



# COUNTRY ENGAGEMENT STRATEGY

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A COUNTRY-DRIVEN APPROACH FOR COLLECTIVE  
IMPACT ON CLIMATE AND DEVELOPMENT ACTION



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# ACRONYMS AND ABBREVIATIONS

CPF .....	Country Partnership Framework
DP .....	Development Partner
FP .....	Focal Point
INDC .....	Intended Nationally Determined Contributions
IP .....	Implementing Partner
M&E .....	Monitoring and Evaluation
MEL .....	Monitoring, Evaluation, and Learning
MRV .....	Measurement, Reporting, and Verification
NDC .....	Nationally Determined Contributions
PPU.....	Partner Progress Update
RSA.....	Rapid Situational Assessment
SDG.....	Sustainable Development Goals
SU.....	Support Unit
TOC.....	Theory of Change
TOR.....	Terms of Reference

## i. Introduction and Aims of the NDC Partnership

This Country Engagement Strategy provides an overview of the Nationally Determined Contributions (NDC) Partnership, including the mission, guiding principles, and logic model that underpin it as well as its structures, roles, and approaches for catalyzing targeted changes. The strategy builds on lessons learned and avoids the potential pitfalls identified from other experiences with partnerships and coordination. This document is designed for both internal and external audiences — especially current and potential member countries and partners of the NDC Partnership.

### OVERVIEW OF THE NDC PARTNERSHIP

Emerging from the 2015 Paris Agreement, the NDC Partnership is a global coalition working


to shift NDCs' focus from commitment to implementation, with increasing ambition over time.

The NDC Partnership operates through the global network of development cooperation — bridging country needs with Partnership resources and long-term global commitments.

The NDC Partnership is founded on the principle that effective cooperation can fast-track the achievement of results and enhance the collective impact of invested resources. As such, the NDC Partnership acts as a vehicle for coordinating member services — including technical assistance, financial support, and knowledge enhancement — under the unifying umbrella of country-driven NDCs. This unique strategy has the potential to not only transform the effectiveness of development action, but also

## NDC Partnership Member Countries and Partners





achieve long-term, climate-resilient, and carbon-neutral growth.

With a footprint across 62 member countries and nine institutional partners (as of October 2017), the NDC Partnership holds significant combined experience, resources, and expertise to effectively ensure that countries achieve NDC objectives.

## CONTEXT

Following the landmark adoption of the Paris Climate Agreement by 195 countries and the endorsement of the ambitious 2030 Agenda for Sustainable Development, 163 nations have submitted their NDCs to the United Nations Framework Convention on Climate Change (UNFCCC). If implemented effectively, these NDCs could curb the growing threat of climate change and improve countries' resilience to its effects. NDCs are also a potential turning point toward economic growth, equitable wealth creation, and overall global prosperity. Ban Ki Moon, then-UN Secretary-General, stated that the Agreement is a “monumental triumph for people and our planet [that] sets the stage for progress in ending poverty.”

However, the first NDCs are only an initial leap toward progress. It is critical that commitments lead to action and increasing ambition. This means financing unconditional and conditional elements of NDCs, which could amount to as much as USD 349 billion annually.<sup>1</sup> Even if all components of the NDCs are implemented, global warming will only be limited to below 3°C to 3.5°C above pre-industrial levels.<sup>2</sup> This points to a challenge of immense proportion that requires, in addition to the immediate priority of implementing NDCs, raising the ambition of commitments consistent with limiting warming below 2°C, or even 1.5°C as set

out in the Paris Agreement. There are immediate opportunities leading up to 2020, when countries submit new NDCs or update existing ones, to ensure they meet their goals.

As part of this global effort, countries must devise new approaches to overcome the barriers of national climate and sustainable development goals, as well as seize opportunities to optimize resources and maximize results. Governments must catalyze action among a wide range of actors — international institutions, civil society organizations, and the private sector (which has an instrumental role to play in leveraging finance) — while ensuring that their inputs are complementary and responsive to real needs and priorities. The role of planning/finance ministries to put NDC actions at the forefront of planning, macroeconomic projections, and budgeting processes — both at the national and sub-national levels — is crucial. It is also vital that such ministries have the information and skills needed to model their economies by taking outputs from key spending sectors under different development pathways in order to design long-term strategies from which future NDC revisions can be drawn.

To make progress toward greater ambition and systemic transformation, all stakeholders need to identify better ways to share information, leverage resources, and coordinate actions — globally and at the country level.

## MISSION

The NDC Partnership is a collective response to address critical interactions of climate-relevant development practices through participatory and coordinated approaches. Countries drive the articulation of their own climate-resilient development pathways, and through the Partnership, Institutional Partners (IPs) converge

<sup>1</sup> Germanwatch and Perspectives. *Investing in Ambition*. 2016.

<sup>2</sup> UNEP. *The Emissions Gap Report 2016*. 2016

in their objectives to deliver a flexible array of technical, financial, and knowledge services.<sup>3</sup> As shown in **Figure 1**, this methodology ensures that the full impact of NDC support from partners is harnessed and leveraged to support countries, protect the planet, and ensure shared prosperity for all.

