OPERATIONALISING THE JUST TRANSITION MECHANISM:

THE STATE OF PLAY

Options Paper

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The Next Economy

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Introduction

At COP 30 in Belém, Parties adopted the landmark decision 2/CMA.7 under the United Arab Emirates Just Transition Programme to develop a new Just Transition Mechanism (JTM) to:

> … enhance international cooperation, technical assistance, capacity-building and knowledge sharing, and enable equitable, inclusive just transitions, noting that the mechanism is to be implemented in a manner that builds on and complements relevant workstreams under the Convention and the Paris Agreement, including the work programme, and requests the subsidiary bodies at their sixty-fourth sessions (June 2026) to recommend a draft decision on the process for its operationalization for consideration by the Conference of Partis serving as the meeting of the Parties to the Paris Agreement at its eighth session (November 2026).

This decision recognises that embedding justice and equity considerations enables more rapid, effective and sustained climate action.[1] It contains some of the most detailed language on the protection of human rights in the UNFCCC, particularly in paragraph 12 of the decision which includes specific references to the rights of workers (including informal workers and micro-, small and medium-sized enterprises), Indigenous peoples, women, local communities, vulnerable groups, migrants and internally displaced persons, people of African descent, children, youth, elderly people and persons with disabilities. It recognises the right to development and to a healthy, clean and sustainable environment, and adopts a holistic scope that encompasses all economic sectors and the whole of society.

This paper provides an overview of the purpose, functions, and range of options proposed for the modalities and institutional structure of the JTM in the lead up to negotiations about its operationalisation at COP 31 which will take place in Antalya, Türkiye. It highlights where there is already a high level of convergence among parties, as well as the differences and contradictions that are still to be resolved. Insights are drawn from a range of inputs including:

- Discussions, decision text and messages from UAE Just Transitions Work Programme at COP 30 in Belém (November 2025), the Fifth Dialogue in Yeosu (April 2026), SB 64 in Bonn (June 2026), the Sixth Dialogue in Baku (September 2026), and the Sydney Intersessional Workshop (October 2026).
- Proposals put forward by parties, observer groups and other non-party stakeholders as outlined in submissions to the JTWP[2] and presentations and reports released throughout 2026.
- Sixteen years' experience working with governments, industry and civil society groups to develop policies, programs, funds and institutions to manage the transition to a low carbon economy in Australia and internationally.

This paper is structured around three main questions:

- Why do we need the Just Transition Mechanism?
- What are the range of views on the role of the JTM and how it could be structured?
- What steps should be taken to operationalise the mechanism at COP 31?

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[1] Paragraph 3, Decision 2/CMA.7. *Ibid*

[2] Submissions available at: https://submissions.unfccc.int

Why do we need the Just Transition Mechanism?

Enabling a just and equitable transition involves understanding and managing the impacts of climate mitigation and adaptation efforts on different groups across the world. The impacts of climate action are not evenly distributed between and within countries. Centring justice, rights and equity in how the transition to a low carbon economy is managed is therefore key to ensuring harms are avoided and minimised, while benefits are captured to build long term resilience, wellbeing and social cohesion. This includes:

- Honouring the rights of nations to pursue their sustainable development and poverty alleviation goals as they transition. This includes ensuring that all countries are able to benefit from the high value economic opportunities emerging across the low carbon supply chain.
- Protecting the rights, livelihoods and wellbeing of current and future workers as some industries decline and others emerge. This includes ensuring the participation and protection of workers (both paid and unpaid) in the informal, domestic and care economies.
- Ensuring groups marginalised from formal employment (for example: women, young people, Indigenous Peoples, older people and people living with a disability) can also access new opportunities in emerging industries.
- Supporting frontline communities impacted by closures and/or the development of new industries to diversify their economies, manage infrastructure development, protect and regenerate the environment, and ensure appropriate investment in services and social protection to support long term wellbeing and resilience.
- Protecting the rights of Indigenous Peoples impacted by development, including upholding land and cultural rights, ensuring equitable benefit sharing, compensation, and respecting the right to refuse development through Free, Prior and Informed Consent processes, including protecting the right to remain in voluntary isolation.
- Addressing the impacts of change on vulnerable groups and society as a whole, including addressing higher costs of living, ensuring universal social protection, sharing benefits equitably and ensuring that development does not create new, or exacerbate existing inequalities.

