

LEDS Global Partnership Strategic Dialogue

Saturday 12th November, 2016 | COP22 Marrakech

Introduction:

The LEDS Global Partnership Secretariat organised a Strategic Dialogue for the LEDS GP Steering Committee, Regional Platforms, Working Groups and a few wider partners on Saturday 12th November, 2016, on the side lines of COP22, Marrakech. The session was opened by LEDS GP Secretariat Co-Directors, Ron Benioff (NREL) and Janet Strachan (CDKN) who referred to the LEDS GP draft Strategic Plan 2017-2020, which was developed this year, and was the focus for discussion during the dialogue. The objectives of this half-day session were to:

- Deepen the common understanding within the Partnership of the value and role of the LEDS GP;
- Provide inputs and recommendations for the results framework, role and strategic value of the platform;
- Provide recommendations on how to deepen impact, strengthen strategic partnerships and diversify finance. (Due to time constraints, it was decided that the issue of diversifying funds will be explored separately post-Marrakech).

The dialogue was facilitated by Maria Paz Cigaran (Libelula/ LEDS LAC), and Letisha Lunin (Intrac/ CDKN M&E). It was followed by a LEDS Regional Platform and Working Group exchange in the afternoon to learn about Regional Platform 2017 priorities and how they align with LEDS GP impact; and to explore ways to interlock the work of the Global Secretariat, Regional Platforms and Working Groups, and input into 2017 work plans. The meeting also celebrated the contributions of Stephen King'uyu, Government of Kenya, as LEDS GP Steering Committee Co-Chair for the past two years, and also his role on the Africa LEDS Partnership Steering Committee.

Key Outcomes:

The key findings and reinforcements from the discussions were as follows:

- LEDS GP has a unique role to play in enabling peer learning and exchange, technical collaboration, and access to knowledge and advisory support for LEDS practitioners and should maintain its focus on this core practitioner based learning and collaboration role.
- LEDS GP should also serve as an amplifier to scale up and replicate best practices and good approaches, showcase leadership, and provide access to filtered, focused and highly useful information.
- LEDS GP will continue to provide and expand support to countries to implement their NDCs while ensuring linkages to LEDS and mid-century strategies are made, which offer a longer-term vision and transformational change.
- LEDS GP should expand collaboration across countries and international partners to deepen practitioner based learning on selected priority topics for countries and foster joint action by groups of early mover countries and capturing good practices from initiatives supported by others, with a focus on learning and replication of successful approaches.
- LEDS GP will strengthen collaboration with the newly formed NDC Partnership to ensure that we build on respective strengths. The LEDS GP primarily offers peer learning, technical collaboration and early mover support among LEDS practitioners, while the NDC Partnership focuses on donor coordination and helping countries to access assistance, political level NDC dialogues and access to knowledge products.
- LEDS GP will deepen partnerships with other institutions to promote knowledge products from partners, build demand for the LEDS GP's advisory services, and partner on topic specific trainings and peer learning activities.
- Given these findings, the LEDS GP will further iterate the draft Strategic Plan, with a view to finalise the draft by January 2017, and emphasise among other revisions the following: LEDS GP will build a confident cadre of LEDS practitioners, having defined more clearly who the practitioners are and how to identify their needs; deepening the impact of select priority areas across Regional Platforms and Working Groups, without losing the networking ability of the Partnership; clarifying outcomes and performance metrics, particularly around the use and application of knowledge products and learning, and capacity development activities facilitated by the LEDS GP; and the expanding role of the LEDS GP to capture and share learning from other institutional programs and networks.

Next steps:

- LEDS GP Secretariat to finalise LEDS GP Strategic Plan 2017 – 2020 and results framework by January 2017 in time for implementation in the new year.
- LEDS GP to set out in more detail: (a) the definition and operation of early mover projects and how they relate to coordinating and knowledge roles with the Partnership and the overall approach to deepening impact (a draft paper on this topic has been prepared); and (b) the pathway towards building a confident and influential cadre of LEDS practitioners.
- LEDS GP Secretariat to update its funding diversification plan (draft update prepared) and facilitate separate discussion on funding diversification before next LEDS GP Steering Committee meeting in February 2017 and/ or the LEDS GP Global Event in April 2017.
- LEDS GP Secretariat to continue discussions with the NDC Partnership in January, 2017, and update the LEDS GP Steering Committee, Regional Platforms and Working Groups.
- Regional Platforms and Working Groups to prepare 2017 work plans (first drafts by December 10th) consistent with the LEDS GP Strategic Plan and the outcomes of this meeting.