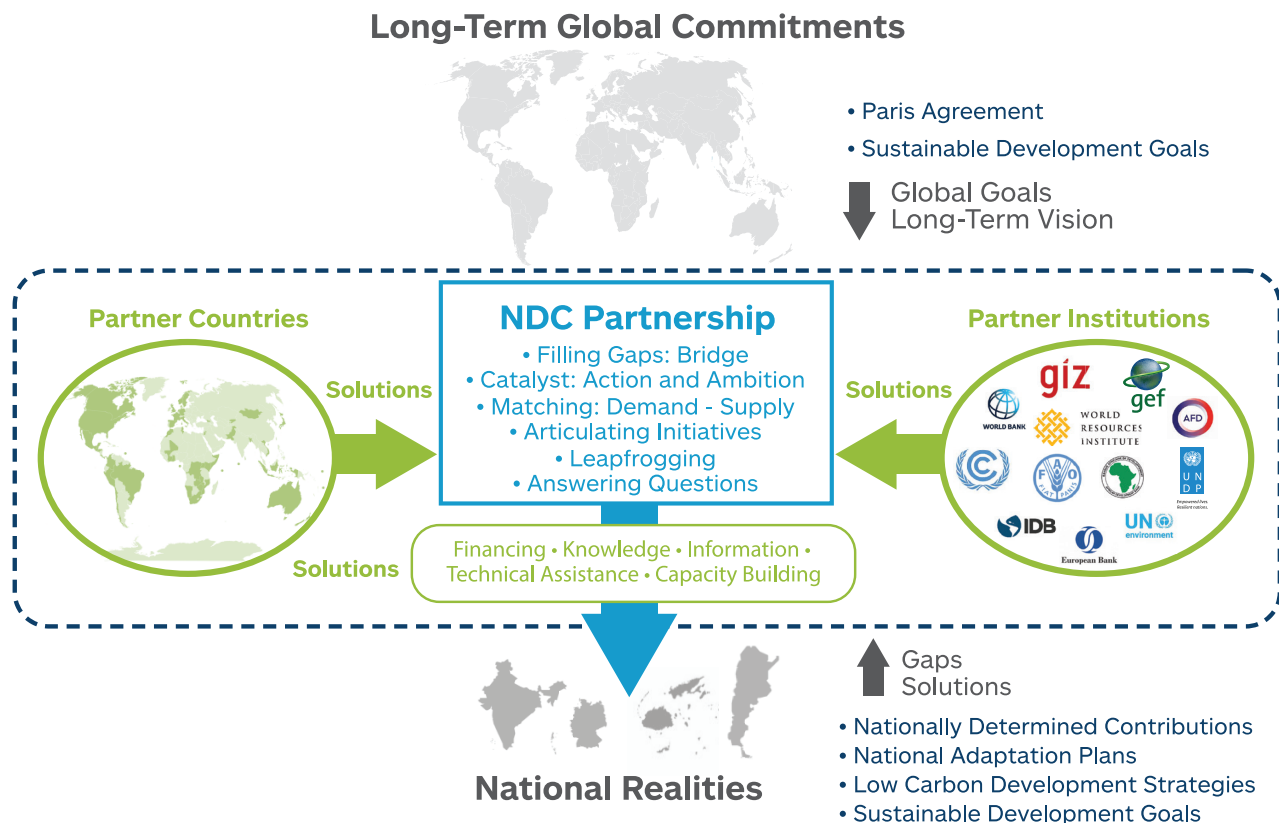
## GOALS AND OBJECTIVES

The overarching goals of the NDC Partnership are to ensure effective support to the implementation of NDCs and to promote increasing ambition over time, through an enhanced process of shared learning and coordination. Through its members, the Partnership identifies and addresses gaps in current efforts and provides tools and networking

opportunities for developing countries to more easily access support. The following five NDC Partnership objectives guide members in implementing NDCs:

- » **GREATER ALIGNMENT BETWEEN CLIMATE AND DEVELOPMENT AGENDAS** // Partnership is based on the recognition that attaining a carbon-neutral, climate-resilient world that delivers on long-term social and economic development objectives, within the framework of the Sustainable Development Goals (SDGs), will require innovation, solidarity, and resourcefulness. Therefore, it aims to achieve a new level of alignment between development and climate, with clear gender responsiveness and inclusivity.

**Figure 1: The NDC Partnership Operates Within a Global Nexus**



<sup>3</sup> The process is facilitated by the NDC Partnership Support Unit (SU), which convenes and facilitates dialogue among the membership, to respond to emerging needs.

## 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

- » **IMPACTFUL, RESPONSIVE NDC SUPPORT PROGRAMS** // The NDC Partnership helps to ensure that country-specific bilateral and international support programs are needs-based, complementary, and synergistic.
- » **ENHANCED VISIBILITY OF AND ACCESS TO NDC-RELATED RESOURCES, TOOLS, AND INITIATIVES** // The NDC Partnership enhances access to and awareness of existing initiatives, tools, and resources, including technical assistance and a knowledge base, to reaffirm the business case that climate and development ambitions are complementary and an integrated SDG-NDC approach can maximize the impact of available programs.
- » **INCREASED POLITICAL MOMENTUM** // Given the importance of political commitment and awareness for improved NDC engagement over time, the NDC Partnership advocates

along the spectrum of NDC implementation, including engaging with the private sector on investment opportunities.

- » **TRANSFORMATIONAL CLIMATE POLICIES** // Recognizing that the current NDCs are insufficient to limit global temperature rise to targeted 2°C above pre-industrial levels, the NDC Partnership promotes the formulation and implementation of longer-term strategies and policies leading to successive and consistently more ambitious NDCs.

### ii. NDC Partnership's Contributions Toward Catalyzing Change

## THEORY OF CHANGE

The NDC Partnership's Theory of Change (TOC) outlines the cause-and-effect relationships between the different levels of intended results as well as the underlying assumptions that must hold true in order for those results to be attained. As shown in **Figure 2**, it features three 'Processes of Change,' which articulate the pathways from short-term outputs to longer-term, higher-order outcomes and impact. These can be summarized as follows:

- 1A-C: Integration of climate and development landscapes and demonstrated results (environmental, economic, social, governance) that compel greater NDC ambition;
- 2A-C: Coordination, harmony, and cooperation among partners result in collective impact; and
- 3A-B: Timely, targeted support and uptake of global and in-country knowledge together facilitate rapid replication and scaling of successes.



**Figure 2: NDC Partnership Theory of Change**



As shown in the diagram above, the NDC Partnership aims to attain three intermediary outcomes:

- » NDCs streamlined and integrated into national/sub-national policies, plans, and processes (e.g., planning, budget, and monitoring and evaluation frameworks)

For NDCs to be implemented and scaled, the case must be compelling from environmental, economic, social, and governance perspectives. As a growing base of political and economic models for achieving climate and development goals are successfully tested and signposted, there is hope that national policies, programs, and plans will take NDCs into further account, particularly in terms of aligning NDCs with SDGs and mainstreaming NDCs into national and

sub-national planning and budgeting processes as well as public and private investment programming. To secure results and generate evidence of effective NDC implementation, the NDC Partnership, through its network of partners, offers demand-driven support and coordination—both in-country and at the global level—in the forms of technical and financial assistance, knowledge sharing, and research.

- » Access to targeted technical assistance, climate support initiatives, and climate finance leveraged and accelerated

Supporting member country governments with NDC implementation requires coordination across partners to mobilize resources, deliver complementary services, and monitor progress. The NDC Partnership promotes options for



flexible funding<sup>4</sup> that is programmed only when demand for services by the member countries match the skillset and comparative advantages of relevant partners on the supply side. Such demand-driven funding options could be made available to partners for programming, amongst others, to (a) kick start a technical assistance initiative; (b) scale up a successful approach; and (c) build government capacity to coordinate NDC-related actions. Utilization of flexible funding will result in enhanced speed of delivery by the IPs and achievement of common and collective impact, as set by the member country governments. The application of an NDC Partnership Plan ensures coordinated, frequent, and efficient support from the design stage through completion, thus fostering alignment between country needs and partner support.

» **NDC-related actions and successes rapidly replicated and scaled up**

It will be important to find new ways to meet existing needs or find solutions for needs that currently face obstacles. These solutions may be proposed in policy, legal, and implementation-related recommendations, but should arise from country innovations. For this purpose, the NDC Partnership deploys knowledge assets, such as NDC implementation guidelines, toolboxes, navigators, expert perspectives, and working groups, which provide incentives for adopting improved climate and development action. Synergies, and coordination among the NDC Partnership members, provide ample ground for ensuring that strong, cross-cutting solutions are easily identified, shared, and scaled up. The uptake of global and in-country knowledge products, promoted through facilitated technical workshops and cross-country lesson sharing, represents another way to enhance the on-the-ground impact of the NDC Partnership.

## PARTNERSHIP PILLARS

To achieve the results articulated in the TOC, the NDC Partnership provides inputs through three main channels, or Partnership Pillars: 1. Technical assistance and capacity building; 2. Knowledge products; and 3. Facilitating finance.

The Partnership Pillars describe how NDC Partnership IPs will support NDC implementation through all (existing and/or in the pipeline) of their NDC-related projects, programs, and special initiatives that directly respond to the government-initiated service requests. This is because the NDC Partnership strives to not only kick-start new initiatives but also add value to existing ones. This way, the NDC Partnership TOC is not just an articulation of results that will be achieved through an NDC Partnership-specific stream of funding and other resources; rather, it aligns and captures the collective efforts of all major partners working toward common goals, set forth by the NDCs themselves. This approach is anchored in the belief that unified action is required not only to improve the effectiveness of development results, but also to ensure NDC implementation is complementary to national socio-economic objectives.

