

Belém Mission to 1.5 Submission by the LGMA Constituency

The Local Governments and Municipal Authorities (LGMA) Constituency welcomes the Belém Mission to 1.5 and is pleased to contribute to this consultation.

Our position is anchored in the principles we raised during the Belém Mission to 1.5 consultation at the Bonn SB64 meetings – namely that 70% to 80% of the actions needed to deliver 1.5°C are implemented at the subnational level, where the climate urgency is felt most acutely. True global ambition and implementation cannot be achieved without deeply integrating local and regional governments into the global architecture.

Drawing on the mandate of the first Global Stocktake - which underscored that 88% of Parties used its outcomes to inform successive national plans and strategies - this submission aligns subnational realities with global frameworks. For the current NDC 3.0 generation to serve as effective development instruments, they must transition from high-level commitments into actionable localized delivery.

Finance will be the implementation test of the Belém Mission to 1.5. Channeling capital to subnational actors unlocks critical, immediate benefits for the 1.5°C pathway because cities and regional governments are already delivering robust 1.5-C-aligned action plans and maintain an active pipeline of bankable, shovel-ready projects. The Mission should identify multilevel climate finance delivery as a high-impact solution area: the capacity to convert international support, domestic public finance and private capital into territorial investment portfolios that are governed with local and regional governments and aligned with NDCs, NAPs and just transition pathways. This should protect the provision role of developed country Parties under Article 9.1 of the Paris Agreement, while building country-driven systems that reach the cities, states, regions and communities responsible for delivery.

Question 1: What action areas and solutions have the highest impact potential to support the submission, ambition, and implementation of NDCs and NAPs?

The highest-impact action area to support the submission, ambition, and implementation of Nationally Determined Contributions (NDCs) and National Adaptation Plans (NAPs) is the institutionalization of multilevel climate action that empowers action at all levels of government.

The LGMA identifies three opportunities to unlock multilevel climate action:

1. **Making use of localized climate targets:** Leveraging a proven track record of localized climate targets and delivery, increasingly included in national plans
2. **Bridging the structural territorial finance gap:** Restructuring financial architectures to bridge identified subnational funding and financing gaps
3. **Embracing institutional innovations:** New pathways to unlock implementation



1. Making use of localized climate targets

Current global data clearly establishes the momentum and necessity of urban and subnational climate action to close the global emissions gap and build systemic resilience:

- Increasing urban integration: According to the UN-Habitat report [Urban Content in NDC 3.0 Cities at the Centre](#), a record 80% of submitted NDCs feature well-developed urban content, up from just 49% in the previous cycle.
- Multilevel governance: The same report indicates that 77% of these national plans explicitly reference multilevel governance as a direct mechanism to deliver these urban commitments.
- Proven ground-level track record: Over the past decade, city-level initiatives have recorded an almost tenfold increase in tangible, on-the-ground actions.
- Proven ambition pathways: As of late 2025, 61% of cities with long-term data located in the endorsing countries of the Coalition for High Ambition Multilevel Partnerships (CHAMP) are on a verifiable emissions-decreasing trajectory. Cities are increasingly aligning their climate action plans with a 1.5°C pathway, with more actions now in the implementation phase than ever before.
- Target accountability:
 - 73% of cities belonging to the international network C40 Cities have officially peaked their emissions, with all member cities holding a [Paris Agreement-aligned Climate Action Plan \(CAP\)](#).
 - In the Under2 Coalition - the largest global network of subnational governments representing over 270 states, regions, and provinces - 73% of members (over 190 subnational governments) have formal, ground-up [1.5°C-aligned subnational transition](#) plans actively in motion.
- Frontline adaptation delivery: Local and regional governments play a critical role in strengthening climate-responsive social protection systems for vulnerable groups, and in locally led post-disaster recovery and resilient reconstruction, as well as in the development and operation of inclusive, people-centred early warning systems. Subnational governments are the primary implementers of National Adaptation Plans (NAPs). Over 70% of cities globally are already actively mapping localized risks - such as extreme heat, flooding, and sea-level rise - and embedding nature-based solutions directly into urban zoning, infrastructure design, and water management frameworks to protect vulnerable populations. Subnational governments are also at the forefront of experiencing and addressing climate-related risks as well as advancing the green transition with distinct powers over key climate sectors. At the same time, their proximity to communities and awareness of local dynamics and vulnerabilities allows them to develop place-based and people-centered just transition strategies.