A wide range of policies, programs and funds have emerged over the last decade to assist countries and other actors to access finance, technical expertise and technology to expand their capacity to mitigate and adapt to the impacts of climate change. Examples of bodies and programs supporting the transition within the UNFCCC include but are not limited to the Climate Technology Centre and Network, the Katowice Committee of Experts, the Executive Committee of the Warsaw International Mechanism and Santiago Network on Loss and Damage, the LDCs Expert Group, Paris Committee on Capacity Building, and the proposed Global Implementation Accelerator. Financing mechanisms include the Global Environment Facility, Green Climate Fund, the Fund for Responding to Loss and Damage, and Adaptation Fund.

Institutions and programs outside the UNFCCC offering technical and financial support include the NDC Partnerships; Just Energy Transition Partnerships; United Nations and development agencies such as the International Labour Organisation, UNDP, UNEP, UNOPS, UNCTAD, UN Global Accelerator on Jobs and Social Protection for Just Transitions and UN Global Compact; the OECD and International Energy Agency; government institutions; universities and technical institutions; non-government organisations; private companies; and public and private international financial institutions including multilateral development banks; and philanthropic organisations.

While the number of programs and institutions offering technical and financial support to manage the transition continues to expand, gaps and challenges remain. Access to support is not coordinated at a global level, leading to a fragmented institutional landscape that makes it difficult for those on the frontline of managing the transition (namely national and sub-national governments, economic development agencies, NGOs and civil society organisations, research and training institutions, community leaders, companies and others) to access expertise and resources in a timely, efficient and appropriate manner.

Some countries, primarily in the Global North, have established transition authorities or commissions to assist governments to coordinate support from relevant agencies (both within and outside government).[3] While establishing national institutions has been a useful step in these contexts, the cost and resources involved means that this remains beyond the reach of most nations. Furthermore, even when countries have established agencies, their focus tends to be limited to managing the transition of industries and workers directly impacted by the energy transition, as well as on the financial and technological aspects of developing new low carbon opportunities. Most of these efforts continue to overlook the broader societal impacts, and while there are exceptions, much more needs to be done to centre justice, inclusion, equity and rights into transition planning, policies and programs.

The decision to establish the Just Transition Mechanism recognises the need for improved institutional capacity within the UNFCCC to address the gaps and lack of coherence across the fragmented landscape of transition support so that all countries can access what they need to pursue just and equitable transition pathways.

To this end, parties have met throughout 2026 to discuss the design of the JTM and its relationship with the existing UAE Just Transition Work Programme, which is up for review at COP 31.

Where do things currently stand?

At the time of writing (late October 2026), political momentum is building towards the JTM being operationalised in Antalya this year to meet the mandate outlined in decision 2/CMA.7. The most recent COP 31 Presidency letter[4] stated:

> At COP31, we should seek to agree on both the mechanism's functions and its governance and modalities to allow for its full operationalisation. There is also important work to be completed on the review of the UAE just transition work programme. Good outcomes on these two elements will play a crucial role in bringing coherence across the just transition landscape.

Recent discussions among parties also indicate a growing consensus on:

Purpose, functions and principles: That the main purpose of the JTM is to shift the focus from dialogue on what constitutes a just and equitable transition within the UNFCCC to implementation on the ground. For this to occur, parties agree that there is a need for additional support in the form of knowledge sharing, capacity building, technical assistance and international cooperation, including access to the means of implementation, to help countries integrate the principles of justice, inclusion, equity and rights[5] into national transition plans and pathways.

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[3] Countries that have established their own transition bodies include Scotland, Spain, the EU, Australia, Norway, Canada and Nigeria.

[4] Released on 5 October 2026 and available at: https://kleinmanenergy.upenn.edu/wp-content/uploads/2026/10/4th-Presidency-Letter.pdf

[5] As outlined in paragraph 12 of the decision 2/CMA.7. Ibid.

Coordination and coherence: Parties agree that the JTM needs a coordination and coherence function to ensure that the mechanism leverages existing expertise and funds and does not duplicate the work of existing agencies.

Responsive: There is general agreement that the mechanism is demand-driven, supporting countries to pursue nationally determined pathways in context specific and non-prescriptive ways, recognising that there is no one-size-fits all model and that parties hold different levels of responsibility and capability in line with the principle of 'common but differentiated responsibilities and respective capabilities' (CBDR-RC).

Maintaining political alignment: While parties agree that more needs to be done to implement past decisions and plans, it is important to maintain the political space created through the Just Transition Work Programme to continue to elevate just transition messages and insights.