It is critical that countries take leadership in guiding in-country cooperation and that governments think about NDCs in a more streamlined way. That is why partner countries and institutions jointly provide the necessary technical support and financing through the NDC Partnership Plan to develop, implement, monitor, and share lessons learned from the process in direct support of government ambitions.

Recognizing that climate change cannot be tackled by any single organization, the NDC

<sup>4</sup> Defined as limited, but elastic, funding that is programmed only when demand for services by the member countries matches 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.

**Figure 3: NDC Partnership Pillars**



**FACILITATES TECHNICAL ASSISTANCE & CAPACITY BUILDING**

The Partnership supports countries in defining processes, policies, and plans to advance NDC implementation, while facilitating access to target technical assistance and fostering greater collaboration across sectors.



**CREATES & DISSEMINATES INSIGHTFUL KNOWLEDGE PRODUCTS THAT FILL INFORMATION GAPS**

The Partnership raises awareness of and enhances access to climate support initiatives, best practices, analytical tools, and resources. Information to address specific implementation needs is made available through online portals, as well as communities and networks that generate opportunities for knowledge sharing.



**PROMOTES ENHANCED FINANCIAL SUPPORT FOR NDC IMPLEMENTATION**

The Partnership works with governments to better understand and address constraints so that they may access bilateral and international support programs. The Partnership aims to align development finance initiatives more strongly and coherently with NDC implementation.

Partnership streamlines assistance by providing opportunities to converge, jump-start, and scale-up actions collectively. It operates on the premise that 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.

**NDC PARTNERSHIP VALUE CHAIN OF SERVICES**

NDC Partnership members collectively provide a full-spectrum of tailored NDC implementation support. The efficacy of the NDC Partnership is based on harmony and relevance of action. This message is captured in the NDC Partnership’s Value Chain of Services, which is essentially a menu of the various services that NDC Partnership partners can provide.

The Value Chain of Services provides a flexible framework to guide members in planning

and conducting in-country activities. It can help countries identify how and when the NDC Partnership can be useful in supporting NDC implementation. Member countries can elect to engage the NDC Partnership on all or some of the services. Countries can choose to pursue the service areas sequentially along the continuum from: policy, strategy, and legislative work; to budgeting and investment; through to monitoring and evaluation (M&E) — or they can request different services independently, if and when needed.

As shown in **Figure 4**, these services are grouped into three mutually reinforcing and interrelated areas along a continuum.

- » **POLICY, STRATEGY, AND LEGISLATION //** Typically, the first step to supporting NDC implementation is understanding the long-term vision and coherence of in-country engagement. This can be done through assessment of the political economy; detailed analysis of and recommendations

for policy, strategy, and legal interventions; and/or mapping of prioritized actions and gaps in support. The NDC Partnership supports such exercises and, using the findings, facilitates the formulation of an implementation road map, governance structure, and mainstreaming of actions — both at the national and sub-national levels — prioritized by the member country. This may involve long-term visioning and strategies, coordinating institutional arrangements to fast-track NDC implementation, and building capacity of government. Organizations with policy, strategy, sectoral, and legal expertise are engaged to use rigorous methodologies for establishing frameworks that catalyze national, multi-sectoral impact.

- » **BUDGETING AND INVESTMENT** // While establishing policy solutions, it is essential to assess costs and develop economic cases for operationalizing NDCs. Ensuring effective NDC costing will inform planning and pipeline analysis for interventions. In this regard, the NDC Partnership can estimate the cost of activities; develop country investment plans and investment cases; and facilitate coordination of public, private, and international financing. This can include mainstreaming NDC fiscal requirements into budgetary planning cycles or compiling a costing analysis of NDC-related activities. Yet the NDC Partnership can go even further by contributing to the design or identification of viable bankable projects, and subsequently coordinate pipeline investments to those projects.
- » **MONITORING AND EVALUATION (M&E)** // The NDC Partnership supports governments in identifying data gaps, designing M&E solutions, establishing tools and processes for Measurement, Reporting, and Verification (MRV), and designing arrangements for managing and coordinating Monitoring,

Evaluation, and Learning (MEL) systems, which generate appropriate and sufficient data for tracking progress as well as generating lessons and best practices.

- » **INFORMATION EXCHANGE** // The NDC Partnership creates platforms for sharing knowledge and improving access to information required for effective NDC implementation. Through the Partnership's online Knowledge Portal, countries can retrieve information on funding sources and support programs to identify the most appropriate resources available for planning and implementing NDC actions. Additionally, the Partnership provides technical assistance to build country capacity to effectively lead and deliver on NDC goals. Finally, the Partnership creates platforms through which countries can share their experiences and lessons learned in mainstreaming climate action across government and in developing the systems and frameworks necessary for effective NDC implementation.

At the core of the NDC Partnership is country responsiveness. While the NDC Partnership has a common vision for all countries, the specific objectives, outputs and activities supported in each country will be tailored to its specific needs and will likely change over time as the situation evolves.

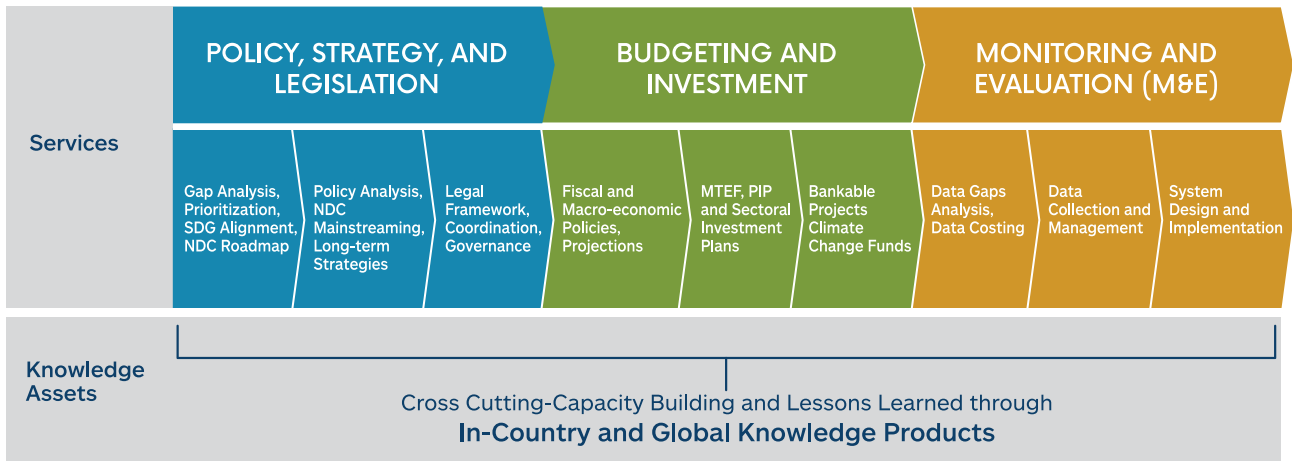
### iii. Key Roles and Structures for NDC Partnership Support

There are a number of distinct entities working in collaboration to address the above challenges and support the larger objective of achieving and exceeding NDCs.