Strategic Value and Role of the LEDS GP:

Two roundtable discussions were facilitated to explore the strategic value and role of the LEDS GP. The first asked the questions:

- How do LEDS contribute to the quality, ambition and implementation of NDCs?
- What is unique about them? What is the essence of a LEDS?

Going around the room, participants described NDCs as targets and milestones, and LEDS as the pathway or the practical steps towards those targets and milestones. LEDS were:

- Associated with broader sustainability and development goals, operationalising and linking with the Sustainable Development Goals (SDGs), for instance, poverty and gender issues.
- Multi-sectoral **integrated strategies**, which enhance ambition – a product of multilevel government vision and coordination.
- Long-term **vision** that translated into implementation and **action** on the ground.
- Mid-term goals.
- Able to test the feasibility and functionality of NDC targets.
- A **framework** for all drivers and goals of low emission development, with robust analytical backing and options.
- Able to identify both low greenhouse gas emission pathways and economic pathways.

A second exercise explored the strategic value of the LEDS GP and the role of the LEDS GP in supporting NDCs further by asking:

- Why does the LEDS GP exist?
- What problems/ challenges/ opportunities do we want to solve/ harness?
- What impact do we want to have?
- What impact do you want to have?
- What impacts are essential to you/ your organisation?
- What does LEDS GP offer or do to solve those problems/ achieve those impacts?
- What is essential/ unique of what LEDS GP does/ offers?
- What is not essential of what LEDS GP does?
- How does this help to implement NDCs?

Question	Responses
<p>Why does the LEDS GP exist?</p>	<p>Connection:</p> <ul style="list-style-type: none"> - Bringing science to developing country policy makers - Team up to design and implement smart development - Facilitate exchange of actions and best practices <p>Platform:</p> <ul style="list-style-type: none"> - Bringing people together; connecting LEDS practitioners with knowledge and resources - Cultivate and showcase champions - Strengthen capacity of LEDS practitioners - Promote communications at all levels <p>Learning:</p> <ul style="list-style-type: none"> - Platform for peer-to-peer learning - Best practices <p>Equal and neutral space:</p> <ul style="list-style-type: none"> - Neutral political space - Cooperation between developed and developing countries - Equalises views
<p>What problems, challenges, opportunities do we want to harness?</p>	<p>Gaps in communication; knowledge, awareness and technical capacity; connection and coordination; and vision and ambition.</p> <p>In turn, opportunities to:</p> <ul style="list-style-type: none"> - Highlight benefits to development - Accelerate the understanding and build technical capacity to implement LEDS - Facilitate access to technical assistance

	<ul style="list-style-type: none"> - Facilitate connection between demand and supply - Improve the connection between policy and practice - Improve the coordination between various stakeholders - Strengthen political will of stakeholders - Raise level of ambition and speed
<p>What impact do we want to have?</p>	<p>Access and Use</p> <ul style="list-style-type: none"> - Ensure relevance of information and policy - Improve use of information including successful approaches - Reduce inefficiency - Stakeholders access right information - Filter information - Translate information <p>Finance</p> <ul style="list-style-type: none"> - Link country efforts with sources of climate finance - Seed financing for programs <p>Capacity/ capability</p> <ul style="list-style-type: none"> - Build capacity of technicians - Build will for social change - Cultivate champions - Influence confidence of practitioners <p>Coordinated Action</p> <ul style="list-style-type: none"> - Foster joint actions - Mainstream development - Ensure long term and big picture planning - Support countries to implement NDCs and LEDS - Foster disruptive and irreversible change towards low emission development pathways - Scale up implementation action collaboratively - Increase ambition of action