- Loss & Damage: Cities are on the forefront of climate-induced loss and damage, with [98% of C40 cities facing severe climate threats that jeopardize local community economic and social prosperity](#). Despite limited resources and mandates, local leaders are already delivering action locally and developing innovative responses that tackle the specifically urban nature of this challenge.
- Globally, one-third of potential urban emission reductions depend entirely on collaboration between local, regional, and national governments. [If subnational commitments are fully supported and met, they hold the potential to close the global 1.5°C emissions gap by 37% by 2030.](#)

2. Bridging the structural territorial climate finance gap

A significant opportunity to stay on track for the 1.5°C target lies in reforming international, national and subnational finance flows to resolve the current structural bottleneck holding back NDC and NAP execution.

Finance should reach subnational implementation through direct access where feasible and through nationally determined multilevel delivery systems where direct access is not immediately possible. This includes subnational windows in country platforms, accredited domestic intermediaries, national and subnational development banks, municipal funds, utility and infrastructure vehicles, and project preparation ecosystems designed with local and regional governments.

Differentiated access pathways are essential. This localized delivery lens must reflect the diversity of local and regional governments. The Belém Mission should avoid a metropolitan bias by recognizing the specific constraints faced by small and intermediate cities, towns, rural municipalities and intermediary regions, particularly where rapid urbanization and climate vulnerability coincide with limited technical capacity, limited fiscal space and restricted access to finance.

Large metropolitan governments may require instruments to scale already mature investment pipelines, while small and intermediate cities and less-resourced regions often require upstream grants, shared technical services, simplified access, pooled procurement, portfolio aggregation, guarantees and domestic public intermediation before projects can become financeable. The Belém Mission should therefore promote financial architectures that are scalable for metropolitan governments and accessible for smaller jurisdictions.

While 80% of submitted national plans successfully integrate urban measures, [the 2025 NDC Synthesis Report](#) indicates that 75% of the 64 Parties that submitted identify specific, unfulfilled financial needs to implement their NDCs, accounting to a combined financial need of nearly USD 2 trillion for developing countries to implement their targets.

Crucially, international climate finance remains dangerously skewed toward mitigation, leaving a severe structural shortfall for localized adaptation and resilience infrastructure, loss and damage and just transitions. To unlock this, national investment plans must explicitly include subnational pipelines. Local and subnational governments stand ready to act; optimizing current financial architectures to direct capital efficiently to the ground represents the single largest catalyst to unlock this multi-trillion dollar implementation pipeline and protect the 1.5°C threshold. Priorities include:



- **Invite Parties to prepare voluntary Subnational Investment Annexes to NDCs and NAPs:** These annexes would identify territorial investment needs, priority portfolios, delivery responsibilities, domestic intermediaries, enabling reforms and tracking indicators. They should feed into country platforms, the Country Platforms Hub, the NDC Partnership and the COP31 Climate Implementation Bridge so that national priorities are structured with local and regional governments from the outset.
- **Strengthen enabling environments and foster regulatory innovation for urban climate finance:** National fiscal frameworks must build strong enabling environments that empower cities to finance and deliver climate action. To spark innovation, governments should pilot flexible regulations to test new, localized financial instruments. Key mechanisms include pooled green bonds with partial guarantees, sub-sovereign lending with escrow features, and debt-for-adaptation swaps. De-risking tools, such as first-loss facilities and climate-aligned public-private partnerships, are critical to attracting private capital. Finally, establishing clear rules for subnational credit ratings and local carbon revenue sharing will radically expand municipal fiscal space.
- **Institutionalize multilevel climate finance within NDCs, NAPs and Country Platforms:** Institutionalizing multilevel climate finance within NDCs, NAPs and country platforms is essential to close the gap between national pledges and on-the-ground delivery. Today's national climate plans and country platforms are largely national in design, overlooking the frontline role of local and regional governments. Embedding subnational investment needs and windows with dedicated governance, pipelines, and access rules would transform national policies and country platforms into truly inclusive and locally driven systems, delivering significant impact. At minimum, country platforms should include local and regional government representation in governance; a dedicated subnational finance window; transparent pipeline entry rules; use of national and subnational public development banks and municipal/regional funds as intermediaries; and reporting on the share of finance reaching local and regional implementation.
- **Empower national and subnational public development banks for climate finance intermediation:** National and subnational development banks are the backbone of localization. They can lend in local currency, de-risk portfolios, blend public and private capital, and remain close to the realities of local project pipelines. Yet many lack accreditation to international climate funds, adequate capitalization, or enabling frameworks to support sub-sovereign lending - leaving frontline actors locked out of finance. Empowering these domestically anchored banks unlocks a scalable channel for climate finance delivery, as they can better channel existing international and regional funds directly to local climate action. Climate funds and MDBs should operationalize this delivery architecture. The GCF, GEF, Adaptation Fund, Fund for Responding to Loss and Damage and MDBs should prioritize readiness, accreditation support and programmatic windows that enable local-currency lending, guarantees, first-loss facilities, sub-sovereign risk-sharing and portfolio aggregation for local and regional governments.