## NDC PARTNERSHIP MEMBERS

The NDC Partnership is a partnership not only between countries and global organizations, but also between stakeholders (both domestic and

**Figure 4: NDC Partnership Value Chain of Services**

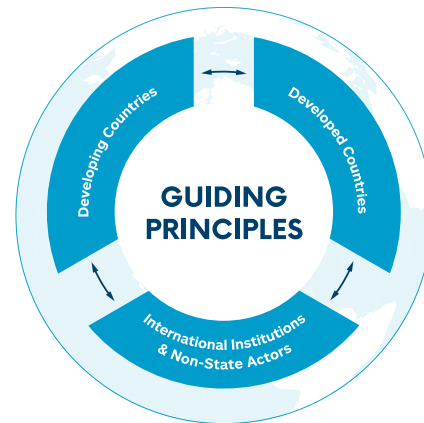


international) operating within each member country. Guided by ten principles, the Partnership should be seen not as an external entity, but as belonging to the members themselves. The key functions within the Partnership are described below.

- » **MEMBERS** // Membership is open to all countries as well as international institutions that are committed to ambitious NDC and related SDG implementation. Non-state actors — including non-governmental organizations, development finance institutions, the private sector, and others — are also able to participate as associate members, provided membership requirements are fulfilled.

Membership is voluntary and defined by support for the NDC Partnership’s guiding principles that orient its work and the work of its members (**Figure 5**). Members pledge to cooperate and provide support to ensure that NDC-related assistance is aligned to the identified priorities of the country.

**Figure 5: NDC Partnership Membership**



- » **MEMBER COUNTRIES AND FOCAL POINTS (FPS)** // Member countries are countries that benefit from the support of the Partnership. As such, they nominate FPs within their government, typically from the Ministry of Environment and the Ministry of Finance/ Planning or the Head of State’s Office. These country FPs serve as the government representatives of the NDC Partnership, and take ownership and direct (with support from the Partnership) the elaboration of the country’s Partnership Plan.



- » **IMPLEMENTING PARTNERS (IPs)** // IPs are charged with providing the member country with services across the NDC Partnership Value Chain of Services (discussed in **Section ii**). IPs are any relevant organizations, irrespective of membership status with the NDC Partnership, that bring useful resources and skill sets to the table, regardless of the source of funding, and play a role in supporting implementation of the Partnership Plan (discussed in **Section v**).

While it is the government that identifies, selects, and signs off on the final list of NDC Partnership IPs, the background mapping and analysis that informs their identification could be done by the Support Unit (SU) and/or government-nominated In-Country Facilitator.

#### IP SELECTION CRITERIA:

- » Expressed interest to address specific NDC-related needs of countries based on Partnership Plan;
- » Comparative advantages of their service offerings, as determined by country governments;
- » In-country presence; and
- » Agreement by the government.

**DEVELOPMENT PARTNERS (DPS)** // DPS provide funding for the implementation of the Partnership Plan, either directly through the IPs, or through another mechanism.

- » **IN-COUNTRY FACILITATOR** // In each country, an In-Country Facilitator is selected to serve as the NDC Partnership's national-level interface and operate as a

liaison between the country and the NDC Partnership. Contrary to the function of IPs which implement directly, the In-Country Facilitator's role is purely one of coordination and supportive facilitation. Working on behalf of the government, the In-Country Facilitator plays a key role in ensuring the smooth coordination of the in-country engagement process and building the capacity of the government to facilitate, as needed. As per the Terms of Reference (TOR), this involves working with the partner country to refine its objectives for support over time (including articulation of the Partnership Plan); coordinating the Partnership Plan in-country; and serving as an anchor to assist in communicating and coordinating services at country level. The In-Country Facilitator will liaise with the NDC Partnership SU for vertical information sharing, including both contributing to and accessing knowledge products.

The In-Country Facilitator(s) will be selected by the country FPs, choosing from one of three options (see the Options for In-Country Facilitation on page 11).

If the government opts for the second option, the NDC Partnership will embed a technical assistant within the ministry of choice for an agreed period of time. For sustainability purposes, this person's role will involve kick-starting the process and developing the government's capacity to coordinate the response.<sup>5</sup>

While the In-Country Facilitator's role is country-specific, to take into account country needs and priorities as well as existing coordination structures and functions, it is expected that a minimum set of common responsibilities will apply to all member

<sup>5</sup> For Options 1 and 3, a small amount of resources may be incorporated in relevant project budgets or requested from the SU to cover the costs of facilitation (including the organization of meetings for stocktaking). For Option 2, the SU and/or partners will provide resources to cover the advisor position and related coordination and capacity-building activities.

countries in order to ensure a basic level of consistency and equity. These are outlined in the In-Country Facilitator's TOR, along with examples of typical tasks (**Annex 2**). **Table 1** distinguishes the In-Country Facilitator's role from those of the FPs and the IPs.

## NDC PARTNERSHIP SUPPORT UNIT

The NDC Partnership Support Unit (SU), coordinates members of the NDC Partnership to connect needs with resources. In addition to providing coordination services, the SU may provide fast, short-term technical assistance as part of its objective to leverage small amounts of money to motivate larger actions and opportunities.

The Country Engagement Team of the NDC Partnership's SU functions as a rapid response team charged with coordinating flexible provisions of technical support, financial resources, and knowledge products, in response to country needs. It assists each In-Country Facilitator and member country government, as needed, to engage IPs in designing and

tracking the execution of the Partnership Plan, while helping to ensure engagement is aligned to the government's ambition to strengthen and implement its NDC. To consistently verify that services are of agreed quality and scope, the SU, together with the In-Country Facilitator, supports discussions — as appropriate — at key milestones of the Partnership Plan and collates 360-degree feedback from governments. This information is reported periodically to NDC Partnership members to promote effective decision-making.

### iv. Country-Specific Engagement Approaches

While there is a clear need to be strategic in the NDC Partnership approach, the Partnership will, at times, need to be flexible and opportunistic to effectively deliver that strategy. As such, the in-country engagement approaches will differ from country to country to adapt to local realities. Regardless of the approach chosen, a set of standard approaches will be applied that are designed to incorporate lessons learned and avoid common pitfalls of other past and ongoing partnership and coordination efforts. For further details, see **Annex 1**.

## OPTIONS FOR IN-COUNTRY FACILITATION

- » **OPTION 1:** A government Ministry or Agency.
- » **OPTION 2:** A government Ministry or Agency, with embedded facilitation support from the NDC Partnership.
- » **OPTION 3:** One or more IPs, DPs or agencies chosen by the FPs of the government. To ensure effective coordination, a maximum two In-Country Facilitators are recommended.

Note: In all cases, the government will approve selection of the In-Country Facilitator(s). The standard TOR will guide the role of the In-Country Facilitator, although the government will have the opportunity to amend it to reflect the specific country context (**Annex 2**). Although an In-Country Facilitator will help track progress, accountability of delivery of results — as per the Partnership Plan — lies between the individual IPs and the member country government.

**Table 1. Distinguishing between the Roles of In-Country Facilitator, Implementing Partners, and Focal Points**

ROLE	MAIN FUNCTION	KEY RESPONSIBILITIES
<b>In-Country Facilitator</b>	Country-level Coordination and Facilitation; Government capacity building, as applicable	<ul style="list-style-type: none"> <li>» Track implementation of and reporting on the Partnership Plan;</li> <li>» Liaise with the SU, IPs, and others as the government’s NDC Partnership interface;</li> <li>» Build government’s capacity to coordinate/ facilitate directly, as applicable.</li> </ul>
<b>Implementing Partners</b>	Implementation; Service delivery	<ul style="list-style-type: none"> <li>» Deliver technical assistance, policy advice, and other services;</li> <li>» Collaborate with others for synergies and results.</li> </ul>
<b>Country Focal Points (Government)</b>	Agenda-setting, decision-making, and approvals	<ul style="list-style-type: none"> <li>» Shape the conversation and resulting work;</li> <li>» Endorse/approve each key element of country engagement stages (see <b>Section v</b> for further details);</li> <li>» Lead oversight of the implementation of the Partnership Plan.</li> </ul>

## BUILDING CAPACITY AND FOSTERING COUNTRY OWNERSHIP FOR SUSTAINABILITY


To promote ownership of the government and all IPs, the responsibility for advancing in-country engagement will be delegated to the local IPs and partner country FPs as much as possible, after the SU and the government have jointly kick-started the initial NDC Partnership in-country engagement. Increasing readiness for the gradual transfer of this role and ensuring that it can be sustained may require building capacity of government staff members, changes in governance mechanisms, and/or creation of sector working group(s). Yet the groundwork

will have already been laid by ensuring that all stages of the in-country engagement process are initiated, led, and endorsed by the member country government.