Participation of non-party stakeholders: Parties have repeatedly affirmed the value non-party stakeholders have brought to the just transition dialogues and negotiating rooms, however the roles constituency groups, sub-national governments, experts and others should play in the JTM is still to be determined.

Despite parties sharing a high level of agreement regarding the overall purpose, functions and principles that will inform the design of the JTM, they have not yet reached agreement on the specific details of what it will do, the form it will take (governance/institutional arrangements), and how it will operate (modalities).

What options are on the table?

Parties, negotiating blocks, observers and constituency groups have put forward a range of options for how the JTM should be governed and structured, informed by different assumptions about the kinds of capacity building, technical assistance, knowledge sharing and international cooperation is needed, for whom, to what extent, and for what outcome.

Proposed options fall across a continuum that ranges from the JTM promoting and facilitating access to existing resources and expertise at one end, to playing a more of a delivery role at the other. The difference between positions depends on assumptions (whether explicit or implicit) about whether the most significant barrier countries face in being able to act is:

1. An inherently a political one, in which case the JTWP and/or JTM should continue to elevate just transition messages to generate and maintain **political momentum,**
2. Limited **awareness** of existing expertise, resources and programs, meaning that the JTM should primarily be focussed on knowledge sharing activities so that parties can access what they need,
3. A lack of quality **support systems** to meet current just transition needs, in which case the JTM should focus on knowledge generation activities to improve, expand and mainstream just transition approaches,
4. A need for more hands-on matchmaking support to build the **capacity** of countries to translate the available expertise and resources into action, and/or
5. A lack of appropriate **finance.**

Each of these challenges are interrelated, however addressing them involves slightly different approaches, actors, and institutional arrangements.

1. The political imperative

All parties seem to agree on the need for a political space to consider just transition priorities, elevate messages and provide policy guidance to other parts of the UNFCCC architecture and beyond. The current Just Transition Work Programme, through its convening of dialogues, high level ministerial roundtables and submission processes over the past three years,[6] has been effective in increasing political support for, and awareness of, the importance of just transition principles and approaches.

A very small number of parties have suggested that perhaps the activities convened by the JTWP are enough, pointing to examples where the dialogues have led to countries being able to access the support they need from existing institutions within and outside the UNFCCC. They argue that the JTM should therefore mainly focus on raising awareness of existing resources, and helping countries to integrate just transitions principles into planning processes supported through the UNFCCC such as NDCs and NAPs.

This runs counter to both the decision taken at COP 30 as well as the position adopted by most parties that contend that additional support is needed to address the growing demand for just transition support. Some highlight the limits of the current UNFCCC architecture that was designed primarily to support the development of targets and plans rather than implementation, pointing out how much the global context has shifted since it was established. They argue that additional institutional support is necessary for all countries to be able to access the capacity building, technical assistance and means of implementation required to integrate just transition principles and approaches into their national plans, policies and programs.

What this means for the future of the JTWP in relation to the JTM is unclear, particularly in light of the need to review the JTWP at COP 31 to decide whether it should continue. Parties are currently split over whether the JTWP should:

- Continue to operate as the political space, separate but in parallel with the JTM that would take on more of an implementation focus,
- Be absorbed into the functions of the JTM as its political arm, either at COP 31 or at a later date, or
- Oversee the work of the JTM in a hierarchical arrangement.

Regardless of which position parties hold, all agree that the political space to elevate just transition messages needs to continue in some form, with most agreeing that there is also a need to expand capacity within the UNFCCC to enable countries to access the technical expertise and resources they need to act. Views on what constitutes enough to support to make that happen differ widely across parties.

2. Knowledge sharing to raise awareness of existing resources

As outlined in decision 2/CMA.7, parties agree that additional support is needed to facilitate access to the wide range of existing expertise, resources, capacity building programs, frameworks, funding and institutions that can support countries to integrate just transition principles into their national plans, policies and programs. Parties also agree that to achieve this goal, one of the main roles of the JTM is to promote the support that is already available through knowledge sharing activities so that countries can connect with the support they need in a timely and effective manner.

In terms of modalities, this could include:

- The development of a web portal to host a directory/database of resources,
- Facilitating ongoing mapping activities to maintain an updated database,

[6] The JTWP was launched four years ago at COP 27 in Sharm el-Sheikh and operationalised three years ago at COP 28 in Dubai.