- **Strengthen local project preparation ecosystems and financial management:** The main reason subnational climate projects fail to secure finance is upstream. Building financeable, investment-ready pipelines requires permanent local capacity, predictable funding for early-stage work, and standardized toolkits aligned to international standards. Dedicated Local Project Preparation windows should be established under the UNFCCC's financial mechanism, Nationally Determined Contribution (NDC) Partnership, and with multilateral development bank support.

Dedicated local project preparation windows should be complemented by Financial Engineering Excellence Hubs (FinHubs), hosted by national or subnational development banks, finance ministries, municipal or regional funds, or associations of local and regional governments. FinHubs would embed financial, legal and technical expertise to prepare feasibility studies, standardize documentation, structure pooled portfolios, and connect projects to guarantees, local-currency instruments, climate funds and MDB pipelines. These windows should include tailored support for small and intermediate cities and less-resourced local governments, including simplified application processes, shared technical assistance, standardized project templates, pooled feasibility studies and support for project aggregation. Local and regional government associations and networks should be eligible implementation partners for capacity-building, knowledge exchange, pipeline coordination and demand aggregation, in partnership with national governments, public development banks, the NDC Partnership, climate funds and MDBs.

3. Embracing institutional innovations

Institutional innovations across finance, capacity building, and policy tracking can overcome implementation bottlenecks and activate a continuous multilevel ambition loop. This can ensure local and national governments can work together to both raise climate goals and deliver change needed. Priorities include:

- **Activating a model of yearly implementation directly connected to the negotiations:** The Belém Mission to 1.5 should promote a rolling accountability framework that anchors the Global Climate Action Agenda. By integrating such an approach, subnational and national leaders can break down long-term targets into near term, 12-month implementation milestones. This continuous demonstration of local feasibility gives national governments the political confidence to increase their own targets.
- **National climate and just transition commissions:** Parties should establish multilevel and multistakeholder platforms that can guide NDC implementation, improve policy coherence and increase localization and equity of climate measures, such as integrating local greenhouse gas inventories and climate risk assessments into national monitoring, reporting and planning systems to help ensure that subnational data and implementation outcomes are systematically reflected in NDC and NAP processes.
- **Establishing a “30 by 30” financial benchmark:** Parties must commit to ensuring that at least 30% of climate finance effectively reaches local and regional implementation by 2030. *30 by 30* should



be considered as an implementation benchmark rather than a rigid fiscal devolution quota. Finance should count where it is disbursed to or through local and regional government treasuries, LRG-controlled entities and utilities, or accredited domestic intermediaries with dedicated subnational windows and meaningful local decision rights over territorial use of proceeds.

- **Open up a new lane for subnational finance:** The Belém Mission to 1.5, using the Global Implementation Accelerator and the COP31 Climate Implementation Bridge, should include a territorial finance delivery lane. This lane should connect CHAMP countries, the diverse set of country platforms, NDC Partnership support, climate funds, MDBs, public development banks and city and region networks to turn NDC and NAP priorities into financeable and/or investable territorial portfolios within annual implementation cycles.

Question 2: What is required to further strengthen international cooperation to enhance ambition and enable the effective implementation of NDCs and NAPs?

To strengthen international cooperation, global climate governance frameworks must be updated to align with the operational realities of domestic climate planning and implementation. The [2025 NDC Synthesis Report](#) highlights a systemic shift: 94% of the 64 evaluated Parties that submitted now include multi-stakeholder and subnational governance systems to drive NDC delivery, and 95% directly engage non-Party stakeholders, including local and regional authorities.