## OPERATING WITHIN THE CONTEXT OF PRIOR AND ONGOING ENGAGEMENTS

Given that the NDC Partnership is operating in contexts of prior and ongoing country engagements on NDCs and beyond (e.g., multi-year Country Partnership Frameworks [CPF] by the World Bank and Country Program Document of United Nations Development Programme [UNDP]), streamlining NDC Partnership engagement with current partner initiatives is





key. The intention is for the Partnership Plan to consider these long-term partnership frameworks by reflecting their priority areas of engagement (e.g., investment, technical assistance, etc.) within relevant NDC Partnership objectives, as per needs expressed by the government. Conversely, when the IPs design their future country programs in collaboration with the government, they would be expected to factor in the country's NDC Partnership TOC and corresponding Partnership Plan.

The NDC Partnership has the potential to be a game changer, in terms of catalyzing more efficient and effective aid, by shifting the focus from bilateral, siloed programming to more holistic, collaborative and strategic programming. The vision is for all relevant members to align their support to government needs, ensure that it is complementary to stakeholders' inputs, and seize opportunities to leverage skills and resources with other organizations — while building the capacity of the government to facilitate such an approach.

## CONSIDERING EXISTING MECHANISMS AND FUNCTIONS

The NDC Partnership aims to strengthen and complement the cooperation mechanisms that were established by the Paris Agreement and remain important for attaining the SDGs. As such, it is critical to identify and consider existing coordination mechanisms and confer with FPs when selecting the Facilitation Option and adapting the In-Country Facilitator's TOR for the country context. For instance, to deepen the coherence of partners' engagement toward the Partnership Plan, the most effective way of having an impact in certain countries may be for the NDC Partnership to work through existing

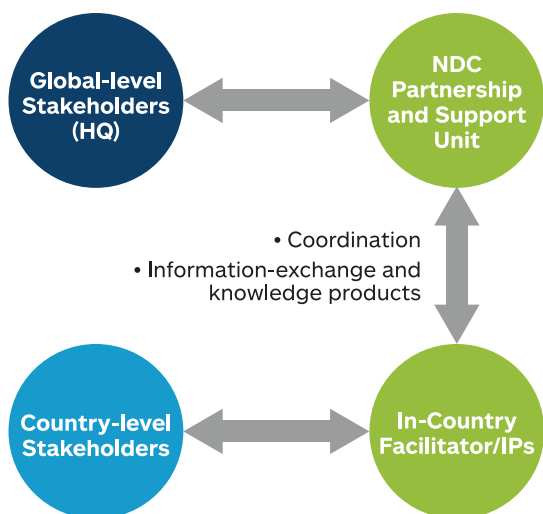
coordination mechanisms to promote learning, help align partners around common objectives, and build government's capacity to coordinate. Where coordination structures and systems are limited or non-existent, the In-Country Facilitator may need to take on more of a 'lead' role and liaise with key stakeholders 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 particular, fragile, conflict, and violence-prone countries may require unique approaches to best serve their needs, given their particular vulnerability to climate variability, climate change, and natural hazards, particularly as increasing impacts of climate change are acting as a threat multiplier of violent conflict and fragility.

## ENSURING BOTH VERTICAL AND HORIZONTAL COMMUNICATION

Regardless of the engagement approach applied in a country, communication will take place both vertically (i.e., with points of contact within the headquarters of bilateral agencies) and horizontally (i.e., with coordination points at in-country offices or embassies, as applicable). This is not only important for South-South and North-South learning, but also for engaging the different levels at which each IP operates. It is important to clarify that the In-Country Facilitator is not meant to be a gate-keeper or mouthpiece of the government, rather this function should support the government by facilitating and streamlining the Partnership Plan coordination and implementation.

**Figure 6: Vertical and Horizontal Communication**



**v. Stages of the In-Country Engagement Process**

The In-Country Engagement Process has been designed to provide NDC Partnership stakeholders with some basic guidance on a set of key recommended steps for establishing, operationalizing, and monitoring activities at the country level. Recognizing that partnerships and coordination can be quite complex and timelines will vary, it is important to note that this is simply illustrative; and it is at the country’s discretion to determine which steps are relevant to them, and when. In each stage of the country engagement process, communication needs to be inclusive and open to all relevant stakeholders. Ensuring that member country stakeholders, IPs, the SU and steering committee are appropriately informed, offered the opportunity to participate in workshops and document reviews and have access to information regarding the Partnership’s in-country engagement is critical to an effective partnership.

The preparatory activities are funded with resources from the NDC Partnership SU. Throughout the various stages, the SU and partners collaborate to extract valuable lessons that can inform replication and scale-up the most effective actions. They also publish a stream of knowledge assets that bolster in-country action; these products include online resource “Navigators” and expert perspectives.<sup>6</sup> Results of each of the stages will be shared across the Partnership members.

**STAGE 1 // REQUEST FROM COUNTRY**

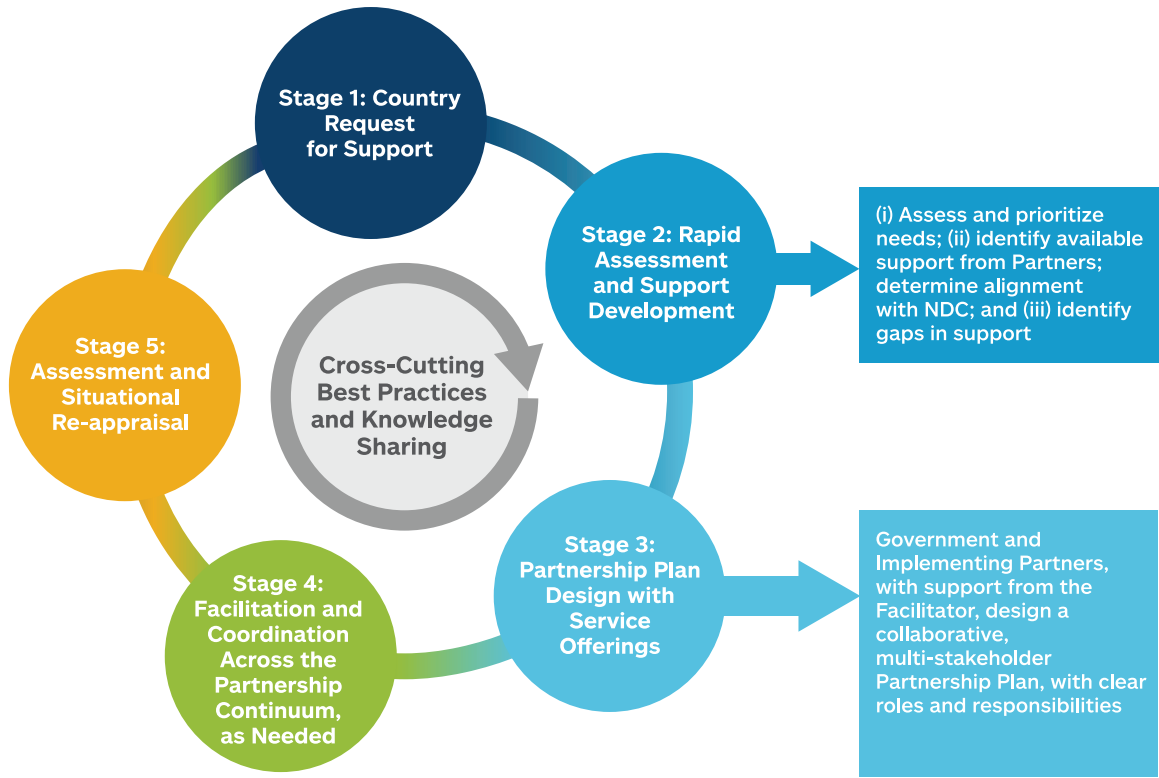
Since engagement with the NDC Partnership is a country-driven process, as part of the first stage, countries must submit a request for in-country support from the Partnership. During initial engagement with the country, relevant IPs and DPs may be invited to join initial scoping calls with member country contacts, or consulted bilaterally, per their interest and the interests of the member country. In this stage, the member country will also identify the FPs, who will oversee the country’s engagement with the Partnership. While the FP ministries vary by country, typically there are two: the Ministry of Environment and the Ministry of Finance/Economics/Planning or the Head of State’s Office. These FPs then select one of the Facilitation Options and nominate the In-Country Facilitator(s) to coordinate engagement process in-country.

