



GLOBAL CLIMATE ACTION AGENDA

TERMS OF REFERENCE OF THE ORGANIZATIONAL STRUCTURE

Following the publication of the [five-year vision of the Global Climate Action Agenda \(GCAA\)](#), this document aims to support its operationalization with the renewal of structure of the Marrakech Partnership for Global Climate Action (MP). The Climate High-Level Champions (CHLCs), with support of the UNFCCC secretariat and the Climate Champions Team (CCT), oversee the implementation and smooth functioning and the co-ordination structure (including Advisory Group, Axis Coordination Group, Activation Groups, and Communities of Action) described below. This includes review and updates to the Terms of Reference, as needed. Communication and coordination related to the Activation Groups and Axis Coordination Groups are managed by the CCT under the guidance of the CHLCs, while communication and coordination related to the Advisory Group and governance guidance are managed by the UNFCCC secretariat. The Communities of Action and, general or cross-cutting communication applicable to all GCAA stakeholders, are co-managed by the UNFCCC secretariat, and the CCT, as appropriate, based on agreed principles and depending on the topic, under the guidance of the CHLCs. A public list of the organizations and initiatives participating in these groups is to be made publicly available on the UNFCCC website and updated accordingly.



A. ACTIVATION GROUPS

I. Purpose:

1. Activation Groups function as the operational engine of the renewed GCAA structure, driving progress on specific Key Objectives under each Axis and scaling collaborative, results-oriented climate action.

II. Composition:

2. One Activation Group is established for each CHLCs' agreed Key Objective under an Axis, subject to year-on-year evolution as needed, based on feedback from the participants and incoming Presidency priorities, maintaining the spirit of implementation of the outcomes of the Global Stocktake. The CHLCs will review and determine the Key Objectives in Q1, in liaison with CCT and the Axis Co-ordination Groups, enabling continuity and flexibility within the Action Agenda.
3. Each Activation Group comprises eligible climate action initiatives interested in joining (any eligible initiative may ask to join, a list will be made publicly available on the UNFCCC website) that are being implemented by businesses, investors, cities, states and regions, civil society, and national governments. Membership is initiative based, with each initiative designating one representative.
4. Eligibility for membership of Activation Groups requires:
 - a. Register or be registered in the NAZCA portal in accordance with the definition of "initiatives" as used by NAZCA, i.e "voluntary efforts undertaken jointly by multiple stakeholders (being them multiple non-State actors or non-State and governmental actors) working towards achieving a clearly defined climate-related goal shared by the stakeholders"¹;
 - b. Commit to active engagement, including participation in meetings, contribution to deliverables, and acceptance of the roles and responsibilities described in this Term of Reference.

III. Term:

5. Membership is continuous as long as the initiative remains engaged, fulfills the roles and responsibilities outlined in this Term of Reference, and is aligned with GCAA principles.
6. New initiatives may submit an expression of interest in an Activation Group to the CCT Activation Group Lead or by contacting the Climate Champions Team as actionagenda@climatechampions.team. Initiatives are expected to join NAZCA to participate as an Activation Group Member. Applications to join an Activation Group will be reviewed and approved quarterly by the Axis Coordination Group taking account of the NAZCA status.

¹ <https://climateaction.unfccc.int/Initiatives>



7. For initiatives that are already on NAZCA, the initiative can submit an expression of interest in an Activation Group to the CCT Activation Group Lead. Applications to join an Activation Group will be reviewed and approved quarterly by the Axis Coordination Groups.
8. Voluntary withdrawal will be permitted upon submitting written notice to the respective Axis coordination group. Membership may be terminated by the Axis Coordination Group in cases of persistent non-compliance with this Term of Reference.

IV. Roles and responsibilities:

9. Activation Groups members are expected to fulfil the following roles and responsibilities in line with the purpose of this group:
 - a. Report on collective progress annually, anchored in enhanced quantitative and qualitative indicators that are publicly disclosed on NAZCA;
 - b. Contribute real-world examples of impact (such as case studies and wider repositories of implementation) into the Granary of Solutions and other visibility instruments put in place by the CHLCs, COP Presidencies, UNFCCC secretariat and the CCT;
 - c. Jointly develop, refine, and implement Plans to Accelerate Solutions (PAS), identifying priority solutions, barriers, enablers, and opportunities for scaling impact;
 - d. Ensure activities support Axis-level objectives and therefore support the implementation of the outcomes of the Global Stocktake, including through structured engagement with Communities of Action where relevant.
10. Members of the Activation Groups shall not disclose any confidential or proprietary information acquired in the course of their duties. Such information shall be used solely for the purposes of fulfilling the objectives of the group, unless explicit consent is given for disclosure. The duty of the member not to disclose confidential information constitutes an obligation in respect of that member and shall remain an obligation after the expiration or termination of that member's function for the group.
11. Members are expected to act in the collective interest of the Activation Group's objectives. Any actual, potential, or perceived conflict of interest - financial, organizational, or otherwise - that could influence a member's participation must be disclosed to the respective Axis Coordination Group in a timely manner. Where a conflict of interest is identified, appropriate mitigation measures may be applied, including recusal from specific discussions or activities. Persistent failure to disclose or manage conflicts of interest may result in termination of membership in accordance with these Terms of Reference, determined by the Axis Coordination Group.