	<ul style="list-style-type: none"> - Foster informed action - Policy and programmes implementation - Achieve SDGs - Reduce duplication <p>Awareness</p> <ul style="list-style-type: none"> - Increase awareness of LEDS - Scale up implementation
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Mapping the responses from participants against the draft LEDS GP goal and purpose for 2017-2020, and the chain of results, it was found that the understanding of the value and role of the LEDS GP were well aligned, and that few changes need to be made to the LEDS GP Strategic Plan before it is finalised in December 2016. Some revisions that will need to be made in the next iteration of the Strategic Plan, include: LEDS GP needs to continue to work on who our audiences are, unpacking who it thinks practitioners are, and how to identify their needs; Knowledge products, and means of sharing these, need to be tailored according to the audiences; LEDS GP should move towards more focused, deeper work in support of members, while ensuring it does not lose the networking ability of the Global and Regional Platforms and ability to share this deeper learning across the network; and LEDS GP should also work more on interconnections with other partnerships, for example, the NDC Partnership, and our respective roles in the climate action space.

In summary, it was concluded that the strategic value and role of the LEDS GP in supporting NDCs were, to:

- Amplify action, replicating best practices and successful approaches;
- Showcase country efforts through the Partnership and inspire others, through peer learning, serving as role models;
- Provide access to filtered and useful information;
- Foster joint action between countries;
- Increase the level of confidence of practitioners to implement LEDS in their countries;
- Facilitate the integration of vision and coordination across various stakeholders.

As a result, the LEDS GP will continue to aim to improve LEDS and NDC policies and actions that are ambitious, achievable, replicable and impactful.

Achieving the LEDS GP Strategic Value:

To define actions the LEDS GP should undertake to deepen its impact, including to support NDC implementation, participants were split into three groups, each looking at a different core service the LEDS GP provides, including: (1) Fostering joint actions; (2) Providing access to tools and expertise; and (3) Enhancing capacities. Each group was asked to consider the following questions:

- What impact do we want to have?
- Who are our primary audiences?
- How do we deepen the impact?

What impact?	In what audience?	How to deepen our Impact?
<p>Fostering joint actions</p> <p>Network vs deep dive – bring into LEDS GP more people doing deep dive and share through network.</p>	<p>Government/ subnational</p> <p>Consult/ advise private sector</p> <p>Companies and associations</p> <p>Civil society</p> <p>Generate work to attract people and investment.</p>	<p>1.Expand early mover projects.</p> <p>2.Focus deeper work – proactive success.</p> <p>3.Community of Practice.</p> <p>4.Balance REAL with deeper engagement.</p>
<p>Providing access to tools and expertise</p> <p>Access to and use of/ common understanding of information, tools, and expertise, that is filtered, brokered, consolidated, screened.</p>	<p>Local experts</p> <p>Technical experts</p> <p>Technical agencies/ institutions/ and consultants</p> <p>National line ministries/ policy makers – subnational/ local</p> <p>Tailor knowledge management and tools to audience you want to attract.</p>	<p>Identify needs first.</p> <p>1.Curate knowledge</p> <p>2.Prepare and target knowledge products to right level.</p> <p>3.Focus on demand, regional priorities.</p> <p>4.Replicability.</p> <p>5.Delivery vehicles, tailored.</p> <p>Tools for the influencer (creating a ‘map’ and collection of these).</p> <p>What mechanism/ vehicle</p>

		<p>work most?</p> <p>Mechanisms for delivery – varies by region; use country speakers, not experts.</p>
Enhancing capacities	<p>Individuals/ practitioners</p> <p>Institutions</p> <p>Systems/ networks</p> <p>Government/ policy makers (national/ subnational)</p> <p>Universities/ research institutes</p> <p>LEDS GP internal</p> <p>Civil society</p> <p>Development cooperation agencies</p> <p>Regional/ international</p> <p>Networks and organisations</p>	<p>Connect national/ subnational and inter-sectoral officials;</p> <p>Enhancing abilities within LEDS GP – sharing between RPs and WGs;</p> <p>Increase experience exchange, e.g. online exchange facilitation, in person exchange, scaling fellowship programme;</p> <p>Improving connectivity between RPs and WGs – avoid duplication of efforts;</p> <p>People – product/ tools – use/ action;</p> <p>Guidance on how to distil information that will be useful;</p> <p>Complement with case studies/ practical uses;</p> <p>Evolution of networks: connectivity, alignment, production;</p> <p>Targeted dissemination of knowledge/ products;</p> <p>Balance between in-depth and basics;</p> <p>Gaining trust – gaining access to build capacity;</p> <p>Strengthen communication expertise.</p>