**STAGE 1 RESULTS //**

- » **Country requests support from Partnership;**
- » **Focal Points identified;**
- » **In-Country Facilitator(s) nominated; and**
- » **Aide memoire prepared by SU, and disseminated to partners.**

<sup>6</sup> Refer to the NDC Partnership website for examples of knowledge products: <http://ndcpartnership.org/knowledge-portal>

**Figure 7: In-Country Engagement Process**



**STAGE 2 // RAPID ASSESSMENT AND INTERVENTIONS SCOPING:**

This stage offers a platform for stakeholders to engage in establishing a unifying framework that guides the subsequent stages, while building a collegial environment for cooperation on the ground. It typically begins with a Kick-Off Workshop to convene all Ministries, DPs, and other key actors involved in NDC implementation (such as civil society organizations and the private sector) to facilitate a dynamic dialogue on areas of partnership, and formally initiate the work of the Partnership.<sup>7</sup>

**RAPID SITUATIONAL ASSESSMENT (RSA):**

The NDC Partnership has developed an RSA tool that identifies NDC commitments, prioritizes needs, maps stakeholders, catalogues NDC actions, and identifies gaps in support.

<sup>7</sup> In some countries, a Kick-Off Workshop may not be needed, depending on the needs of the government.

At this stage, the FPs and In-Country Facilitator with the SU's support, as needed, undertake a Rapid Situational Analysis (RSA) to scope interventions, to inform the selection of the country's NDC Partnership IPs and to determine possible areas of coordinated support that can be planned and executed with flexible and other funding mechanisms. Activities may include NDC stakeholder analysis, political economy analysis, sector analysis, gap analysis, prioritization of needs, and mapping of available resources across target sectors. To avoid replicating data, partners should leverage existing information where it is available, including, for example, the country Biennial Update Reports to the United Nations Framework Convention on Climate Change.

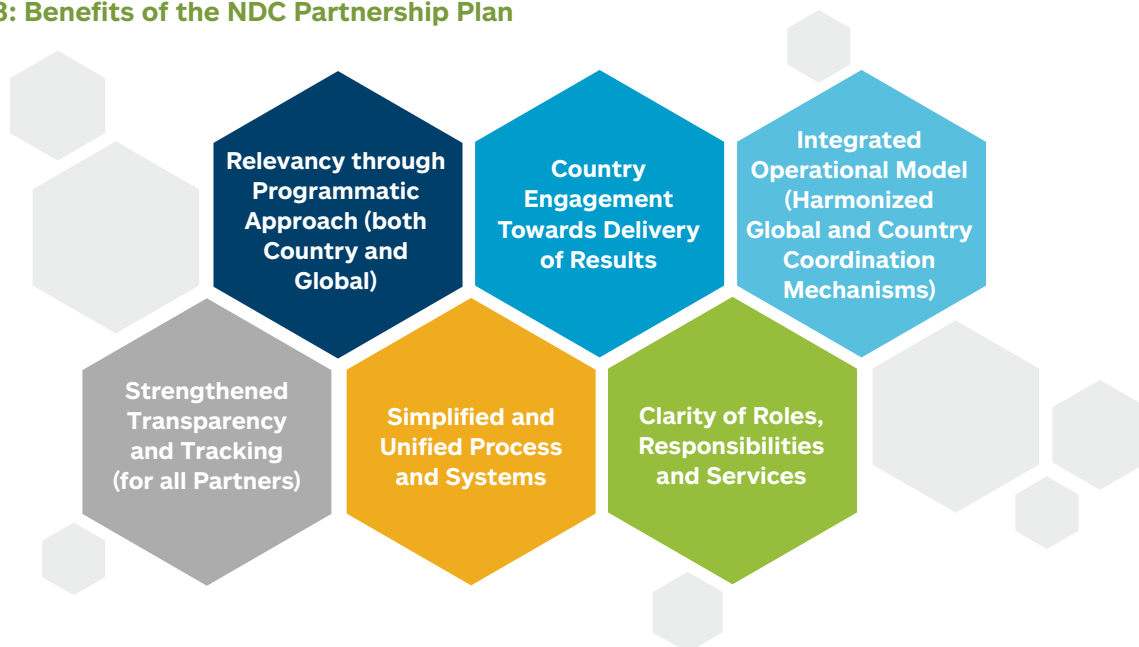
The next step outlines the engagement approach that the Partnership may work under in the country, which will reflect any other existing mechanisms for supporting NDCs.<sup>8</sup> This involves structured dialogue with the government and partners, which will vary in complexity and

duration. In the process, the NDC Partnership must remain agile and focused on producing a simple logic model (the Theory of Change) that transforms NDC support needs into common objectives for the partnership and links those to the most relevant service offerings of the NDC Partnership IPs (as per the Value Chain of Services).

**STAGE 2 RESULTS //**

- » **NDC actions catalogued and stakeholders mapped against NDCs;**
- » **Effective sectoral needs identified and prioritized;**
- » **Implementation gaps and opportunities assessed;**
- » **Gaps in support identified;**
- » **Rationale for NDC actions (TOC) developed;**
- » **Engagement approach agreed, including approval of facilitation option; and**
- » **Results shared.**

**Figure 8: Benefits of the NDC Partnership Plan**



<sup>8</sup> The NDC Partnership Support Facility (SF) of the World Bank Group; NDC Assist and Support for the Implementation of the Paris Agreement projects of German Agency for International Cooperation; NDC Support Program of UNDP; Germany's International Climate Initiative under the Federal Ministry for Federal Ministry for the Environment, Nature Conservation, Building, and Nuclear Safety; NDC Invest of IADB, NDC Facility of AFD, NDC Support Program of EBRD, NDC Hub of AFD.