Given that 97% of Parties that submitted identified international cooperation as essential for implementing their NDCs, four key structural enhancements are required to align international cooperation with these domestic realities:

1. Solutions-oriented joint space for annual accountability
2. Institutionalized subnational representation
3. Multilevel finance delivery through the Global Implementation Accelerator, CHAMP, country platforms and the Climate Implementation Bridge
4. Managed transition away from fossil fuels, towards energy resilience

1. A solutions-oriented joint space for annual accountability

In response to the upcoming release of the IPCC Special Report on Climate Change and Cities (March 2027), and as part of the second Global Stocktake in 2028 international cooperation must establish a systematic, joint space for national and subnational governments to collaboratively address implementation barriers, including technology transfer, capacity building, and localized finance.

This annual joint space should include a finance implementation review: what territorial investment pipelines have been identified in NDCs and NAPs; what finance has reached local and regional implementation; what barriers remain on accreditation, local currency, guarantees, fiscal rules,



procurement and sub-sovereign borrowing; and what support is required from climate funds, MDBs, bilateral agencies and the NDC Partnership over the next 12 months.

2. Institutionalized Subnational Representation

To ground global cooperation in the lived reality of our communities, subnational representation must be formally institutionalized within the governance of:

- **Just Transition Mechanism:** Subnational governments are critical to just transitions implementation, from tackling energy poverty, supporting skills opportunities for marginalized communities, and engaging with workers including those working in conditions of informality. Subnationals are key partners for national governments, as they can translate global and national commitments into tangible benefits for communities and workers. Subnational inclusion in the future Just Transition Mechanism can help operationalize a whole-of-society approach to a just transition leading to more impactful outcomes on the ground.
- **The Fund for Responding to Loss and Damage:** Local and regional governments play a crucial role in averting, minimizing and addressing loss and damage, often acting as first responders. LGMA recognition as active observers in the Fund for Responding to Loss and Damage (FRLD) should be preserved, through meaningful and inclusive processes, while the FRLD should continue encouraging engagement and consultation with subnational actors in country proposals.
- **Country platforms and the Country Platforms Hub:** Local and regional governments, their associations and domestic public financial intermediaries should have a formal role in platform governance, pipeline selection and implementation tracking, especially where platforms are used to structure NDC investment plans. Voluntary and country-owned Country Platforms for Localizing Finance, or dedicated subnational finance windows within broader country platforms, should be encouraged to build the financial architecture required to enable local and regional governments to secure, structure and deploy the funding and financing needed to implement their climate action strategies and plans, in line with NDCs, NAPs and just transition pathways.
- **Climate funds, MDBs and bilateral agencies:** Support should be aligned with evidence that local and regional governments were consulted in project design and have clear delivery roles, access pathways or benefit-sharing arrangements.
- **Local and regional government associations and networks:** National and regional associations of local and regional governments should be recognized as key institutional partners for implementation. They can help identify differentiated needs across metropolitan, intermediate, small and rural jurisdictions; aggregate demand; coordinate capacity-building; support peer-to-peer exchange; and provide structured feedback to national governments, country platforms, CHAMP, the NDC Partnership and the Global Implementation Accelerator.



3. A multilevel finance delivery lane for international cooperation

International cooperation should use the Global Implementation Accelerator as a connector, not a parallel process. It should align initiatives like CHAMP, the Country Platforms Hub, NDC Partnership, climate funds, MDBs, bilateral agencies, and public development banks around one operational output: financeable and investable territorial portfolios that can be financed, tracked and delivered.

Each participating country should be invited to identify at least one priority territorial portfolio linked to its NDC or NAP and one delivery channel, such as a national or subnational development bank, municipal fund, city facility, regional infrastructure vehicle or country platform subnational window. This would make the Belém Mission report actionable ahead of COP31 and avoid another stocktaking exercise without delivery architecture.

4. Managed transition away from fossil fuels, towards energy resilience

The geopolitical and economic vulnerabilities exposed by recent energy market disruptions provide an undeniable mandate to rapidly accelerate our departure from fossil fuels. [Keeping 1.5°C alive requires a 30% reduction in fossil gas use by 2035](#). Yet, globally [planned infrastructure expansions threaten to add 86% to fossil gas capacity, with 33% of those expansions already under construction](#).

While international negotiation tracks can be slow-moving, a global “coalition of the willing” composed of pioneering subnational governments and progressive nations is shifting the focus entirely from high-level commitments to real execution. [Urban centers account for 75% of global energy consumption and 70% of global greenhouse gas emissions](#). The global transition away from fossil fuels must prioritize urban just energy transitions, harnessing the leadership cities are already demonstrating and addressing the significant contribution from cities to energy-related global emissions. Targeting this 70% concentration of emissions is the most direct viable way to prevent global overshoot.

