

The logo consists of three stylized green leaves arranged in a fan shape to the left of the text.

GREEN GROWTH

Knowledge Platform

STRATEGY AND WORK PROGRAMME
2018-2021



ACRONYMS AND ABBREVIATIONS

10YFP	10-Year Framework of Programmes on Sustainable Consumption and Production
GGGI	Global Green Growth Institute
GGKP	Green Growth Knowledge Platform
OECD	Organization for Economic Co-operation and Development
PAGE	Partnership for Action on Green Economy
POW	Programme of Work
Rio+20	United Nations Conference on Sustainable Development
SDGs	Sustainable Development Goals
UNDP	United Nations Development Programme
UN Environment	United Nations Environment Programme
UNEP	United Nations Environment Programme
UNFCCC	United Nations Framework Convention on Climate Change
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UN	United Nations

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MISSION

The Green Growth Knowledge Platform (GGKP) aims to catalyse a green economy transition by facilitating collaboration in knowledge generation, knowledge management, and knowledge sharing among leading policy, industry, and finance institutions and experts.

OVERVIEW

At the UN Conference on Sustainable Development (Rio+20), governments explicitly recognized that a green economy is a powerful means of fostering economic development while preserving the natural assets on which our well-being relies. Achieving this economic transformation will require an exceptional scaling up of collaboration and the collective effort of the policy, business, and finance communities. The Green Growth Knowledge Platform is uniquely positioned to take on this challenge. The initiative is led by five leading intergovernmental organisations (Global Green Growth Institute, the Organization for Economic Cooperation and Development, UN Environment, the United Nations Industrial Development Organization, and the World Bank) and now reflects the largest global community of organisations and experts dedicated to a sustainable economic transformation.

Under this new strategy and work programme, the Green Growth Knowledge Platform will scale its activities in two important ways. The first is to expand its successful approach of supporting collaborative knowledge generation, management, and sharing to other key stakeholder groups: the industry and finance communities. Like the initial policy platform, the new platforms will provide these respective communities with the latest knowledge, information, best practices, and data. Second, the Green Growth Knowledge Platform will build on this knowledge foundation to facilitate an online expert exchange. The expert exchange will allow policy, industry, and finance actors to apply their collective intelligence in the pursuit of green growth. Members of these communities will be able to interact with each other as peers and address common challenges, pursue joint opportunities, build expertise, and advance the green economy transition.

The new GGKP focus will also directly contribute to the achievement of numerous Sustainable Development Goals (SDGs), and in particular, the promotion of sustained, inclusive, and sustainable economic growth, employment and decent work for all (SDG 8).

ABOUT THIS REPORT

This high-level report reflects the strategy and work programme of the GGKP for 2018-2021. It highlights the major next steps in the project's evolution and charts pathways forward in knowledge generation, management, and sharing.

Challenges and Opportunities

Across the world, current economic development and growth patterns are resulting in unsustainable resource use. This overexploitation of natural resources has numerous and profound negative impacts on the environment, livelihoods, and human health. For instance, poor air and water quality and increased exposure to toxic chemicals has led to public health crises; ecosystem degradation and climate change has led to food insecurity; and changing and extreme weather has led to economic decline and human displacement.

The fisheries sector provides a powerful example of this challenge. The Food and Agriculture Organization of the United Nations (FAO) estimates that over 90 percent of fish stocks are either depleted or exploited. Such environmental degradation has profound impacts on livelihoods and human health. Between 10-12 percent of the world's population depends on fisheries and aquaculture for their livelihoods and the World Health Organization estimates that about one billion people rely on fish as their main source of animal protein. According to UN Environment, current food systems are the source of 60 percent of terrestrial biodiversity loss, 24 percent of greenhouse gas emissions, and 33 percent of soil degradation. Similar patterns of overexploitation are found in other economic sectors.

The world must adopt a new model of economic development to stem and address these challenges. Without a fundamental economic transformation the goal of sustainable development will not be achieved. The challenge is exacerbated by global climate change which is proving to be one of greatest crises humanity has faced, requiring governments, industries and financial institutions, workers, and communities to rethink how the world should create and sustain prosperity and livelihoods. This transition is particularly important from a gender perspective as women constitute the vast majority (approximately 70%) of the poor and marginalised populations adversely affected by climate change and environmental degradation.

In 2008, Rio+20 affirmed the concept of a green economy as a powerful pathway for fostering economic development while preserving the natural assets on which our future relies. Building on the outcomes of Rio+20, the United Nations Member States unanimously adopted a bold new global agenda to end poverty by 2030 and to pursue a sustainable future. At its core are a set of 17 Sustainable Development Goals (SDGs) that provide a historic opportunity to put sustainability at the heart of economic policies and practices.