### STAGE 3 // DESIGN OF THE PARTNERSHIP PLAN WITH SERVICE OFFERINGS

Using the TOC and information gathered in the RSA, relevant stakeholders — including private sector entities, civil society organizations, IPs and DPs — collaborate to develop the Partnership Plan, which provides a holistic picture of the selected IPs' contributions to the country's objectives for NDC Partnership

support. The government decides whether to bring in the SU or In-Country Facilitator (or both) to lead the work planning exercise. Once this multi-stakeholder Partnership Plan is approved by the government, it will provide the basis for coordination and harmonized implementation of NDC Partnership support.

#### NDC PARTNERSHIP PLAN

**What is it?** Each NDC Partnership member country government is expected to develop a three-year Partnership Plan in collaboration with the In-Country Facilitator, the SU, and 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 leveraging of resources.

**What purpose does it serve?** Both a planning and monitoring tool, the Partnership Plan serves as the basis for coordination of NDC Partnership support services at the country level by providing a framework for IPs to work together toward

common objectives. This government-led tool provides IPs with a simple way to:

- » ensure harmonized programming and identify working synergies;
- » guide the use of existing resources and identify areas in need of resource mobilization;
- » coordinate the provision of country-specific services by 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 IPs have agreed to coordinate and focus efforts in the coming

years. These outputs are tagged to service areas within the NDC Partnership Value Chain (see **Section ii**) that are aligned to government needs. The Partnership Plan also specifies key performance indicators, targets, timelines, and responsibilities of both the government (including those related to policies, regulations, budgeting processes) and IPs (including those related to support, technical assistance, capacity building, and financing). As a complement of the IPs' wider climate engagement with the partner country, the work plan should capture not only new/planned work of the IPs, but also the IPs' relevant projects/programs that are ongoing or in the pipeline. While it covers a three-year period, this does not signify that all work starts in Year 1; rather, it consolidates the work of IPs on different programming cycles

### How and when is it

**designed and updated?** The Partnership Plan is developed through a participatory exercise involving wide stakeholder consultations. IPs are identified through the mapping process; and the In-Country Facilitator and/or SU, as directed by the government, engages them to link their services and resources with the services prioritized by the government from the NDC Partnership. Where gaps in services are identified, the In-Country Facilitator and the SU flag them to the NDC Partnership network and facilitate dialogue to try to find ways to secure the

necessary assistance. The final government-approved version will be a feasible yet ambitious results-based workplan.

**How is it used?** Using the Partnership Plan, the In-Country Facilitator convenes partners with relevant skills, resources and/or expertise to provide the government with a tailored continuum of support from the Partnership, allowing for effective 'match-making' between supply and demand. In each country, the relevant IPs are expected to commit to align their actions within the unifying framework of the Partnership Plan. Partners implementing under

the Partnership Plan may be eligible to access flexible funding or support through NDC Partnership members.

**What are the advantages of the Partnership Plan?** By using this and other tools offered by the SU, countries can more easily manage their in-house resources and development assistance. The Partnership Plan also gives partners the confidence that their planned inputs are fully endorsed by partner country governments and efficiently aligned with the policy, budgeting, and strategic functions of other DPs. See **Figure 8** for additional details.

### STAGE 3 RESULTS //

- » **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; and**
- » **Results shared.**

### STAGE 4 // FACILITATION AND COORDINATION OF PARTNERSHIP PLAN IMPLEMENTATION

From Stage 4 onward, the IPs provide assistance to the government in accordance with the

Partnership Plan. The In-Country Facilitator has oversight of the Partnership Plan implementation and coordinates periodic reporting by IPs to the NDC Partnership. IPs are encouraged to use the standardized country-level Partner Progress Update (PPU) as a common template to streamline reporting and reduce transaction costs. The Partnership Plan is reviewed and adjusted annually. As the context evolves, the In-Country Facilitator and SU conduct additional needs assessments and consultations, as well as coordinate partnerships to sustain real-time assistance to the government and other stakeholders.

**Figure 9: NDC Partnership In-Country Value**



**STAGE 4 RESULTS //**

- » **Partnership Plan implemented;**
- » **Periodic progress tracked, reported and shared through In-Country Facilitator; and**
- » **Partnership Plan is updated annually.**

**STAGE 5 // RESULTS ASSESSMENT AND LESSON LEARNING**

This stage is critical for effective development cooperation and verifying that the NDC Partnership is on track to support government-led national development. At key milestones of the Partnership Plan, the In-Country Facilitator coordinates NDC Partnership-wide assessments of the Partnership Plan implementation and lessons learned in the process. This provides an avenue for improving accountability and transparency of the Partnership Plan’s delivery. The findings are utilized to improve the quality of Partnership Plan design and implementation. Assessment results and lessons learned are also channeled into knowledge-sharing activities,

to enhance the overall quality and scaling of the collective action, both nationally and globally. This includes capitalizing on the NDC Partnership’s cross-country, regional, and global-level knowledge-sharing platforms and events.

**STAGE 5 RESULTS //**

- » **Results assessed periodically;**
- » **NDC Partnership-wide ‘lessons learned’ collated; and**
- » **Knowledge pieces on improving effective cooperation published and shared across the network.**

**vi. Benefits of the NDC Partnership**

**UNIQUE VALUE PROPOSITION**

Within the diversity and complexity of the development landscape, the emergence of multi-stakeholder platforms is driving more systematic and coherent approaches to development. The 2030 Sustainable Development Agenda and the Paris Agreement are examples of global



agreements that affirm the essential role of multi-stakeholder partnerships for scaling and amplifying success. Several platforms exist for coordinating services and partners in SDG and Paris Agreement implementation. Like the NDC Partnership, these platforms target a wide range of governments, DPs, private sector agencies, and civil society organizations with the intent of streamlining aid through a more manageable and coordinated process.

What sets the NDC Partnership apart is its dual role as a global partnership and a country-level coordination mechanism. It has leveraged lessons learned from past and parallel initiatives to design a strong engagement approach for partnership and coordination. As such, it goes beyond fostering partnerships to: (a) facilitating agreements on a country-wide framework for cooperation among IPs, with common objectives and a concrete plan of action in the form of the Partnership Plan; (b) harnessing a rapid and streamlined flow of technical and financial assistance between member country governments and IPs; and (c) linking the capacity building and knowledge products of various stakeholders to a centralized knowledge platform. The NDC Partnership is unique, in that:

- » It is the only partnership exclusively focused on NDCs.
- » It ensures both in-country and global coordination across partners.
- » It relies exclusively on government-led planning and budgeting processes to plan and execute services at the country level.

As shown in **Figure 9**, the NDC Partnership's unifying, country-wide strategy offers many valuable benefits to members seeking a holistic approach for climate and development action. In particular:

- » DPs and IPs will benefit from achieving greater impact with less resources, through leveraging synergies across multiple layers of development cooperation;
- » The private sector will have the advantage of accessing comprehensive assessments of the most effective areas to channel investment, by being part of the formulation and implementation of Partnership Plan; and
- » Governments can rely on an external institutional, technical assistance body to enhance results while strengthening their internal capacity.

#### **vii. Final Notes**

The strategy presented here has been conceptualized by the NDC Partnership SU, with input and guidance from Steering Committee members and IPs. This initial version is meant to be a dynamic document, which will be refined and adjusted periodically based on concrete experiences in applying the strategy.