The report-back from the three groups highlighted the importance of the LEDS GP deepening its impact through both early mover projects, and expanding its core services in select priority areas; as well as maintaining some activities of a more general learning nature, particularly for entry level/ new members to ensure that we do not leave people behind as we go into depth on a few priority areas. More specifically, the LEDS GP could take the following actions to deepen its impact going forward:

- Work with member countries to expand early mover activities, developing more communities of practice around a specific topic, and providing more in-depth peer learning and training. This will allow members to deep dive into the topic, and access more focused training from the LEDS GP, and an opportunity to share their learning on an ongoing, iterative process with others in the network.
- Tailor knowledge products and delivery mechanisms to LEDS practitioners in national, subnational and local governments, screening information to specific countries and topics. There will be an emphasis on regional priorities and local demand; and targeting those who are actually 'doing' LEDS, and 'learning by doing'. For instance, webinars will mostly be delivered by practitioners, with shorter interventions by experts.
- LEDS GP can enhance capacities by strengthening the interaction between its Regional Platforms, which bring together members, and Working Groups, which provide technical expertise. Other suggestions included scaling up the LEDS Fellowship programme, which the LEDS GP piloted this year, to maximise the exchanges among members. Training should strike a balance between providing in-depth and basic knowledge, to ensure that entry level members are not left behind. Sessions should not just focus on technical skills, but also softer skills, such as building confidence, to foster leadership.

The session ended with a look at the LEDS GP's positioning relative to other Partnerships, with a focus on the US supported NDC Leadership Compact; and the NDC Partnership, co-chaired by the governments of Morocco and Germany, and hosted by the World Resources Institute (WRI). Ashley Allen gave a brief introduction to the NDC Leadership Compact, which was launched on Monday 14th November, 2016, at the U.S. Center in Marrakech. The NDC Leadership Compact aims to enable at least 15 developing countries to move quickly in making substantial progress in achieving mitigation targets as reflected in their NDCs; and to showcase leadership by these countries in their NDC implementation so they serve as regional or global role models and inspire replication of their successful approaches by other countries. The LEDS GP will team with the NDC Leadership Compact on showcasing and learning activities.

The NDC Partnership was launched at the Moroccan Pavilion on Tuesday 15th November, 2016, in Marrakech, and comprises of a coalition of developing and developed countries and international institutions working together to ensure countries receive the technical and financial support they need to achieve ambitious climate and sustainable goals as fast

and effectively as possible. Ron provided an overview of this new Partnership, and was keen to get the group's feedback on our respective centres of gravity and modalities of work. For example, the discussion with the NDC Partnership has confirmed that the LEDS GP core value (center of gravity) is on practitioner based peer learning, advisory support, knowledge exchange and tools, and early mover support, whereas the NDC Partnership core value (center of gravity) is on donor coordination, enabling access to assistance and knowledge products, and political level dialogue. LEDS GP is working closely with the NDC Partnership to align our respective activities and collaborate on activities of common interest.

Regional Platforms and Working Groups Exchange:

The objectives of the Regional Platforms and Working Groups Exchange session in the afternoon were:

- To learn about the Regional Platform 2017 priorities and how they align with LEDS GP impact (as discussed during the morning Strategic Dialogue session);
- To explore ways to organise and interlock the work of the Global, Regional and Working Groups, and input into 2017 work plans.

Each of the Regional Platforms outlined their priorities for the coming year, and discussed with Working Groups, which activities they would work closely on. The key outcomes from the discussions are highlighted below, and will be further elaborated and aligned in the 2017 Global, Regional and Working Groups work plans that will be further iterated following the Strategic Dialogue.