- Delivering outreach activities to build awareness of the range of support available,
- Promoting and convening knowledge sharing events such as workshops, webinars, conferences, roundtables and peer-to-peer activities, and/or
- Operating a help desk[7] that can direct parties to existing programs, resources or institutions.

While all parties agree that more needs to be done to help parties understand and navigate the wide range of institutions, programs and resources that are available, they disagree about whether sharing information about the support that already exists will be enough to build the capacity to act. Some point to the mapping exercise undertaken by the UNFCCC secretariat this year[8] as evidence that there is already a wide range of institutions and programs in place within and outside the UNFCCC and argue against the JTM becoming a delivery mechanism that duplicates what is already available. They propose that the primary focus of the JTM should be to raise awareness of existing institutions and programs to enable the flow of resources to get to where they are needed in a timely and effective manner.

Others argue that the results of the mapping exercise are misleading, in that many institutions still do not fully understand what is involved in ensuring just, inclusive and equitable transition processes, and so what is currently categorised as transition support is not necessarily fit for purpose. They argue that knowledge sharing to raise awareness of existing expertise and resources is not enough, and that more needs to be done to build, improve and expand the systems offering just transition support.

3. Knowledge generation to expand and improve just transition support systems

Many parties and constituency groups agree that while an increasing number of institutions are offering expertise and resources to support a just and equitable transition, JTM needs to go beyond knowledge sharing activities to build, connect and coordinate just transition support systems. This could include:

- Assessing the quality of existing resources, identifying gaps and ways to address them.
- Convening spaces for practitioners, experts, institutions, civil society, community leaders and others to come together to share and pool resources; generate new knowledge, policies, tools and practices; and build their capability to deliver support effectively, appropriately, and in a timely and responsive manner.
- Mainstreaming just transition principles into the policies and programs of institutions across the UNFCCC, the UN and beyond by.

Activities that could meet these objectives include:

- Convening webinars, conferences, meetings, roundtables and workshops,
- Organising peer-to-peer field trips and training courses,
- Supporting the development of new knowledge resources such as guidance documents, toolkits, policy frameworks, criteria, standards, and monitoring and evaluation frameworks,
- Commissioning research, and/or
- Forming networks, working groups, communities of practice or alliances to tackle priority issues and develop new ways of working.

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[7] The terms 'help desk' and 'matchmaking' have been used interchangeably throughout discussions on the JTM. For the purposes of this paper, a 'help desk' directs those with requests to where they can seek help, whereas 'matchmaking' refers a more hands-on approach to packaging, translating and moulding support to ensure that it meets the needs of parties.

[8] Available at: https://unfccc.int/documents/658666

The idea that the JTM should focus on working with practitioners, experts and institutions to improve and generate new ways of working is a different proposition to the idea that the JTM focus primarily sharing knowledge about existing support. The activities involved in meeting each objective differ, although they could complement and reinforce each other.

In terms of the institutional arrangements required to support knowledge generation and mainstreaming activities, some have suggested expanding the secretariat, establishing working groups and connecting with existing committees such as the Paris Committee on Capacity Building (PCCB) and Katowice Committee of Experts on the Impacts of the Implementation of Response Measures (KCI). Others have argued that meeting the scale of the challenge requires establishing a new hub or assembly made up practitioners, experts, civil society, community representatives and others involved in managing the transition. Not only would a space where different transition actors could come together help to unlock the world's knowledge and resources, it would also ensure that the work undertaken by the UNFCCC on just transitions is informed by, and speaks to, the work happening on the ground.

As the assembly of practitioners would be new development in the UNFCCC context, questions remain as to how this body would need to be structured to facilitate the appropriate level of participation and representation of non-party stakeholders while ensuring that decision making processes remain party driven.

Establishing the JTM in a way that enables it to engage more proactively with practitioners, experts, institutions, civil society and others engaged in delivering support to build, improve and expand just transition systems would be an important step towards implementation. Yet some still argue that a more 'hands-on' approach is needed to translate dialogue into action.

4. 'Hands-on' matchmaking support to build the capacity to act

Some parties argue that the JTM needs to play more of a hands-on role in supporting countries to meaningfully implement just and equitable just transition pathways that are appropriate to their context and aligned with their development goals. Nearly eight decades of international development literature would support this assertion, as the availability and awareness of technical expertise and funds on their own are not always enough to ensure good outcomes. To be able to translate what is available into meaningful impact, countries need the capacity (in terms of skills, workforce, political space, infrastructure and resources) to access and tailor support to their needs and context.