V. Modality:

12. Activation Groups meet at least three times a year, with flexibility and additional meetings as needed based on workload, implementation timelines, and emerging opportunities.
13. Each Activation Group is convened by an Activation Group Facilitator from the CCT.



14. Each Activation Group nominates Activation Group Focal Points who are typically:
 - a. One representative from a voluntary climate action initiative (for the first transition year of 2026, this is the previous Marrakech Partnership Focal Point where applicable);
 - b. One representative from an Activation Group intergovernmental organization (IGO);
15. Activation Group Focal Points are expected to take an active, leading role in their Activation Group and help ensure smooth co-ordination. This includes organization of agendas and decision items for meetings, leading the group in the delivery of each GCAA product as described in paragraph 7 above, and representing their group in the Axis Coordination Group.
16. Activation Group Focal Points are appointed for a term of two years, and can serve a maximum of two consecutive terms.
17. Communication related to the Activation Groups are facilitated by the CCT.

VI. Value proposition:

18. Participation in Activation Group offers the following value to members:
 - a. Part of the unique global platform and visibility by showcasing transformational climate action through NAZCA, Granary of Solutions, Axis-level spotlights, events, and other knowledge products;
 - b. Collaboration and work with climate leaders and innovators across different axes to create synergies and drive system transformation.



B. AXIS COORDINATION GROUP

I. Purpose:

1. The Axis Coordination Groups (ACGs) are established to ensure coherent and strategic coordination within each axis and across axes, enabling alignment with the overarching vision, principles, and priorities of the GCAA 2026–2030. They provide a coordination and coherence function, to support delivery of the annual implementation cycle under each axis. They are informed by inputs from Activation Groups and Communities of Action.

II. Composition:

2. One Axis Coordination Group is established for each thematic Axis, with six Axis Coordination Groups in total.
3. Each Axis Coordination Group comprises 2-3 representatives drawn from each of the Axis's Activation Groups, known as "Activation Group Focal Points" and representatives from the UNFCCC secretariat, the CCT, and COP Presidencies.
4. Activation Group Focal Points are typically: one representative from a climate action initiative (for the first transition year of 2026, this is the previous Marrakech Partnership Focal Point where applicable) and one representative from an Activation Group IGO.
5. Activation Group Focal Points take an active, leading role in their Activation Group and bring insights from this into their participation in the Axis Coordination Group. Activation Group Focal Points join the Axis Coordination Group on the basis of their ability to contribute strategically to Axis-level coordination and delivery.
6. Activation Group Focal Points participating in the Axis Coordination Group are expected to possess: thematic expertise aligned with the relevant Axis; demonstrated capacity and commitment to active engagement and delivery of responsibilities under this Terms of Reference; and constructive, transparent, and inclusive collaboration, in support of Axis-level coordination.

III. Term:

7. Each Axis Coordination Group member is appointed for a term of two years, and can serve a maximum of two consecutive terms. Membership is institutional, not individual, reviewed every two years and Axis Coordination Group members may be replaced to ensure continued relevance, effective participation, and alignment with evolving priorities. The CHLCs may decide to extend the last term by an additional year to match it with the Five-Year cycle of the GCAA. This term doesn't apply to CCT and UNFCCC members who are in the role as long as appointed by their respective leadership.