Africa LEDS Partnership 2017 priority activities:

- Forming a community of practice and providing training and technical support on mini grids design and standards;
- Working with the Finance working group to respond to member needs, and participating in the LEDS GP IKI (International Climate Initiative of the German Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety) project on implementing LEDS and NDCs through mobilising public and private investments (with U.S. government co-funding);
- Scoping an AFOLU community of practice and related analysis and peer learning activities on selected topics, such as integration of REDD+ and LEDS and land use mitigation.
- Implement the Africa LEDS Modelling, Planning, and Implementation Project (collaboration with the European Commission and United Nations Environment Program) across eight countries and that will create regional modelling networks.
- Creating country teams for enhancing the integration of national and subnational action on specific areas (to be determined) and creating a community of practice around this theme.

- AfLP Regional Workshop – Q2 2017

The work of the Benefits Working Group is cross-cutting in the region; the Transport is not currently a priority for the Africa Platform, however targeted technical support to countries can be made available upon request.

Asia LEDS Partnership 2017 priority activities:

- Renewable energy scaling up support including grid integration, financing and policy support, and renewable energy zones – support in this area will build upon existing USAID work to document and share leading examples and develop training packages coupled with advisory support and peer learning events.
- A workshop on enabling private sector clean energy investment in Southeast and South Asia will take place in Bangkok, Thailand on March 27-28, 2017 with support from USAID's CEADIR program.
- Gap analysis of vertical integration in Asian countries to achieve NDC priority goals with recommendations on improvement of the coordination between national and subnational authorities.
- Creating country teams for enhancing the integration of national and subnational action on specific areas (to be determined) and creating a community of practice around this theme.
- Transport Community of Practice on low carbon mobility with deep dive support to at least 1 Asian country through APEC and LEDS GP support.
- Support to at least 3 Asian countries on mobilizing investment for LEDS and NDCs through IKI and USAID support and dissemination of the learning throughout the region through documenting lessons, peer learning forum and virtual and in person trainings.
- Community of Practice on benefits assessment of NDC measures, developing institutional frameworks for assessment of impacts, and linkages of LEDS and SDGs
- Asia LEDS Forum – Q3 2017

LEDS LAC Platform 2017 priority activities:

- Integration of mitigation, adaptation and development agendas (MRV and financing focus)- Advisory support to at least 2 countries, virtual exchanges with other countries and webinars.
- Articulation of sectoral efforts for low emission resilient rural development - focus on bioelectricity - in depth technical support to at least 2 countries on bioelectricity policies and programs, virtual exchanges, and case studies.
- Articulation of sectoral efforts for low emission resilient rural development – focus on linkages REDD + and LEDS – in-depth analysis of 2 cases and dissemination of learning with the broader membership through expert workshops, webinars, case studies, advisory support and peer learning activities.

- Articulation of sectors, government levels and stakeholders for a low emission resilient urban development – focus on strengthening the implementation of transport components of NDCs – in depth support to at least 1 country and creating a community of practice to deliver training and advisory support to additional countries and promote peer to peer exchanges. Case studies and lessons learned will be developed as means to share the learning from these activities.
- Articulation of sectors, government levels and stakeholders for a low emission resilient urban development – Multilevel Governance - creating country teams for enhancing the integration of national and subnational action on specific areas (to be determined) and creating a community of practice around this theme to disseminate the learning and encourage replication of approaches.
- Support to at least 3 LAC countries on mobilizing investment for LEDS and NDCs through IKI and USAID support and dissemination of the learning throughout the region through documenting lessons, peer learning forum and virtual and in person trainings.
- LEDS LAC Regional Workshop – Q3 2017

The Global Secretariat can support the Regional Platform and Working Group through the following action points and the global work plan:

