

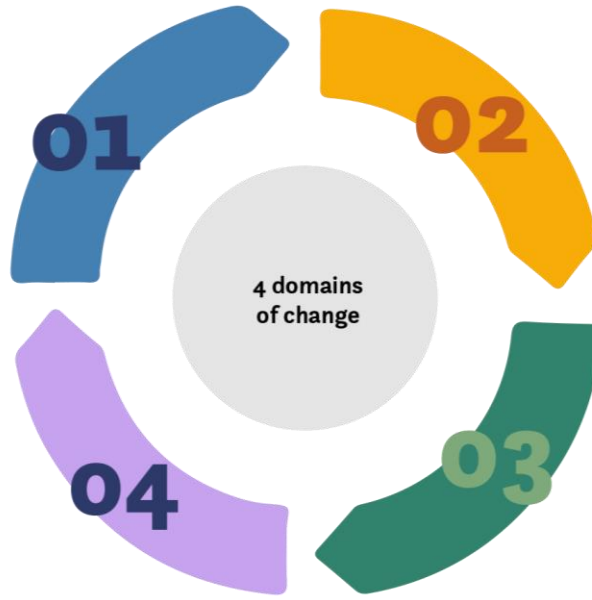
The Principles Framework

Strengthen existing system and basic infrastructure

Shift away from creating dependencies and parallel systems through short term quick fixes. For sustainable change, build instead on the existing infrastructure and capability, even if it means sacrificing immediate gains.

Build trust

Shift from ways of working which perpetuate mistrust in institutions and individual motivations to a more transparent, accountable environment which ensures credibility of its individual actors.



Foster strong governance

Shift from implementing donor-driven initiatives to a country-led approach which is guided by local priorities and follows clearly defined and enforced rules of engagement for all.

Cultivate Collaboration

Shift from a competitive to a collaborative environment in which all actors benefit from a shared set of priorities and work together to maximize outcomes.

TA Critical Shifts

FROM	TO	SHIFT
Donor driven	Country driven and owned	Shift away from a system where priorities are imposed on countries by donors, to one where governments take an active leadership role in setting the agenda and the coordination of TA activities.
Creates dependencies	Cultivates Sovereignty	Shift away from a system that depends on continuous donor support for survival, to one which prioritizes sustainability and self-reliance.
Lacks trust in institutions & individual motivations	Scales trust	Shift from a system which perpetuates mistrust in institutions and individual motivations to a more transparent, accountable environment which ensures credibility of its individual actors.
Unaccountable	Accountable	Shift from a system where power structures and roles are vague and actions are rarely tied to consequences, to one where individual actors are held accountable for their actions.
Fragmented	Considers the system as a whole	Shift away from siloed, uncoordinated projects to comprehensive, wholistic initiatives.
Supply driven	Problem focused	Shift away from simply allocating available resources, to a system which first considers what resources are actually needed to solve the problems on the ground and works towards acquiring them.
Short term	Builds for sustainability (and resilience)	Shift away from investing in quick fixes, to a more patient centered system which prioritizes long term gains.
Static	Learning, nimble, diverse	Shift away from a static system towards one which evaluates and quickly responds to data and iterates over time.
Up rooted (global)	Contextualized	Shift away from a one size fits all approach to problem solving to a system which considers local context and has the flexibility to adjust.

The 20 principles for good TA

Under each area of change, 5 design principles have been identified. Each principle has a focus on inspiring action and contains a thorough description of the underlying issues as well as recommendation for action. In the following pages, each principles is explained in detail.

01

Focus on the system as a whole

1. Start with a realistic, timely plan
2. Adapt a comprehensive, multi-sectoral approach
3. Minimize funding gaps and duplicative efforts
4. Ensure continuous funding to core priorities
5. Rethink incentives structures to maximize overall impact

02

Foster strong governance

1. Ensure the government is in the driver seat
2. Balance external expertise with local knowledge
3. Build local capacity
4. Engage local stakeholders and avoid one size fits all approaches
5. Follow local protocols and adjust cadence accordingly

03

Nurturing the existing system

1. Adjust budgets to reflect realities on the ground
2. Prioritize sustainability and longer term thinking
3. Strengthen the internal state accountability mechanisms
4. Invest in existing structures and work with local resources
5. Transition away from dependence on donor funding

04

Cultivate trust

1. Move from a competitive to a collaborative environment
2. Create space to iterate: learn from best practices and failures
3. Strengthen community feedback loops
4. Build reciprocity in the evaluation
5. Change the data culture