INTRODUCTION

1. This Country Engagement Strategy orients current and potential members of the NDC Partnership on the purpose, principles, and processes of supporting in-country NDC implementation under the umbrella of the NDC Partnership. Designed for both internal and external audiences, this document provides an overview of the NDC Partnership and what it stands for; describes its approach to engaging stakeholders to effectively and efficiently help countries transform NDC commitments into action and ambitious results; and highlights how the NDC Partnership, through its partners, brings unique value by applying lessons from other partnerships and coordination efforts.

CONTEXT OF NATIONALLY DETERMINED CONTRIBUTIONS (NDCS) AND THE NDC PARTNERSHIP

2. If implemented effectively, the NDCs will enable countries to make great strides in mitigating emissions, adapting to climate change, and facilitating global prosperity. Ambitious, fast-tracked, and contagious success is needed to limit global warming.

3. The NDC Partnership is a global coalition working to enhance implementation of climate and sustainable development commitments (NDCs and Sustainable Development Goals [SDGs]), through quick deployment of technical

NDC PARTNERSHIP GOALS
- Ensure effective support of the implementation of nationally determined contributions (NDCs)
- Promote increasing ambition over time, through an enhanced process of shared learning and coordination

NDC PARTNERSHIP OBJECTIVES
- Greater alignment between climate and development agendas.
- Impactful, responsive NDC support programs
- Enhanced visibility of and access to resources, tools, and initiatives
- Increased political momentum
- Transformational climate policies

NDC PARTNERSHIP GUIDING PRINCIPLES
- Support country-driven processes
- Promote long-term climate action
- Enhance efficiency and responsiveness
- Build in-country capacity
- Improve coordination
- Enhance integration of NDCs into national planning
- Advance adaptation and mitigation
- Align development and climate change
- Support multi-stakeholder engagement
- Promote gender parity
assistance, shared learning, and coordination. It emerged from the Paris Agreement with the purpose of establishing a global network of climate cooperation that can (a) promote harmonized and well-coordinated plans of action; (b) catalyze actions in response to evolving needs; and (c) enhance the collective impact of invested resources. With a current footprint across 62 member countries and nine institutional partners, the NDC Partnership, through its partners, has the capacity to connect member countries with context-specific, solutions-driven expertise and shared experience.

4. The NDC Partnership aims to achieve a new level of alignment between development and climate to unlock sustainable and shared prosperity. Acknowledging that NDCs are just one component of a greater mandate for global prosperity, the NDC Partnership prioritizes interactions between climate actions and sustainable development. It also recognizes that attaining a resilient and carbon-neutral world that delivers on social and economic development objectives will require long-term strategies, innovation, coordination, and resourcefulness.

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1 As of August 2017
NDC PARTNERSHIP SERVICES

5. Through the NDC Partnership, member countries acquire access to a large network of partners that can deliver a flexible array of services geared towards implementation of NDCs — through (a) targeted technical assistance and capacity building; (b) knowledge products to fill information gaps; and (c) enhanced financial support in these three core Service Areas:

» POLICY, STRATEGY, AND LEGISLATION // The NDC Partnership can support countries in conducting assessments, developing detailed analyses and recommendations for policy, strategy, and legal interventions, while mapping out prioritized actions and gaps in support. Using the findings, amongst others, the NDC Partnership then supports the formulation of long-term strategies, an NDC implementation plan, and streamlining of actions prioritized by the member country government.

» BUDGETING AND INVESTMENT // The NDC Partnership can help estimate the cost of activities, assist with development of NDC investment plans and investment cases through designing of bankable projects, and facilitate the mobilization of public, private, and international financing for NDC implementation.

» MONITORING AND EVALUATION (M&E) // The NDC Partnership can support governments in identifying data gaps; propose NDC indicators for tracking and mainstreaming them in the national, sectoral, and sub-national development plans, design Measurement, Reporting, and Verification (MRV) tools in line with requirements of the Paris Agreement; and establish or strengthen monitoring, evaluation, and learning (MEL) systems.

BUILDING ON EXISTING COORDINATION MECHANISMS

The NDC Partnership identifies and considers existing coordination mechanisms to deepen coherence. The most effective way to make an impact in certain countries may be for the NDC Partnership to work through existing coordination mechanisms to promote learning, help align partners around common objectives, and build government’s capacity to coordinate. Where coordination structures and systems are limited or non-existent, the NDC Partnership may need to take on more of a ‘lead’ role and liaise with key stakeholders to establish common platforms for collaboration. In other situations, processes or mechanisms may be in place, but would benefit from the NDC Partnership’s support to strengthen, leverage, and streamline them.
IN-COUNTRY ENGAGEMENT PROCESS

6. The process for NDC Partnership engagement can be summarized in five main stages, though these may be adjusted depending on the country context, including taking into consideration existing coordination mechanisms, implementation arrangements, and government preferences. As shown in the figure above, the Partnership is initiated by a country requesting support from the NDC Partnership.