1. Finalising strategic plan – developing sub-elements, for example, drafting capacity building pathway and a learning strategy; thinking through partnerships, e.g. NDC Partnership; and funding diversification;
2. Work plan formulation – setting up coordination calls to see what activities are most valuable and increase coordination between Regional Platforms and Working Groups;
3. Communications – improving internal communications within the Partnership; website refresh and user survey; understanding who our members are; setting up a client management system; work around the LEDS GP brand, and aligning with the Regional Platforms; the Africa Platform is about to launch a new microsite;
4. Fellowships – align the Fellowships programme with Regional priorities; follow up with UNDP and other interested partners to discuss the next phase of the programme;
5. Best practice resource – highlighting leadership in LEDS; status of LEDS; and cross regional activities;
6. Review of LEDS GP – internal and external review will take place in 2017;
7. Global event – will likely to take place in April 2017 in Berlin, together with UNDP – Regional Platforms and Working Groups felt the global event is important for cross-regional learning, and should focus on results rather than process;
8. Cross-regional activities include IKI project and private sector engagement strand; subnational integration; best practice leadership initiative; capacity building in transport and NDCs; energy Atlas development; transport toolkit development; finance online resource; LEDS practitioner manifesto (framework to orientate our work); work on mid-century strategies – the LEDS GP can potentially pick three countries to work with by the COP in 2020 as a way of defining the LEDS GP role

and niche; driving the process for diversifying funding – the Global Secretariat can give more steer on who should lead.

Internal Coordination: The LEDS GP Secretariat, Regional Platforms and Working Groups discussed internal coordination, and it was agreed that more frequent communication is needed and that the excel spreadsheet tracking all activities on a monthly basis is not useful. It was therefore suggested that a simple email/ listserv (with no further links), highlighting the top five key updates from the LEDS GP Secretariat, Regional Platforms and Working Groups, should be circulated monthly instead. Key action items regarding internal coordination include:

- LEDS GP Secretariat will take the lead on sending these updates on a monthly basis (with more regular updates when needed) with activities the Secretariat is aware of. To ensure the Secretariat has all the latest, most accurate information, Regional Platforms and Working Groups are required to ensure that they report on their activities to the Secretariat every month.
- It is expected that Regional Secretariats and Working Group leads will also continue bi-lateral discussions to plan activities and improve coordination.
- A quarterly call including all Regional Platforms and Working Groups will continue to take place.
- Regional Secretariat exchanges will also continue to take place on a quarterly basis.

Participants:

Ashley Allen, U.S. Department of State; Michelle Murphy, U.S. Department of State; Colin Green, USAID; Amanda Wheat, USAID; Evan Notman, USAID; Martin Kaspar, European Commission; Amal Lee Amin, IDB; Jennifer Doherty-Bigara, IDB; Sato Ichiro, JICA; Sam Bickersteth, CDKN; Ari Huhtala, CDKN; John Christenson, UNEP; Stephen King'uyu, Government of Kenya; Esther Wangombe, Government of Kenya; Edward Awafo, AfLP; Emani Kumar, ALP; Soumya Chaturvedula, ALP; Maria Jose Gutierrez Murray, LEDS LAC; Maria Paz Cigaran, LEDS LAC; Ken Androsko, AFOLU WG; Natalie Harms, Benefits WG; Alexander Ochs, Energy WG; James Rawlins, Finance WG; Scott Muller, Subnational WG; Angela Enriquez, Transport WG; Scott Williamson, Center for Climate Strategies; Ron Benioff, NREL/ LEDS GP; Caroline Uriarte, NREL/ LEDS GP; Sadie Cox, NREL/ LEDS GP; Janet Strachan, CDKN/ LEDS GP; Jebi Rahman, CDKN/ LEDS GP; Mairi Dupar, CDKN/ LEDS GP; Charlene Watson, CDKN/ LEDS GP; Ali Sheikh, CDKN; Hammad Raza, CDKN; Letisha Lunin, CDKN.

