



EMBEDDING LESSONS LEARNED INTO THE NDC PARTNERSHIP COUNTRY ENGAGEMENT STRATEGY

Ten (10) partnership platforms were mapped to identify lessons to apply and common pitfalls to avoid. The findings have been consolidated and incorporated into the design of this strategy. These include:

COUNTRY-DRIVEN, GOVERNMENT-LED PROCESSES

Experience shows that encouraging greater reliance on country systems when administering aid enables the government to bolster its own efforts to implement projects.^{1,2} Lessons learned also point to the importance of a senior and publicly accountable figure having political responsibility for delivery.³ Through in-country engagement, which is a strategic function of the NDC Partnership, the partners collectively promote country-driven solutions to climate and development action. Ultimately, this partnership will ensure that countries have the support and resources necessary for NDCs to be effectively implemented with increasing ambition over time. From a more operational standpoint, the NDC Partnership works exclusively within government-led planning and budgeting processes to plan and execute services at the country level. It relies on country Focal Points (FPs) from ministries that are critical to the successful implementation, both technically and in terms of resource allocation. It also

ensures that all decision points and stages in the process are led by or endorsed by the partner government.

INCLUSIVE, MULTI-STAKEHOLDER ENGAGEMENT

Both the Paris Agreement and Post-2015 Agenda categorically affirm the need for multi-stakeholder participation. The platform should be inclusive, with clear added value for engagement to partners. In addition to the development sector actors, the private sector is a significant source of skills and resources that should be ethically integrated. The NDC Partnership business model is open to a diverse range of stakeholders, including all countries, development agencies, academia, and private and public sector actors. Not only can NDC Partnership members be Implementing Partners (IPs), but non-members supporting NDC implementation in-country are also encouraged to partner under the unifying framework of the NDC Partnership Plan.

CLEAR VISION AND AIMS *For maximum effectiveness and efficiency of results, each intervention should have a clear statement of the purpose and objectives.⁴ By aligning these goals and objectives to partner-country ambitions and building on existing frameworks,*

¹ OECD/UNDP. *Making Development Co-operation More Effective: 2016 Progress Report*. 2016. <http://dx.doi.org/10.1787/9789264266261-en>

² OECD. *Joint Evaluation of Support to Anti-Corruption Efforts. Bangladesh Country Report*. June 2011. <https://www.oecd.org/countries/tanzania/48912863.pdf>

³ OECD. *Better Aid: Managing Aid, Practices from DAC Member Countries*. 2009. <https://www.oecd.org/dac/peer-reviews/35051857.pdf>

⁴ *Ibid.*

Development Partners (DPs), and IPs can reduce the transaction costs of managing aid. The NDC Partnership's work is guided by a mission statement, goals and objectives, and guiding principles. A Theory of Change (TOC) articulates how the various pieces fit together to bring about desired changes. The country-specific Partnership Plan articulates how the partners will work together to deliver the expected outputs, in response to documented needs and specific requests for assistance made by the country to the Support Unit (SU) of the Partnership. The TOC is currently being piloted, with the aim of adjusting it based on realities; and the Partnership Plans will be revisited and updated annually to reflect the dynamic, ever-changing nature of this work.

UNIFYING FRAMEWORK AND STRUCTURE //

Characteristics of successful partnerships include a unifying platform with a common vision and objectives around which actors mobilize.

A strong management structure is also needed to converge planning, monitoring, and production of outputs across divergent stakeholders. While many partnership platforms exist to coordinate actors, the NDC Partnership takes a unique trajectory in that it convenes key in-country NDC actors to develop a holistic, country-wide Partnership Plan, reflecting the objectives and services of the Partnership, as agreed by the government. Unified under shared objectives and brought together to deliver services in a harmonized manner, IPs are well-positioned to leverage and complement initiatives with reduced transaction costs. In this same regard, the NDC Partnership supports member countries in aligning climate change objectives with sustainable development measures and streamlining efforts of partners that work toward a sustainable and carbon-neutral future. The

nomination of a In-Country Facilitator(s) at the center of the country-level NDC Partnership structure also helps streamline inputs from a crowded donor landscape.