7. In response to a government’s request, the NDC Partnership conducts an initial analysis to determine challenges and opportunities for NDC implementation. In developing a Rapid Situational Assessment (RSA), the NDC Partnership, and its relevant partners operational in-country, assess current needs needs, potential, and priority areas of support needed for NDC implementation, identify potential support or resources from NDC Partnership members and Development Partners (DPs), and identify gaps or barriers to implementing NDC-related actions. Findings from this analysis are used to prioritize and plan the in-country NDC Partnership engagement strategy.

8. The most important process and output of the in-country engagement process is the NDC Partnership Plan, informed from stakeholder consultations and the RSA. The Partnership Plan aligns NDC stakeholders around common objectives, and provides a simple and transparent framework for harmonized climate action and sustainable development. The Partnership Plan reflects priority services that the NDC Partnership, through its network of partners,
NDC PARTNERSHIP PLAN

What is it? Each NDC Partnership member country government is expected to develop a Partnership Plan in collaboration with the various organizations that play a significant and relevant role in supporting NDC Partnership services, in alignment with the needs, as expressed by the government. The Partnership Plan is a tool to match demand and supply of needs. The ultimate aim of this results-based work plan is to reduce fragmentation of services and provide greater coordination and leveraging of resources. This government-led tool provides a simple way to:

» identify prioritized actions as part of the NDC Partnership;
» identify relevant stakeholders responsible for the implementation of the Partnership Plan;
» ensure harmonized programming and identify working synergies across partners;
» guide the use of existing resources and identify areas in need of resource mobilization;
» coordinate the provision of country-specific services by the NDC Partnership;
» build processes for tracking results against common objectives; and
» ensure transparency, and monitor NDC Partnership progress in a holistic manner.

What information does it contain? The Partnership Plan outlines a set of common objectives and corresponding outputs, which capture the work-streams in which the member country government and the NDC Partnership, through its partners, have agreed to coordinate and focus efforts in the coming years. These outputs are tagged to service areas within the NDC Partnership Value Chain that are aligned to government needs. The Partnership Plan also specifies key performance indicators, targets, timelines, and responsibilities of both of the government (including those related to policies, regulations, and budgeting processes) and IPs (including those related to support, technical assistance, capacity building, and financing). As a complement to and component of the partners’ wider climate engagement with the member country government, the Partnership Plan should capture not only new/planned work of the partners, but also the partners’ relevant projects/programs that are ongoing or in the pipeline.

can provide in response to a government request. In accordance with the Partnership Plan, members of the NDC Partnership coordinate relevant support through partners, as needed, using unified processes and systems. Lesson-learning and knowledge-sharing are cross-cutting themes throughout the entire process. A few of the most notable benefits of the planning process are illustrated above.

9. The NDC Partnership encourages governments, DPs, and other partners to think about NDCs in a more holistic and streamlined way. For instance, the results and action plans that guide NDC Partnership service delivery not only capture the inputs of an NDC Partnership-specific stream of resources, but also the broader ongoing NDC-related projects and programs supported by the members of the NDC Partnership. It operates on the premise that the
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<th>STAGE OF ENGAGEMENT</th>
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<td><strong>1. Request from Member</strong></td>
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| » Country support requested  
| » Focal Point(s) identified  
| » In-Country Facilitator(s) nominated  
| » Aide memoire prepared and disseminated to the partners |
| **2. Rapid Assessment and Interventions Scoping** |  
| » NDC actions catalogued and stakeholders mapped against NDC commitments  
| » Effective sectoral needs identified and prioritized  
| » Implementation gaps and opportunities assessed  
| » Gaps in support identified  
| » Rationale for NDC actions (Theory of Change) developed  
| » Engagement approach agreed |
| **3. NDC Partnership Plan Design with Service Offerings** |  
| » Partnership Plan developed and endorsed by stakeholders  
| » Final list of country-level NDC Partnership IPs approved  
| » Clear roles and responsibilities established  
| » Results monitoring process developed |
| **4. Facilitation and Coordination across the Partnership** |  
| » Partnership Plan implemented  
| » Periodic progress tracked, reported and shared through In-Country Facilitator  
| » Partnership Plan is updated annually |
| **5. Assessment and Situational Re-appraisal** |  
| » Results assessed periodically  
| » NDC Partnership-wide ‘lessons learned’ collated  
| » Knowledge pieces on improving effective cooperation published and shared across the network |
The whole is greater than the sum of its parts and that time invested in partnership formation and collaborative approaches is worthwhile because it yields greater results. Working through many partners, the NDC Partnership catalyzes, leverages, and enhances the impact of support. This approach is anchored in the belief that a unified, whole-of-country perspective is required not only to improve the effectiveness of development results, but also to ensure NDC implementation is complementary to national socio-economic objectives.