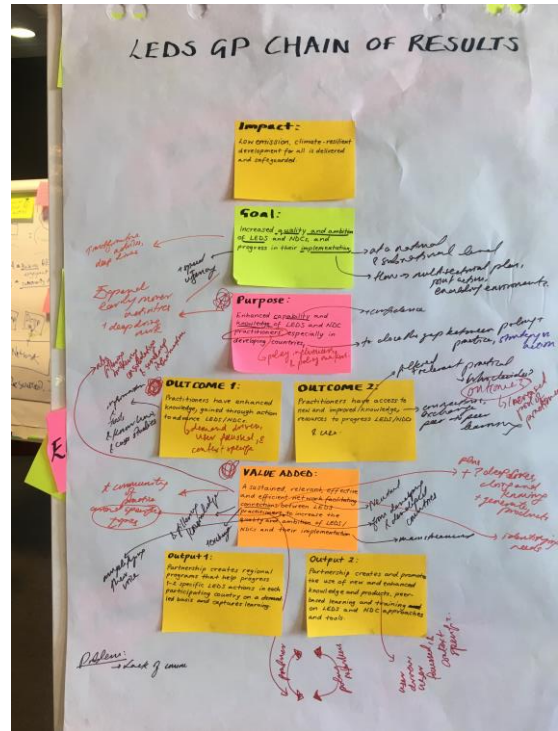
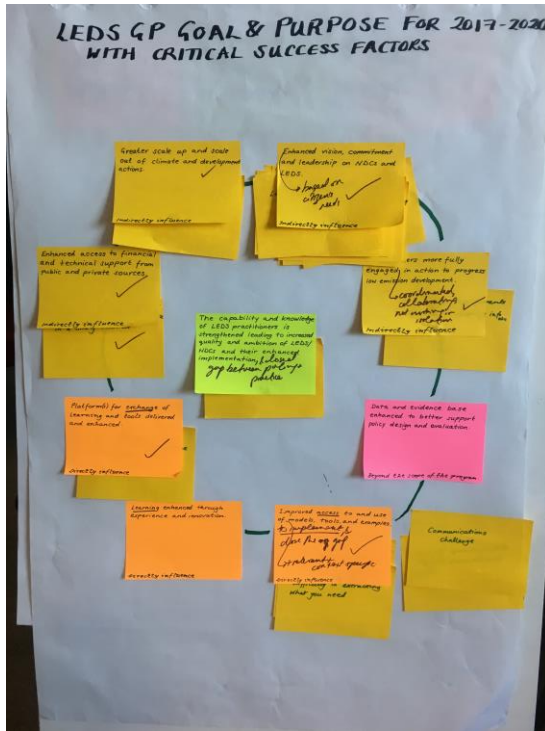
Photos from the Strategic Dialogue



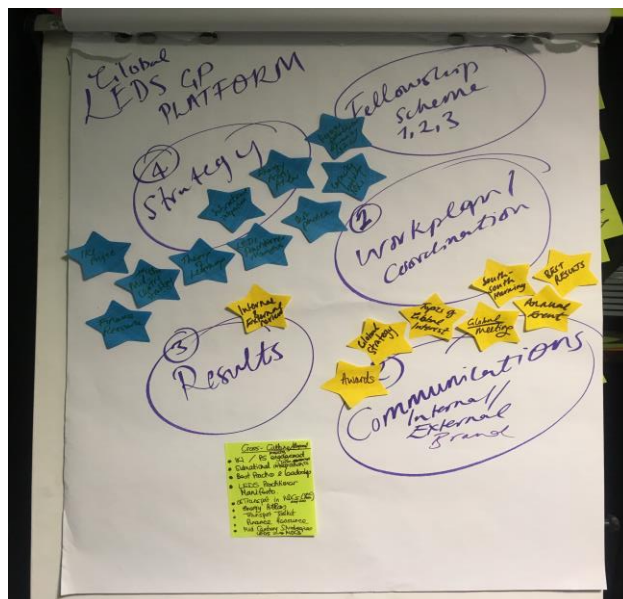
Facilitators Maria Paz Cigaran and Letisha Lunin read back key outcomes to LEDS GP Strategic Dialogue participants following roundtable discussions exploring the strategic value and role of the LEDS GP.

Group discussion on achieving the LEDS GP Strategic Value.





Annotated LEDS GP Goal and Purpose and Chain of Results from the draft LEDS GP Strategic Plan 2017 – 2020, following the roundtable and group discussions. The LEDS GP will update the Strategic Plan based on the outcomes of this Strategic Dialogue by December 2016.



How the LEDS GP Secretariat can support the Regional Platforms and Working Groups implement the 2017 work plans.