## **SUPPORT UNIT HOSTED BY**



**WORLD RESOURCES INSTITUTE**





# ANNEX 1:

## 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.<sup>1,2</sup> Lessons learned also point to the importance of a senior and publicly accountable figure having political responsibility for delivery.<sup>3</sup> 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.<sup>4</sup> By aligning these goals and objectives to partner-country ambitions and building on existing frameworks,*

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

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

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

<sup>4</sup> *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.<sup>5,6,7</sup> 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.<sup>8,9</sup>* 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


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

<sup>6</sup> *Ibid.*

<sup>7</sup> *Ibid.*

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

<sup>9</sup> 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.*<sup>10,11</sup> 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.*<sup>12</sup> *The biggest gaps in partnership initiatives tend to be in this area, namely: measuring and scaling impact, learning, and knowledge-sharing.*<sup>13</sup> 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.

<sup>12</sup> 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>

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

# ANNEX 2:

## TERMS OF REFERENCE (TOR) FOR THE IN-COUNTRY FACILITATOR

### BACKGROUND

Recognizing the importance of having an organization with deep local knowledge to serve as NDC Partnership's national-level interface and facilitate coordination of the NDC Partnership NDC Partnership Plan in country, each member country government will identify an In-Country Facilitator. Typically, there will be a single In-Country Facilitator for each country, though it is possible for a country to have more than one In-Country Facilitator, upon government approval.

The first step to selecting the In-Country Facilitator(s) is to choose one of the following options:<sup>1</sup>

1. The In-Country Facilitator is a government body (i.e., Ministry), which undertakes the role independently;
2. The In-Country Facilitator is a government body (i.e., Ministry), which operates with facilitation support embedded in the relevant ministry from the NDC Partnership; or
3. The In-Country Facilitator is an organization (i.e., NDC Partnership Implementing Partner [IP] or other development partner or agency) chosen by the government.

If the government opts for the second facilitation option, the NDC Partnership will embed an advisor within the Ministry of choice for an agreed period of time. For sustainability purposes, this person's role will involve kick-starting the process and developing the capacity of government to coordinate the response.

The In-Country Facilitator should ideally be nominated by the time the process of developing Partnership Plan starts. It should be communicated to all relevant stakeholders during the NDC Partnership Kick-off Workshop or through an official communication by government.

### ROLES AND RESPONSIBILITIES

In each country, the In-Country Facilitator serves as the NDC Partnership's interface in country and operates as a liaison between the country and other NDC Partnership member countries. Contrary to the function of IPs, which implement directly, the In-Country Facilitator's role is purely one of coordination and supportive facilitation. Working on behalf of the partner government, the In-Country Facilitator plays a key role in ensuring the smooth implementation of the Country Engagement Process, by supporting ongoing coordination efforts between the

<sup>1</sup> For Options 1 and 3, a small amount of resources may be incorporated in relevant project budgets or requested from the SU to cover the costs of facilitation (including the organization of meetings for stocktaking). For Option 2, the SU and/or partners will provide resources to cover the advisor position and related coordination and capacity-building activities.

Support Unit (SU), the various partners in the NDC Partnership, and the member country government. This involves working with the member country to refine its objectives for support over time (including articulation of the Partnership Plan); coordinating the Partnership Plan at country level; and serving as an anchor to assist the NDC Partnership in communicating and coordinating services at country level. The In-Country Facilitator will also liaise with the NDC Partnership SU for vertical information-sharing, including both contributing to and accessing knowledge products (See NDC Partnership Country Engagement Strategy for more details on coordination modalities and lines of communication).

While the In-Country Facilitator's functions are country-specific given the unique set of circumstances and priorities in each country, it is expected that the following responsibilities will be streamlined across all countries in order to ensure a basic level of consistency and equity:

- » Support the member country government and the SU in initiating NDC Partnership in-country engagement;
- » Support the member country in articulating its needs and priorities along with the preferred process for coordination of country engagement as reflected in the Partnership Plan;
- » Ensure that communications relevant to NDC Partnership engagement are shared with relevant national and international level stakeholders;
- » Facilitate periodic coordination and information exchange among partners in the member country, with the aim of leveraging and mobilizing their respective advantages in support of the Partnership Plan; or, where an existing coordination mechanism is already in place, support the integration of the NDC Partnership into the established mechanism

and provide services to strengthen coordination and harmonization, as needed;

- » Collaborate with the SU to document changes in the operating context and provide support to the member government and stakeholders in decision-making processes;
- » Assist in tracking the progress of in-country engagement and provide periodic progress updates to the NDC Partnership Steering Committee, through the SU; and

**For facilitation options 2 and 3:**

- » Build capacity within the member country government to coordinate climate action, align the climate agenda with sustainable development, and leverage necessary resources/support, as needed, so that eventually the facilitation role can be fully transitioned to government.

**Examples of Possible Tasks:**

- » If the In-Country Facilitator is identified early on, help initiate the in-country engagement process by convening stakeholders and catalyzing dialogue among partners. Where appropriate, conduct a gap analysis, prioritization of needs, economic analysis, and mapping of stakeholders and NDC initiatives as well as available resources across target sectors;
- » If the In-Country Facilitator is identified prior to the official partnership launching, assist the NDC Partnership SU and member government in planning and preparing the NDC Partnership Kick-Off Workshop. This may include the following activities:
  - Assist in preparing/updating relevant country documents (Aide memoire, stakeholder mapping, etc.)
  - Support Focal Points (FPs)/member government and NDC Partnership mission team (consisting of the SU and NDC Partnership partners if available) in planning, preparing, and organizing initial in-country exchanges among

- national and international stakeholders on potential in-country engagement;
- Organize or support the member government in organizing the Kick-Off Workshop engaging all relevant stakeholders in-country, including development partners that are not NDC Partnership members.
- » In collaboration with the member country government and SU, participate in developing the Partnership Plan by convening relevant partners and gathering their respective inputs;
  - » Engage with partners in-country to link needs to services and resources in accordance with the Partnership Plan, including liaising with the SU to access and/or feed into global knowledge products;
  - » Arrange for periodic coordination and information-exchange among partners in the member country with the aim of leveraging and mobilizing their respective advantages in support of the Partnership Plan. Or, where an existing coordination process is already in place, support the integration of the NDC Partnership into the established mechanism and provides services to strengthen impact overall coordination as needed;
  - » If requested, facilitate national, country-specific, multi-stakeholder dialogues, which may serve one or more of the following objectives:
    - Intersectoral multi-stakeholder dialogues to promote a whole-of-government approach in implementing NDCs and their integration in development policies; and/or
    - Multi-stakeholder dialogues to identify the support needed to advance/start NDC implementation planning (i.e., “NDC Implementation and Investment Plan”)
- Support member government in conducting meetings among DPs and other key stakeholders, in order to maximize synergies, avoid duplication, and mobilize support for identified needs and gaps for successful NDC implementation;
  - Multi-stakeholder dialogues with the private sector and/or civil society organizations;
  - Multi-stakeholder dialogues within specific sectors or on a certain topic (i.e., Measurement, Reporting and Verification [MRV], climate readiness, etc.);
- » Together with the SU, conduct additional needs assessments;
  - » Monitor and assess implementation of the Partnership Plan and coordinate periodic reporting of partners to the NDC Partnership;
  - » Assess progress outcomes of the NDC Partnership in-country engagement and make recommendations for adjustments;
  - » Assist the SU in the identification and dissemination of information on best practices and lessons learned from in-country engagement; and
  - » Conduct ongoing capacity development (i.e., technical assistance and formal/informal on-the-job training) of the government in preparation for fully taking on the facilitation role in the future.