INTEGRATION // *Among the growing number of partnership platforms, there is a risk that development action will become fragmented between initiatives. A proper division of labor among DPs will reduce fragmentation as well as the number of partners a government must deal with while also ensuring that DPs are considering comparative advantages when evaluating where investment can be the most effective.^{5,6,7} In this regard, it is important to promote coherent action between diverse aspects of multilateral aid and to rationalize bilateral aid structures at country level.^{8,9}* To address this challenge, the NDC Partnership brings significant innovation in coordinating assistance through Country Engagement, which — through its In-Country Facilitators, Knowledge Toolboxes, and Partnership Plans — has the potential to align stakeholders and initiatives within a single work plan. Furthermore, the In-Country Facilitator is explicitly charged with finding opportunities to leverage resources, foster synergies, ensure complementarity, and avoid duplication. As with most successful coordination strategies, the NDC Partnership recognizes that no two countries are the same, and there will be different gaps to fill in each country.

PARTNERSHIP CULTURE // *Building an effective partnership, both as a platform and a coordination mechanism, cultivates better alignment of partner visions. It requires fostering a cooperative culture, where diverse actors feel a sense of ownership and purpose.* Through vertical and horizontal channels for decision-making, communication, and reporting, the NDC

⁵ Congressional Research Service. *Foreign Aid: International Donor Coordination of Development Assistance*. 2013. <https://fas.org/sgp/crs/row/R41185.pdf>

⁶ *Ibid.*

⁷ *Ibid.*

⁸ OECD. *Better Aid: Managing Aid, Practices from DAC Member Countries*. 2009. <https://www.oecd.org/dac/peer-reviews/35051857.pdf>

⁹ USAID. *The Power Africa Roadmap*. 2016.



Partnership seeks to foster transparency, trust, and a culture of collaboration. The NDCs offer a neutral entry-point for convening partners and the country's development ambitions provide a foundation for harmonizing stakeholders around shared objectives.

LEVERAGING PRIVATE SECTOR INVESTMENTS

// Experience suggests that the increased role of non-traditional DPs, private sector investments, and philanthropic financial flows to developing countries presents new coordination challenges, but also opportunities.^{10,11} The NDC Partnership's third Partnership Pillar is financing solutions while the second Service Area involves providing support for Budgeting and Investment options. The strategy highlights the important role that private sector can play in kick-starting action, by being part of the process of formulating an Partnership Plan, and accelerating results.

MANAGING FOR DEVELOPMENT RESULTS

(MfDR) *// Experience demonstrates the importance of promoting a strong culture of MfDR and aligning incentives accordingly, while promoting local structures of accountability.*¹² *The biggest gaps in partnership initiatives tend to be in this area, namely: measuring and scaling impact, learning, and knowledge-sharing.*¹³ As shown in the NDC Partnership In-Country Engagement Process diagram, Monitoring, Evaluation, and Learning (MEL) is at the center of the NDC Partnership's work and therefore both North-South and South-South lesson-learning and information-sharing take place on a regular basis among members. A key component of the Partnership Pillars is the generation of local knowledge and creation of knowledge products, which are shared globally and form the basis for cross-country learning. The NDC Partnership

does not just produce knowledge for the sake of sharing it. Promoting its uptake is a core tenant of its work, especially within the Policy, Strategy, and Legislation service area, which focuses on using evidence to advocate for funding, catalyze policy reforms, and promote scale-up/replication of successful approaches.

¹² An OECD Peer Review from 2009 documented 12 lessons of their DAC program: OECD. Better Aid. 2009. <https://www.oecd.org/dac/peer-reviews/35051857.pdf>

¹³ Global Green Growth Forum (3GF). Partnership Platforms – A look at the landscape. 2016. <http://3gf.dk/en/events/3gf-2016-new/report>