IV. Roles and responsibilities:

8. Axis Coordination Groups are expected to fulfil the following roles and responsibilities, in line with the purpose of this group:



- a. Review collective work and emerging opportunities within the Axis and synergies across the Axes, to help maximise impact;
 - b. Provide consolidated Axis-level input to inform priorities and refine approaches iteratively;
 - c. Provide advice and recommendations to the CHLCs and COP Presidencies to help define and set the priorities of the GCAA, liaising with the Activation Groups to bring in their perspectives;
 - d. Review and approve new initiatives that request joining the Activation Groups of their Axis based on eligibility as per NAZCA criteria;
 - e. Review and approve new Plans to Accelerate Solutions proposed by members of the Activation Groups;
 - f. Support curation of the GCAA activities, including identification and mobilization of stakeholders for key moments, including at COPs, with the specific objective of ensuring integrity and alignment of the Action Agenda programme with the objectives of the Paris Agreement and the Global Stocktake;
 - g. Appoint one Advisory Group Member per axis as per the requirements described below.
9. Participants in the Axis Coordination Groups shall not disclose any confidential or proprietary information acquired in the course of their duties. Such information is solely for the purposes of fulfilling the objectives of the group, unless explicit consent is given for disclosure. The duty of the participants not to disclose confidential information constitutes an obligation in respect of that member and shall remain an obligation after the expiration or termination of that participant's function for the group.
10. Participants act in the collective interest of the Axis Coordination Group's objectives. Any actual, potential, or perceived conflict of interest - financial, organizational, or otherwise - that could influence their participation must be disclosed in a timely manner. Where a conflict of interest is identified, appropriate mitigation measures may be applied, including recusal from specific discussions or activities. Persistent failure to disclose or manage conflicts of interest may result in termination of participation in accordance with this TOR.

V. Modality:

11. Each Axis Coordination Group meets on a regular basis, with a minimum of two meetings per year and additional working sessions convened as needed, in response to the implementation cycle and emerging opportunities. Organizations participating in the Axis Coordination Groups may be publicly listed online.
12. Communication for the Axis Coordination Groups are facilitated by the CCT.

VI. Value proposition:

13. Participation in this group offers the following value:
 - a. Visibility and recognition as key actors entrusted to steer the GCAA under the Axes;



- b. Strategic engagement and influence over narratives within and across the Axes that feed into collective narratives, reports, and convenings of GCAA.



C. ADVISORY GROUP

I. Purpose:

1. The Advisory Group is a group of Principal or equivalent-level individuals available to provide strategic advice to the CHLCs on accelerating implementation of global climate action. The group's role is advisory in nature and focused exclusively on strategic considerations, without involvement in operational decision-making or oversight of the GCAA architecture.

II. Composition:

2. The Advisory Group comprises Principal or equivalent-level individuals, approximately two to four representatives appointed by the CHLCs and their respective COP Presidency (one to two per CHLC and the respective COP Presidency) and six representatives nominated by the Axis Coordination Groups to represent their respective Axis (one per Axis).
3. Nomination and appointments of Advisory Group Members aim to ensure balance across sectors, geographies, gender, and stakeholder groups, with strong encouragement to nominate or appoint female candidates from developing countries.
4. Members of the Advisory Group shall:
 - a. Demonstrate strategic leadership in global climate action, with recognized expertise in their thematic or sectoral areas;
 - b. Demonstrate commitment to active and constructive participation, including availability for consultations and contributions to strategic outputs, and leveraging their networks of key leaders;
 - c. Demonstrate Principal-level authority.
5. In addition, and separately from the Advisory Group, the CHLCs may, at their discretion, draw upon the experience and insights of the former CHLCs as and when they consider appropriate.

III. Term:

6. Members nominated by the Axis Coordination Groups to represent the Axes:
 - a. Serve a two-year term and are eligible to serve a maximum of two consecutive terms;
 - b. Remain in the Advisory Group until their successor is formally appointed.
7. Members appointed by the CHLCs and COP Presidencies:
 - a. Serve for the same duration as the term of the appointing CHLCs and their respective COP Presidency;
 - b. Conclude their membership automatically at the end of that term.
8. If a member of the Advisory Group is unable to complete the assigned term of office or to perform the functions, replacements shall follow the same nomination or appointment process as the outgoing member to replace the said member for the remainder of that participant's mandate, ensuring the principal-level representation and bearing in mind the timeline of the annual implementation cycle. The CHLCs and COP Presidencies may replace their appointed members at their discretion. Members may step down voluntarily by providing written notice to the UNFCCC secretariat.