To support a more 'hands-on' approach, the JTM could take on the role of matchmaker to assess what countries need and to identify opportunities to integrate just transition principles into their national planning, policy frameworks and delivery programs by:

- Undertaking national and regional needs assessments,
- Providing support to develop proposals and expressions of interest,
- Brokering partnerships to deliver support,
- Packaging and tailoring support so it is appropriate for different contexts,
- Convening a pool of experts to respond to requests, and/or
- Identifying and developing new programs to address gaps at a sectoral, regional or global level.

Parties share different views as to whether the JTM should be involved in delivering hands-on support. Some argue that without this level of implementation support, countries will not have the resources and capabilities to act and so the JTM needs to have the in-house expertise to respond to requests. Others maintain that the JTM should simply act as a referral service to connect those seeking help to existing institutions. Another group has suggested that this delivery function could be set up over time and that the JTM should first start by creating the spaces for political dialogues, knowledge sharing, and knowledge generation activities.

While parties disagree on the extent to which the JTM should be involved in delivering hands on support, all agree that more needs to be done to unlock the necessary financial resources to support a just, inclusive and equitable transition.

5. Accessing finance

A range of institutions and programs already finance different aspects of the transition challenge, including the UNFCCC Finance Mechanism, multilateral development banks, public funding programs, and private financial institutions. Yet funding to support transition in an inclusive, comprehensive and just way continues to fall far short of what is needed, both in terms of quantity and quality.[9]

Current funding pledged through the UNFCCC amounts to only a fraction of what is needed to support a whole-of-society, whole-of-economy transition. Furthermore, the current UNFCCC Finance Mechanism is limited in its ability to fund just and equitable transition processes and outcomes, as it prioritises technical over social interventions.

Multilateral development banks such as the Asian Development Bank[10] and even some private investors[11] are starting to establish standards, targets and programs to support just transition initiatives however they are limited in their ability to provide responsive, timely, and appropriately scaled finance. They are also not generally set up to finance the social elements of transition that do not generate a financial return on investment (for example, social protection measures, participatory planning and social dialogue processes). Many parties and non-party stakeholders also point out the high cost of capital as a major barrier, particularly given that most climate finance continues to be provided as loans which only exacerbate the debt burdens faced by developing countries.

Some parties have signalled the need for new and additional grant based and highly concessional finance to support the range of activities needed to ensure a just transition. Others have countered this call by highlighting the fiscal constraints countries around the world are currently facing.

Responding to these concerns, some have suggested that a new resource mobilisation taskforce is established within the JTM to facilitate, coordinate and guide finance flows. The taskforce could:

- Analyse what types of funding are needed to support a just, inclusive and equitable transition and how structural barriers (eg: debt, trade requirements) could be addressed.
- Map the range of support offered by financial institutions both within and outside the UNFCCC to be able to direct countries to where support is available.
- Provide guidance to existing financial institutions (particularly the Financial Mechanism within the UNFCCC and the Multilateral Development Banks) on how to integrate just transition principles, standards, criteria and frameworks into their operations and decision-making processes.
- Work with existing financial institutions to tailor their programs to meet just transition needs.
- Investigate the need for new funding models and work with a range of public and private funders to address gaps and challenges.

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[9] See the recent report by the Just Transition Finance Lab, available at: https://justtransitionfinance.org/publication/just-transition-finance-and-its-role-in-the-belem-antalya-just-transition-mechanism/

[10] See for example: https://www.adb.org/publications/just-transition-low-carbon-future

[11] See: https://aigcc.net/just-transition-as-an-emerging-theme/

Institutional architecture

Successfully operationalising the JTM at COP 31 will depend on whether parties can reach consensus on the next level of detail regarding what the JTM will do and how it should be structured. A lot of work remains to clarify the mix of activities the JTM should take on to:

- Maintain political momentum,
- Build awareness of existing support through knowledge sharing activities,
- Improve systems of support through knowledge generation and mainstreaming activities,
- Build capacity for action by providing hands-on matchmaking support where needed, and/or
- Facilitate access to quality finance.