Subnational governments are deploying their specific powers to systematically bend the global emissions curve back toward a 1.5°C trajectory.

- Stopping fossil-fuel lock-in: Cities are using their immediate authority over urban planning, building codes, zoning, retrofits, and licensing to block the construction of long-term fossil fuel infrastructure, while using massive public procurement budgets to create unyielding market demand for clean alternatives and reducing the demand for fossil fuels.
- Carbon pricing, Article 6-related revenues and solidarity levies can complement public climate finance but should not substitute for Article 9.1 provision. Where countries use such instruments, rules for territorial use of proceeds, benefit-sharing and safeguards should support public transport, building efficiency, waste and methane reduction, water resilience, energy access and protection of vulnerable households.
- Operationalizing the Belém Mission Mandate: Collaborative multilevel initiatives are turning high-level pledges into immediate delivery. A primary example is the Brazil Mutirão Program - a partnership to support 34 Brazilian cities and two states, which is led by C40 and GCoM, alongside



other implementation partners - and is actively delivering scalable, high-impact projects by 2027 to explicitly meet the Belém Mission's mandate across critical sectors:

- Decarbonizing mobility: Rolling out electric bus fleets and rapid transit networks to permanently eliminate high-emitting transit corridors.
- Low-methane waste systems: Building urban composting networks to aggressively cut short-lived climate pollutants (such as methane), which has the highest immediate cooling effect needed to stabilize at 1.5°C, while preventing urban drainage blockage to reduce severe flooding risks.
- Climate governance in critical ecosystems: Advancing climate governance and the formulation of climate action plans in the Amazon region, alongside the strategic structuring of mitigation projects.
- Enhancing municipal capabilities: Leveraging climate data and integrating climate budgeting into local governance.
- Securing public buy-in and tackling inequalities: A 1.5°C pathway will fail without fair approaches and public acceptance. Furthermore, true energy resilience requires an urban just transition that actively safeguards communities against climate impacts. Cities and subnational governments are uniquely positioned to manage these social realities. By actively designing solutions to address energy poverty, expanding decentralized renewables to underserved communities, upgrading grids to withstand extreme weather, and deploying nature-based cooling systems against urban heat islands, they improve equity outcomes, create the public trust and social license required to sustain ambitious climate policies.

The proven track record of subnational delivery is a vital mechanism that Parties can leverage to close the emissions gap. For national climate plans and roadmaps, such as the COP30 Presidency's upcoming Global TAFF Roadmap, to succeed in keeping 1.5°C-alive, national governments must formally integrate subnationals as strategic partners, co-design transition strategies with them, and grant cities direct access to international just transition finance.

Conclusion

The call for the Belém Mission to 1.5 recognizes the need for urgent action and support for achieving deep, rapid and sustained reductions of greenhouse gas emissions in line with 1.5°C pathways, noting that finance, capacity-building and technology transfer are critical enablers of climate action.

Where that finance ultimately ends up and who is capacitated is at the heart of delivering on the Paris temperature goal. The institutionalization of multilevel governance, direct and predictable access to finance, support for local implementation capacity, integration of subnational data into national systems, annual implementation and accountability mechanisms, and meaningful local and regional government participation in climate finance, just transition, adaptation and loss and damage processes, is part of the answer to how to achieve 1.5 degrees.





As Parties move from Belém toward COP31, the LGMA Constituency stands ready to work with national governments, financial institutions and international partners to convert this mandate into financeable, trackable and delivered territorial action towards our collective goal.



Annex: Subnational Implementation Case Studies

The following sector-specific case studies demonstrate how local and subnational governments are actively translating the 1.5°C mandate into verifiable on-the-ground outcomes.

I. Climate Finance Architecture

- The Finance Your Cities Country Platforms in Cameroon and Madagascar, supported by FMDV, UCLG, the European Union and ADEME, are pioneering examples of how dedicated platforms can bring change and accelerate multilevel cooperation for climate action.