IV. Roles and responsibilities:



9. The Advisory Group is expected to fulfil the following roles in line with the purpose of this group:
 - a. Advise the CHLCs on strategic direction for accelerating climate action, based on insights and perspectives from Axis Coordination Groups and Activation Groups, including the global and regional context. The Advisory Group does not engage in operational decision-making or oversight of the GCAA architecture and structure;
 - b. Offer strategic input into flagship GCAA products when requested, to enhance credibility, impact, and visibility of the GCAA;
 - c. Promote the GCAA vision and CHLCs priorities, leveraging their Principal-level influence to amplify messages, enhance visibility, and accelerate implementation of climate action, leveraging networks and relationships with peers to help connect priority stakeholders in the GCAA.
10. Members appointed by the CHLCs/COP Presidencies shall act in their personal capacity. Members nominated by the Axis Coordination Groups to represent the Axis shall act in the collective interest of their respective Axis, not their individual initiative or organization.
11. Advisory Group members shall not disclose any confidential or proprietary information acquired in the course of their duties. Such information shall be used solely for the purposes of fulfilling the objectives of the Advisory Group, unless explicit consent is given for disclosure. The duty of the member not to disclose confidential information constitutes an obligation in respect of that member and shall remain an obligation after the expiration or termination of that member's participation in the Advisory Group.
12. Advisory Group members shall have no financial, organizational, or other interests that could reasonably be perceived as compromising their independence, impartiality, or ability to act in the collective interest of the Advisory Group and its objectives.
13. Advisory Group members shall, prior to appointment and throughout their term of service, disclose fully and accurately to the UNFCCC secretariat any actual, potential, or perceived conflict of interest. Such disclosure shall include, as a minimum, relevant current and past affiliations, employment, financial interests, and any other relationships or interests relevant to the work of the Advisory Group.
14. Members bear sole responsibility for ensuring that the information provided is complete, accurate, and kept up to date. Any changes to disclosed information shall be communicated promptly to the UNFCCC secretariat. The UNFCCC secretariat shall not be responsible for verifying the completeness or accuracy of disclosures submitted by Advisory Group members.
15. Where a conflict of interest is identified, appropriate mitigation measures may be applied, including recusal from specific discussions or activities. Persistent failure to disclose or manage conflicts of interest may result in termination of participation in accordance with this Terms of Reference.

V. Modality:



16. The Advisory Group operates through ad hoc consultations and invitation to support outreach convened as necessary upon requests from the CHLCs and COP Presidencies, with support of the UNFCCC secretariat and CCT.
17. Communication for the Advisory Group is facilitated by the UNFCCC secretariat.



D. COMMUNITIES OF ACTION

I. Purpose:

1. The Communities of Action serves as a flexible, inclusive engagement platform under the Axes, providing an entry point for a broad range of actors to contribute insights, solutions, and implementation intelligence to support the work of Activation Groups and Axis Coordination Groups, including Plans to Accelerate Solutions. The Communities of Action platform aims to enable inclusion of diverse and under-represented actors and regions; bottom-up flow of implementation insights, challenges, and innovations; and engagement to support PAS, Granary of Solutions, and other outputs of GCAA. The Communities of Action help aggregate, supplement and leverage the existing wider stakeholders that already contribute to PAS delivery plans, including those not yet participating in Activation Groups. While referred to as the Communities of Action, they are managed as a single, integrated engagement platform, with participating stakeholders nominally associated with one or more Axes based on relevance, enabling targeted and fluid engagement with the relevant Axis Coordination Groups and Activation groups in a cross-collaborative manner.

II. Composition:

2. Participation in the Communities of Action platform is open to government representatives, NGOs, partnerships, coalitions, initiatives, and networks engaged in climate action relevant to one or more Axes or Key Objectives. Participation may include:
 - a. Initiatives that are not yet part of the Activation Groups, due to a different level of maturity or purpose;
 - b. Individual members of initiatives in the Activation Groups, if active and compliant with their commitments to said initiative;
 - c. Coalitions and organizations from under-represented regions, think tanks, academic and scientific institutions, and stakeholder membership organizations (such as business, finance, sub-national, Indigenous Peoples, youth and gender);
 - d. Parties or national government representatives.

III. Term:

3. Participation in the Communities of Action is flexible and can be continuous as long as the organization remains engaged and interested. No specific term is foreseen.

IV. Roles and responsibilities:

4. Communities of Action participants fulfil the following roles and responsibilities in line with the purpose of this group:
 - a. Contribute implementation insights, challenges, lessons learned, and innovative approaches and actions to the development and implementation of Plans to Accelerate Solutions, the Granary of Solutions, and other GCAA knowledge products through calls for input or consultations;



- b. Support dissemination of GCAA information, priorities, and opportunities within their networks.

V. Modality:

5. Engagement through the Communities of Action platform may include:
 - a. Periodic Axis-level updates (e.g. quarterly emails, newsletter, potential individual invitation to join a section of an Axis Coordination Group or Activation Group meeting on an ad hoc basis, to contribute knowledge on a specific topic on the meeting agenda);
 - b. Invitations to contribute to, and amplify and disseminate GCAA products and outputs;
 - c. Annual onboarding and maturation pathway designed for stakeholders within the Communities of action who are initiatives and interested in potentially joining Activation Groups in the future. This may include information sessions or guidance on Activation Group criteria and roles or light-touch connections to relevant Activation Group members, tools, or resources to support maturation of interested stakeholders;
 - d. A collaborative, self-organizing space where stakeholders can connect, share knowledge, and explore partnership opportunities through an online platform, enabling peer-to-peer learning and organic collaboration.
6. Communication for the Communities of Action is facilitated by the UNFCCC secretariat, with the support of CCT, as appropriate, based on agreed principles, depending on the topic, and under the guidance of the CHLCs.