There are some promising trends. The World Resources Institute has reported that since the start of 2000, 21 countries have begun to decouple their economic growth from carbon emissions. While GDP increased over the past 15 years in these countries, carbon pollution decreased. Investments in renewable energy reached US\$286 billion in 2015, approximately six times more than in 2004. In that same year, there was twice as much investment in new renewable energy power stations as compared to fossil fuels, and for the first time, the majority of this investment was in developing countries.

Despite the growing political commitment to achieving a sustainable economy and some promising trends, a number of major challenges are preventing the fundamental shift required to achieve an economic transition. As a result, the positive trends illustrated above are overwhelmed by the sheer scale of economic activity powered by unsustainable production systems. For

instance, although 21 countries lowered their emissions over the last 15 years, the World Resources Institute noted that overall carbon dioxide emissions soared globally by about 10 billion tons over this same period.

The challenges contributing to this include a failure to adopt and implement sustainable development policies, a lack of institutional capacity and commitment to invest in sustainable management practices, and limited adoption of sustainable lifestyles and consumption patterns.

These challenges, in turn, have been created by a number of factors including, at the most fundamental level, a lack of relevant, timely and targeted knowledge and data to inform and support sustainable policy, management, and consumer choices, and a lack of collaboration within and among the key stakeholders who can trigger a shift in investment priorities, production processes, and consumption patterns.

When information from proponents of inclusive green economy is not clear or relevant, green economy champions in governments, businesses, and civil society lack the evidence to create the political will required for economic change. Even in those cases where the information is relevant, it may not be timely enough, thereby frustrating efforts to develop broad and empowered coalitions of actors to effect change.

Moreover, the lack of communication and collaboration between and across public, private, and finance communities leads to inclusive green economy resources being too diffuse to make a sustained and focused impact. There are currently few forums or opportunities for collaboration within and among these communities. The result is that many leaders receive contradictory narratives, including those that assert that the protection of the environment is at odds with economic development. This is a particular risk if the SDGs are captured within the silos of particular communities as the potential synergies and trade-offs between these goals will be lost and their implementation hampered.

The GGKP seeks to address these issues. The collaborative initiative provides key stakeholders with access to relevant, timely, and targeted green economy knowledge and data. The project works to catalyse collective action through the creation of a forum for collaboration within and among the key policy, industry, and finance experts and institutions. No one institution, or stakeholder group, will be able to achieve a green economy transition in isolation. The leading institutions and experts in the policy, industry, and finance communities must work together in an unprecedented way to support this transition.



Relevance to SDGs

The GGKP's new strategy will contribute to the implementation of the objectives articulated by governments at the Rio+20 Conference and further elaborated in the SDGs. The Rio+20 Outcome Document offered an institutional framework for sustainable development and noted that this "should integrate the three dimensions of sustainable development in a balanced manner and enhance implementation by, inter alia, strengthening coherence, coordination, avoiding duplication of efforts and reviewing progress in implementing sustainable development".

Member States at Rio+20 also called upon the international system to support countries interested in inclusive green economy policies by matching their needs with appropriate partners and providing and sharing knowledge, toolkits, methodologies, and platforms.



Given the GGKP's focus on supporting sustainable economic development and the strong interdependency between the SDGs themselves, the GGKP is arguably relevant to almost all of the SDGs. However, the initiative is most relevant to SDG 8 and its related target and indicator:



SDG 8 Promoting sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

- **Target 8.4** - Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead.
- **Indicator 8.4.1** - Material footprint, material footprint per capita, and material footprint per GDP.

In addition, the project is also relevant to the following SDGs:



SDG 2
End hunger, achieve food security and improved nutrition and promote sustainable agriculture.



SDG 3
Ensure healthy lives and promote well-being for all at all ages.



SDG 7
Ensure access to affordable, reliable, sustainable and modern energy for all.



SDG 9
Build resilient infrastructure, promote inclusive sustainable industrialization and foster innovation.



SDG 10
Reduce inequality within and among countries.



SDG 11
Make cities and human settlements inclusive, safe, resilient and sustainable.



SDG 12
Ensure sustainable consumption and production patterns.



SDG 13
Take urgent action to combat climate change and its impacts.



SDG 15
Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.



SDG 17
Strengthen the means of implementation and revitalize the global partnership for sustainable development.

Results

Background

In its first six years of operation, the GGKP has become the leading source of knowledge on green growth, and an open, neutral space for experts and institutions to collaborate on key green economy issues. It is led by the Global Green Growth Institute (GGGI), the Organisation for Economic Co-operation and Development (OECD), the United Nations Environment Programme (UN Environment), the United Nations Industrial Development Organization (UNIDO) and the World Bank.

The GGKP partnership has grown to over 60 partners ranging from international and non-governmental organisations to academic institutions and think tanks. It represents the world's largest global network for managing, sharing, and collaboratively generating green growth knowledge. The GGKP is grounded in the belief that the best policy advice emerges from close collaboration among experts, institutions, and policymakers.