II. Built Environment & Energy Efficiency

- Melbourne, Australia (Multilevel Policy Multiplication): Developed an advanced sustainable building code in close coordination with the Victoria State Government. The policy requires new developments to meet net-zero carbon standards, maximum energy efficiency, and total electrification, serving as a scalable model for other jurisdictions.
- Tokyo, Japan (Mandatory Urban Cap-and-Trade): Operating a first-of-its-kind urban cap-and-trade system imposing absolute reduction obligations on large facilities, achieving a 31% emissions reduction from baseline. Beginning in 2025, the threshold tightens to a 50% reduction for offices, supplemented by the new Carbon Reduction Reporting Program targeting a 35% reduction for small-and-medium facilities to halve emissions by 2030.
- Cape Town, South Africa (Municipal Energy Performance): Implemented efficiency retrofits across 188 municipal buildings, leading the nation with 72 certified Energy Performance Certificates. Driven by an active rooftop solar program generating 4,217 MWh to date, the city has deployed 1,519 smart meters across 71.6% of its listed facilities to institutionalize data-driven energy conservation.

III. Low-Carbon Transportation

- Mexico City, Mexico (Mass Transit Electrification): Successfully electrified Lines 3 and 4 of the Metrobus BRT system with 149 electric buses, with two additional lines slated for 2025. This sits alongside the acquisition of 50 electric buses for the RTP system and the construction of the world's first elevated trolleybus line to scale zero-emission transit coverage.
- Auckland, New Zealand (Spatial Traffic Management): Solomonized the Access for Everyone (A4E) program, creating distinct, segregated networks for private vehicles, essential services, mass transit, and active travel within the same street collections to structurally reduce traffic volumes and transport emissions through the Queen Street Valley.
- Bogotá, Colombia: Provided psychosocial support, food vouchers, and flexible training to women from marginalized backgrounds, enabling them to become e-bus drivers. This initiative, supporting a rapidly electrifying e-bus fleet, led to increased job retention rates among participants.



IV. Sustainable Waste Systems

- Freetown, Sierra Leone (Structural Waste Governance): Overhauled urban waste systems by dividing the city into eight collection zones managed by licensed private operators under new municipal by-laws, utilizing household registration and digital payment systems linked to upgraded transfer hubs for sorting, composting, and recycling.
- Curitiba, Brazil (Decentralized Composting Infrastructure): Launched the Household Composting Programme (PMUC) utilizing a network of strategic urban "Ecopoints" to facilitate organic waste drop-off and treatment, permanently diverting organic fractions away from methane-producing landfills.
- New York City, USA (Universal Mandated Composting): Institutionalized mandatory curbside composting for all residents across all five boroughs as of late 2024. This universal rollout utilizes smart 24/7 composting bins and school-wide integration to achieve the scale required for deep urban organic waste diversion.

V. Multilevel Advocacy & Knowledge Transfer

- Oslo, Norway (Subnational Procurement Leverage): Leveraged its municipal leadership to coordinate a coalition of Norwegian municipalities, successfully advocating for major structural updates to national sustainable procurement policies.
- Durban/eThekweni, South Africa (Continental Finance Mobilization): Coordinated a continent-wide mayoral initiative culminating in a joint letter signed by 42 African mayors calling on Finance Ministers to integrate local nature priorities into national budgets. This directly extracted an actionable commitment and reform response from the South African National Treasury at the U20 African Mayors Assembly.
- Milan, Italy (Peer-to-Peer Technical Exchange): Utilized C40's Urban Logistics Technical Working Group to design its sustainable freight plan, absorbing micro-hub and cargo bike models from London, Paris, and Brussels; loading-zone practices from Barcelona; pricing strategies from Oslo and New York; and zero-emission zones from Rotterdam.

VI. Inclusive engagement and equitable impacts

- Los Angeles, United States: Established a Just Transition Task Force to support workers impacted by the phase-out of urban oil drilling. Building on the needs of workers and communities, the task force developed a Just Transition Strategy, and it is turning it into a Just Transition Implementation and Operation Plan, which will serve as a guiding resource as the city takes practical steps to deliver a just transition.
- Madrid, Spain: Trains underrepresented groups, including migrants, unemployed youth, and women, for jobs in green construction through the TándEM Project. Participants receive training and paid internships in retrofitting and solar installation, gaining certification and job support while renovating public buildings.



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- Accra, Ghana: Initiated the registration of over 200 informal waste sector workers into a social insurance scheme, serving as a pilot initiative to demonstrate the effectiveness of social insurance in bolstering workers' resilience in the event of socio-economic shocks or climate impacts such as heat and flooding.