action?
- ii) How can innovation for climate action, including country platforms and digital solutions provide easier engagement with the private sector, including for NDC investments? How can these approaches be used to increase engagement with SMEs and MSMEs, particularly in their access to finance?
- iii) What is missing across existing blended finance solutions to better align sector specific requirements, and risks for mitigation/adaptation programmes? Are sufficient, appropriate and accessible risk mitigation instruments available?
- iv) How can countries better structure their investment environments to ensure that unconditional versus conditional finance are optimally planned under the NDCs to crowd in private sector investments?

## **13:55 – 16:45 hrs. | Segment 4 – Support needs & capacity mapping for NDC investment planning and mobilization**

**Session leads:** *NDC Partnership and RCC EASA*

**Moderates:** *Minky Groenewald, NDC/LTLEDS Expert and Coordinator RCC EASA*

During this segment, participants will reflect on their country-specific investment priorities and identify the concrete support needs, capacity gaps, enabling reforms, and institutional arrangements required to advance climate-aligned investment pipelines (objective). The session is designed as a capacity-mapping and strategic planning dialogue, informed by lessons learned from other countries and partners, with a view toward defining actionable next steps and matchmaking opportunities for targeted technical and financial support. This exercise will culminate in the drafting of a country-tailored mapping exercise, serving as a living framework to guide follow-up action, peer learning, and partner engagement beyond the NDC Clinic (output). The expected outcome is improved clarity and alignment

among country stakeholders on climate aligned investment priorities, stronger institutional coordination for advancing investment pipelines, and enhanced readiness to engage in peer learning, partner matchmaking, and mobilization of resources to support implementation. Instructions for the Mapping exercise are provided in the Annex of this Concept note and Agenda.

## Agenda

| Time | Segment                                      | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 10'  | Segment introduction                         | Participants will be provided with the segment instructions.<br>– Joaquim Leite, Head of Climate Finance, NDC Partnership Support Unit                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 90'  | Exchange sessions between partners and peers | During this block, participants will sit at their country team tables to complete their mapping exercise. Selected partners will join the table discussions to provide support and guidance.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 15'  | Coffee break                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 50'  | Discussion on results                        | One representative per table will report back in a panel-style setting, where the moderator will pose fireside-chat questions for the presenters to address. Each team will highlight the key priorities identified, proposed actions, potential partners for support, and indicative timelines. After these presentations, the plenary will be invited to share any additional insights or outcomes from their group discussions.<br>– Moderator: Minky Groenewald, NDC/LTLEDS Expert and Coordinator RCC EASA.<br><br>Guiding questions:<br>i) What are the main priorities that you and your peers have identified? What are the key opportunities or bottlenecks you see in implementing them?<br>ii) How do you envision development partners supporting these priorities, and what role should other sources of support play? |

## 16:45 – 17:15 hrs. | Closing Block

| Time | Segment                                          | Description                                                                        |
|------|--------------------------------------------------|------------------------------------------------------------------------------------|
| 30'  | NDC Clinic takeaways and Open Plenary discussion | NDC Clinic Organizers & Participants                                               |
|      | Closing Remarks                                  | Dr. Richard Muyungi, AGN Chair & Special Envoy Advisor to the President, Tanzania. |

## ANNEX - NDC CLINIC MAPPING EXERCISE INSTRUCTIONS

### Objective

The template is a working tool designed to help country teams consolidate the main priorities identified during the NDC Clinic. It is a working tool for country teams to consolidate priority actions identified during the NDC Clinic. It aims to bridge national climate goals with investment mobilization pathways and ensures alignment with partner programming (e.g., NDC Partnership Plans, GCF Readiness proposals, MDB pipelines).

### Main Categories of the NDC Clinic Mapping Exercise

#### 1. Priority areas for action

Identify up to 3 urgent or strategic priorities emerging from the NDC Clinic, aligned with national planning and investment needs. Prioritize high-impact sectors and leverage opportunities.

##### Guiding questions

- Which sectors offer the greatest mitigation/adaptation potential and opportunities for investment leverage?
- To what extent are your selected priorities aligned with national development frameworks (e.g., Vision 2030/2035/2050), and how do they contribute to achieving the SDGs?
- Are these priorities already reflected in sectoral plans, or will new policy alignment be needed?
- What lessons have you drawn from other countries that may apply to your context? Which countries or institutions would you like to learn from?

#### 2. Concrete actions, readiness, and next steps

List specific actions to be undertaken under each priority area. Actions should be practical, time-bound, and aligned with national or subnational planning cycles.

##### Guiding questions

- Are there examples of inter-ministerial coordination mechanisms to learn from?
- What realistic, measurable actions can be undertaken in the next 6–12 months?
- Which of these can be implemented with existing institutional or financial resources?
- Which activities are ready for immediate packaging for partner support or investment proposals?
- At what stage is each action currently, Concept, Feasibility, or Pipeline-Ready, to help align it with the appropriate funding windows (e.g., GCF Readiness for concepts, MDB pipelines for ready projects)?

#### 3. Indicative cost range and support options

Provide a cost bracket for each action (e.g., <\$1M; \$1–5M; >\$5M). Supports prioritization and matching with relevant funding sources.

##### Guiding questions:

- Which national, regional, or international partners could support the implementation of each action, and what type of support is required (e.g., technical assistance, capacity building, financial support)?
- Which activities are ready for immediate packaging for partner support or investment proposals?
- What finance window do you need capacity or support in accessing your country tap into? (e.g., *GCF Readiness, NDC Partnership CAEP, AfDB, Adaptation Fund, UNEP-CTCN*)

#### **4. Institutional leadership and capacity needs**

Assign institutional leads for each action, ensuring alignment with existing mandates and roles.

Guiding questions:

- Based on the coordinating institution in your country, what capacity-building or institutional strengthening (enabling reforms (policy, legal, regulatory) is needed?
- What specific technical or advisory support is needed? (e.g., MRV system design, cost-benefit tools, financial modelling, adaptation metrics, gender/disability disaggregation, legal advisory, fiscal policy reform).
- What tools, methodologies, or knowledge products would help you move forward?
- What peer exchanges or follow-up assistance would be most beneficial?

#### **5. Indicative Timeline**

Provide a timeline for each action, including short-term (0–6 months), medium-term (6–24 months), and long-term (24+ months) milestones.

Instructions for Completion:

- i. Work as a country team to complete the NDC Clinic mapping exercise collaboratively.
- ii. Use the template provided to structure your input.
- iii. Be realistic and strategic in defining priorities and actions. This is not an exhaustive list but a focused roadmap.
- iv. Facilitators and partners will be available to provide guidance and answer questions during the working session.
- v. A summary of the completed NDC Clinic mapping exercise will be shared in plenary; designate one spokesperson per team to present.