10. **At the core of the NDC Partnership’s modus operandi is country responsiveness.**

   The actions taken by partners to support NDC Partnership country engagement are formulated around objectives that are jointly developed by the partners—including civil society organizations and private sector entities—under the leadership of the government based on priority needs identified through consultative processes. These are captured in the Partnership Plan.

11. **Recognizing that each country context is unique, the NDC Partnership will tailor its engagement approaches to current coordination mechanisms.** Regardless of the approach chosen for a given country, the approaches used will incorporate lessons learned and avoid common pitfalls of other partnership and coordination efforts.

12. The NDC Partnership’s engagement approach is based on the idea that countries drive the articulation and implementation...
KEY ROLES IN THE NDC PARTNERSHIP LANDSCAPE

Members are countries and International Organizations (IOs) that sign up and agree to the guiding principles of the NDC Partnership, and pledge to cooperate and provide support to ensure that NDC-related support is aligned to the identified priorities of each member country government. Non-state actors, including non-governmental organizations, development finance institutions, private sector entities, and others, are also able to participate as Associate Members, provided membership requirements are fulfilled.

Member countries are countries that benefit from the support of the Partnership. As such, they nominate Focal Points (FPs) within their government, typically from the Ministry of Environment, and the Ministry of Finance/Planning or the Head of State’s Office, to take ownership and direct (with support from the Partnership) the elaboration of the Partnership Plan at the country level.

Implementing Partners (IPs) are organizations that play a key role in delivering specific outputs in the Partnership Plan; have an in-country presence; and offer a comparative advantage in their service offerings, as determined by country governments. They may be international or bilateral development/aid organizations, civil society organizations, and/or private sector entities that have allocated specific resources to the implementation of the Partnership Plan.

In-Country Facilitator(s) are nominated by the government to refine its objectives for support over time; coordinate the Partnership Plan; and serve as an anchor to assist the NDC Partnership in communication and coordinating services at the country level.

Development Partners (DPs) are partners that provide funding for the implementation of the Partnership Plan, either directly through the IPs, or through another mechanism.

NDC Partnership Support Unit (SU) is the rapid response team with the capacity to provide flexible assistance in identifying priority areas of support in response to the needs of the partners. It is charged with coordinating fast and flexible provisions of technical support and knowledge products of the NDC Partnership.

of their own climate-resilient development pathways. At all stages of engagement, it is the member country government that leads and approves of key decisions and actions. Capacity building is central to the functions of the NDC Partnership, whereby the aim is to empower the government to gradually and increasingly take on coordination responsibilities.

OPERATING WITHIN THE CONTEXT OF PRIOR AND ONGOING ENGAGEMENTS

13. For NDC-related aid to be efficient and effective, it is critical that the NDC Partnership engagement be streamlined with current initiatives, and vice versa. The intention is for the IPs’ most significant contributions to NDC
Partnership support — whether new or part of ongoing, multi-year country programming frameworks, programs, and projects — to be reflected in the country’s Partnership Plan. At the same time, IPs are encouraged to take the country-level NDC Partnership objectives into consideration within any relevant broader development initiatives, and when planning new multi-year country programming frameworks, programs, and projects.

CONSIDERING EXISTING MECHANISMS AND FUNCTIONS

14. The NDC Partnership aims to strengthen and complement the cooperation mechanisms that were established by the Paris Agreement and important for attaining the SDGs. The coordination approaches and communication lines of the In-Country Facilitator and the SU may differ from country to country to take into account existing coordination mechanisms of the governments, Partnership platforms, and NDC-related focal persons within IPs. Fragile, conflict, and violence-prone countries may require unique engagement approaches given their exceptional vulnerabilities.

EMBEDDING LESSONS LEARNED INTO THIS STRATEGY

15. Both vertical and horizontal communication channels are used to engage countries, and IPs at various locations. This is not only important for South-South and North-South learning, but also for engaging the different levels at which each IP operates.

LESSONS LEARNED FOR COUNTRY ENGAGEMENT

16. From its own membership experience in facilitating and leading development assistance across multi-stakeholder platforms and an analysis of several similar partnership arrangements, the NDC Partnership has
incorporated key takeaways from previous partnership efforts within its own Country Engagement Strategy. This knowledge base enables the Partnership to ensure that engagement at the country level is effective, efficient, and leads to lasting change.

With these lessons in hand, the NDC Partnership is equipped to implement a Country Engagement Strategy that can coordinate stakeholders, articulate clear goals, and draw upon technical and financial resources toward scaling impact, learning, and knowledge sharing of intended outcomes.