Where parties land at COP 31 will shape the type of institutional architecture that will be developed during 2027 in the lead up to COP 32. For example, some parties view the model of the JTWP, or a contact group under an agenda item on the JTM (similar to the Forum on Response Measures) as sufficient to encourage countries to access the support they need to integrate just transition policies and approaches. Others advocate for the development of a standalone body, which could take the form of a committee or a fully constituted body under the CMA with its own board and potentially an assembly of practitioners and resource mobilisation taskforce. Others advocate for the JTM to be hosted in partnership with external agencies, similar to the way the Santiago Network and NDC Partnerships are managed.

Many questions remain, including:

- **Governance** – Who will hold the authority over the just transition program of work moving forward? Does the JTM need to establish a new board or is a contact group with appointed co-chairs enough? If a new board needs to be established, how will members be appointed in a way that fairly represents different regions?
- **Political oversight** - How do we ensure that the process remains party driven and that the political work of convening high level ministerial roundtables, dialogues, submission processes and contact groups at COPs and SB sessions continues alongside the technical work of providing implementation support?
- **Implementation arm** – What is the best structure to support implementation activities? Should the JTM primarily focus on knowledge sharing and generation activities, or should it provide more hands-on support and resources? How can it be set up with the necessary authority to provide guidance and coordinate existing entities both within and outside the UNFCCC to ensure the right kind of support reaches the ground?
- **Stakeholder participation:** How and to what extent might non-party stakeholders participate across the range of activities supported by the JTM (eg: knowledge sharing and generation activities, implementation, working groups, etc) and how might they participate in decision-making, processes in a more direct and formalised way?
- **What would a multi-year work program** look like, and what tasks need to be undertaken in 2027 to ensure that the JTM is fully operational by COP 32?

- **Scale of secretariat support:** What type and level of resourcing and expertise does the secretariat need to undertake the necessary work throughout 2027 to ensure that the JTM is fully operational by COP 32, and how will this need to change over time? Will the secretariat continue to be situated within the UNFCCC, or should it be hosted by partner organisations?
- **Budget:** What kind of dedicated budgetary support will the JTM need to ensure the effective delivery of programs? Will the JTM have access to discretionary funding to support just transition processes and activities in a responsive way (for example, needs assessments, participatory planning, inclusive engagement processes, research and events)?
- **Efficiency and timeliness:** What can we learn from the experience of establishing other UNFCCC entities to ensure that the JTM is established at COP 31 with sufficient detail on its purpose, functions, modalities and governance structure so it becomes operational and impactful as quickly as possible? What elements need to be decided now and what can be developed later?

Conclusion

The pressure is building on parties to deliver on the mandate to operationalise the Just Transition Mechanism at COP 31 in Antalya. Countries all around the world are already grappling with the impacts of implementing climate action, and the demand for support to manage this transition in a just and equitable way is already high and growing exponentially.

The aim of this paper has been to flesh out the different positions parties hold on the form and function of the JTM, based on implicit and explicit assumptions about which challenges the JTM should address and how. The ideal scenario is that the JTM is established in a way that addresses all five objectives that have been explored throughout this paper: maintaining political momentum; building awareness of existing support through knowledge sharing activities; improving support systems through knowledge generation and mainstreaming activities; building capacity for action by providing hands-on support where needed; and facilitating access to quality finance.

Establishing a mechanism to unleash a world of expertise, technology, finance and other resources to support government and other agencies to integrate just transition principles into their plans, policies and programs is not only the right thing to do, but it is also the key to unlocking the scale and pace of transition we all need. As the world confronts the realities of overshoot, it is time to shift from dialogue to action.

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Appendix 1: Just Transition Mechanism Options

Objectives	Optional Activities	Modality Options
Momentum	**Political Engagement** • High level ministerial roundtables • Dialogues • Submissions	JTWP and/or JTM Contact Group
Awareness	**Knowledge Sharing** • Help desk • Web portal • Directory / database • Outreach activities • Conferences, Workshops, P2P, etc	Expanded secretariat Existing institutions +/- Steering body
Systems	**Knowledge Generation** • Webinars, conferences, workshops, P2P, training, etc • New knowledge products • Research • Networks, working groups, alliances	Expanded secretariat Existing institutions +/- Assembly of practitioners +/- Expert group
Capacity	**Matchmaking Support** • Needs assessments • Proposals and EOIs • Broker partnerships • Package and tailoring support • Develop new support programs	As above +/- In-house experts +/- Hosted externally
Finance	**Access to Finance** • Map financial support • Identify gaps and barriers • Tailor existing financial support • Investigate new funding models	Resource Mobilisation Taskforce

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