VI. Value proposition:

7. Participation in the Communities of Action platform offers the following value to participants:
 - a. A direct entry point into the GCAA, without needing to meet the more stringent Activation Group criteria;
 - b. Increased visibility for their work through spotlights, webinars, newsletters, and possible inclusion in case study collections;
 - c. Opportunities to learn and collaborate with leading initiatives, scaling innovations, and bridging local action with global action where relevant and of mutual interest;
 - d. Channel to elevate local realities, implementation challenges, and innovative models into axis-level planning.



KEY TOOLS

As outlined in the five-year vision, an annual five-step implementation cycle will guide the delivery of work under the GCAA for 2026–2030 and be comprised of the following steps:

- a. Review
- b. Convene and coordinate
- c. Measure and track progress
- d. Showcase solutions and provide inspiration
- e. Scale up solutions

This annual five-step implementation cycle is implemented with the following key tools:

- a. Granary of solutions
- b. Transparency frameworks
- c. Plans to accelerate solutions

A. GRANARY OF SOLUTIONS

1. Initiatives will be invited to demonstrate that many solutions exist for the climate, the economy, and people, providing real-world examples.
2. A showcase of inspiring solutions will be available in an online Granary of Solutions.

B. TRANSPARENCY FRAMEWORKS

1. The GCAA will continue to strengthen transparency, credibility and regular follow-up of voluntary action through continuous improvement of UNFCCC reporting platforms, particularly NAZCA and Yearbook of Global Climate Action, to drive voluntary action and stimulate implementation, while increasing visibility of implementation through both global socioeconomic indicators and initiative-level indicators that incorporate quantitative and qualitative data.

C. PLAN TO ACCELERATE SOLUTIONS

1. Initiatives will be invited to collaborate to develop concrete plans to accelerate solutions, including overcoming barriers to scale.
2. Plans will follow a template format and include an assessment of barriers to scale and specific actions and responsible partners to guide implementation by 2028 (the end of the current Global Stocktake period). The full list of Plans to Accelerate solutions will be available on the NAZCA portal.

TRANSITION FRAMEWORK

I. Transition to the renewed Marrakech Partnership for Global Climate Action (MP) structure (one-off):

1. The GCAA 2026–2030 builds on, evolves and updates the MP thematic areas and ways of working. In this new phase of the Marrakech Partnership, work is no longer organized around the nine thematic areas of the 2016–2025 Marrakech Partnership. Instead, the six Axes of the 2026–2030 Marrakech Partnership shall constitute the thematic framework through which all Marrakech Partnership activities are structured and delivered.
2. Marrakech Partnership Focal Points from the previous structure are invited to play a leading role in the new framework by serving as focal points within Activation Groups and Axis Coordination Groups, at least during the first year of implementation. This arrangement is intended to ensure stability, knowledge retention, and continuity throughout the transition.
3. During the transition year of 2026, they shall be referred to as “former MP Focal Points”. Following this period, the designation of Marrakech Partnership Focal Point shall be discontinued, reflecting the evolution of the MP. After the transition year, they shall be subject to the same process for selection to Axis coordination groups as all AG members.
4. Marrakech Partnership stakeholders who are not currently affiliated with an Activation Group shall be invited to join one, provided they meet the relevant membership criteria, or to engage more broadly through the Communities of Action. Stakeholders who do not opt into the new structures within one year shall be considered inactive and will no longer be regarded as part of the Marrakech Partnership.

II. Transition of existing Activation Group members (annual):

1. Current member initiatives of existing Activation Groups shall be offered the opportunity to continue their engagement under the new GCAA framework, provided they still meet the updated membership criteria.
2. Initiatives in Activation Groups whose Key Objectives remain the same shall remain in the corresponding Activation Groups.
3. Initiatives in Activation Groups whose Key Objectives are no longer retained due to adjustment in COP Presidencies/CHLCs priorities or emerging context shall be offered alternative pathways:
 - a. Integration into another relevant Activation Group where their work remains complementary, or
 - b. Engagement through the broader Communities of Action to ensure continued visibility, access to networks, and knowledge exchange