### VALUE AND IMPACT OF THE NDC PARTNERSHIP

17. To progress towards greater ambition and systemic transformation, governments, international institutions, the private sector, and civil society organizations need to identify better ways to share information, catalyze resources, and coordinate actions—globally and at the country level. The extensive regional and global network of NDC Partnership members is critical in these areas.

» By harmonizing, streamlining, and coordinating the inputs and actions of various

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<td><strong>LESSON 1:</strong></td>
<td><strong>Country-driven, government-led processes:</strong> Experience shows that encouraging greater reliance on country systems when administering aid enables the government to bolster its own efforts to implement projects. Lessons learned also point to the importance of a senior and publicly accountable figure having political responsibility for delivery.</td>
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<td><strong>LESSON 2:</strong></td>
<td><strong>Inclusive, multi-stakeholder engagement:</strong> Both the Paris Agreement (PA) 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.</td>
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<td><strong>LESSON 3:</strong></td>
<td><strong>Clear vision and aims:</strong> For maximum effectiveness and efficiency of results, each intervention should have a clear statement of the purpose and objectives. By aligning these goals and objectives to partner-country ambitions and building on existing frameworks, DPs and IPs can reduce the transaction costs of managing aid and offer speed in delivery of services.</td>
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<td><strong>LESSON 4:</strong></td>
<td><strong>Unifying framework and structure:</strong> 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, tracking, and production of outputs across stakeholders. Availability of moderate volume of flexible funding across partnerships is important to kick-start and catalyze interventions and respond to the needs of the governments quickly, within a unified vision of operations.</td>
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2 Defined as limited, but elastic, funding that is programmed only when demand for services by the member countries match the skills set and comparative advantages of a relevant IP(s). Demand-driven funding could be made available to partners to (a) kick start a technical assistance initiative (b) scale up a successful approach (c) build government capacity to coordinate NDC-related actions. Use of flexible funding should result in enhanced speed of delivery of services by the IPs, and achievement of common and collective impact as set by member country governments.
### LESSON 5:

**Integration:** Among the growing number of partnership platforms, there is a risk that development action may become fragmented between initiatives. A proper division of labor among IPs, through a Partnership Plan, will lessen fragmentation. It will also reduce the number of partners a member country government must deal with while ensuring that IPs consider comparative advantages when evaluating where investment can be the most effective. In this regard, it is important to promote coherent action between diverse aspects of multilateral aid, both at the country and global levels, and to rationalize bilateral aid structures at country level.

### LESSON 6:

**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. This can be done most effectively, when there is a dedicated agency undertaking the role of facilitation on the ground, with clear terms of reference.

### LESSON 7:

**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.

### LESSON 8:

**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. The biggest gaps in IP/DP initiatives tend to be in this area, namely: measuring and scaling impact, learning, and knowledge-sharing. Results-based Partnership Plans, with clear timelines, offer transparency across the partners. They also offer opportunities to generate knowledge on what’s working and what’s not, as well as the production of knowledge products, which are shared globally and form the basis for cross-country learning.

By building capacity and offering tools for countries to more easily manage their in-country resources and development assistance, the NDC Partnership facilitates the journey toward sustainable development, adaptation, and mitigation.

By taking a long-term, holistic, country-driven approach to climate and development action, the NDC Partnership helps countries apply appropriate solutions to common challenges such as mobilizing resources, enhancing coordination, creating implementation and
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LESSON 8: 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. The biggest gaps in IP/DP initiatives tend to be in this area, namely: measuring and scaling impact, learning, and knowledge-sharing. Results-based Partnership Plans, with clear timelines, offer transparency across the partners. They also offer opportunities to generate knowledge on what’s working and what’s not, as well as the production of knowledge products, which are shared globally and form the basis for cross-country learning.

18. Ultimately, the NDC Partnership’s approach will ensure that countries have the information and resources necessary to ensure NDCs are effectively implemented with increasing ambition over time. These benefits are not limited to climate action alone. By helping to establish an enabling environment, fast-tracking financial solutions, and building domestic institutional capacities, the work of the partners can promote sustainable development in general.

19. The NDC Partnership is committed to supporting countries in these efforts and is uniquely positioned to serve as a catalyst for action. The NDC Partnership, through its network of partners, provides valuable and essential services to member countries that can support them in efficiently actualizing their NDCs and thinking strategically as they look to 2020, when countries will either update their existing NDC or submit a new NDC. Immediate action is necessary, as there are significant opportunities to: demonstrate early wins; sustain the political momentum behind the Paris Agreement; assist countries in meeting their longer term strategies; raise ambition; and, ultimately ensure global shared prosperity.