Yet, in order to achieve a sustainable economic transformation by 2030, science-based approaches to green growth must be utilised in stakeholder communities across the economic spectrum. Transformative on-the-ground change requires collective action among a diverse community of practice for green growth. The GGKP currently represents a network of policy experts and institutions; but without meaningful collaboration between actors in the public sector, private sector, and civil society, sustainable development pathways may ultimately be out of reach.

In order to address this challenge, the GGKP over the next four years will broaden its network and build on its collaborative approach to include private sector stakeholders in the business and finance communities. It will also focus on strengthening its collaboration with the Green Economy Coalition, which is the largest network of civil society organisations supporting a green economy transition. The new work programme reflects three significant expansions in the GGKP's products and services.

First, the GGKP will replicate the existing policy-focused web platform to support two other critical communities, resulting in the launch of dedicated industry and finance web platforms.

Second, the GGKP established and is actively managing a new service called Expert Connect that provides policymakers at local, national, regional, and global levels the opportunity to interact with leading green growth practitioners in order to seek expert advice for their on-the-ground policymaking needs.

Third, the GGKP will establish an online expert exchange supporting vibrant virtual interaction among a network of 30,000 members in the public and private sectors. The GGKP will build on the institutional engagement created by its three platforms in order to catalyse this global community of practice. Through the exchange, members of the network will interact with each other as peers to address common challenges, pursue joint opportunities, build expertise, and advance the green economy transition.

These proposed activities have been informed by the lessons learned and recommendations received through an extensive independent evaluation of the GGKP initiative led by the UN Environment Evaluation Office. The external evaluation included a survey of GGKP users that resulted in feedback from 450 respondents. The evaluation also included a survey of GGKP partner institutions (19 respondents) and interviews with key representatives from GGKP leadership and stakeholders (43 interviews). The Evaluation is available online at: www.ggkp.org/2017-evaluation

GGKP Activities

The GGKP is at its heart a partnership-based initiative that employs a collaborative approach to green growth knowledge generation, management, and sharing. The GGKP provides an open, neutral space for experts and institutions to find common ground on the green economy in the public and, over the next four years, private sectors.

In order to stimulate experts and institutions to actively share, co-generate, use and apply green growth knowledge, the GGKP has identified three broad areas of engagement with the policy, industry, and finance communities. As noted above, these constitute the GGKP's three product

and service work streams: knowledge generation, knowledge management, and knowledge sharing. This section provides further details on the GGKP's planned activities in each of the three work streams over the next four years.

Knowledge Generation

The GGKP's knowledge generation work stream facilitates a collaborative process to identify and prioritize green growth knowledge gaps, catalyse coordinated responses, and develop joint knowledge products.

At the core of the GGKP's knowledge generation work stream is the establishment of working groups (previously referred to as "research committees") on priority topics. Each working group is formed around a particular theme, identified as being crucial in a green economy transition but where knowledge or data is lacking. The working groups are tasked with assessing the state of knowledge, identifying and prioritising knowledge gaps, and promoting a broad research agenda to address the identified gaps. In this sense, the GGKP is focused on "catalysing" research.

Since its inception, the GGKP has launched nine expert working groups on fiscal instruments, trade and competitiveness, metrics and indicators, technology and innovation, inclusiveness, behavioural insights, sustainable infrastructure, natural capital, and green growth and the law. By drawing from across the GGKP's partners and Advisory Committee, these groups have involved over 204 global experts resulting in the publication of 11 Working Papers.

The key to success for the working groups is the focus on collaboration. The collaboration these working groups trigger goes beyond the work within the group itself and extends to complementary activities, such as jointly hosting events to launch the results or engaging in related research activities.

In addition to its ongoing working group efforts, each year the GGKP makes a dedicated push to stimulate research around the theme of its annual conference. This includes the establishment of a working group to identify key gaps, catalyse initial research, and review research from an open call for papers. For instance, the GGKP's Sustainable Infrastructure working group was established to support its Fifth Annual Conference. The call for papers issued for the conference resulted in over 170 research submissions reviewed and graded by working group members with 40 papers selected for presentation at the conference.

11 Working Papers



The working papers include: *Changing Behaviours, Changing Policy: Evidence on Behavioural Insights for Green Growth* (GGKP, April 2018); *Analysis of Existing Environmental Policy Databases* (GGKP, May 2017); *Measuring Inclusive Green Growth at Country Level* (GGKP, February 2016); *The Future of Energy Technologies: An Overview of Expert Elicitations* (January 2016); *A Conceptual Framework for Measuring the Effectiveness of Green Fiscal Reforms* (GGKP, November 2015); *Environmental Taxation in Transport* (GGKP, November 2015); *Fiscal Considerations in the Design of Green Tax Reforms* (GGKP, November 2015); *Fiscal Instruments and Water Scarcity* (GGKP, November 2015); *Overcoming Obstacles to Green Fiscal Reform* (GGKP, November 2015); *Role of Fiscal Instruments in Promoting Low-Carbon Technology Innovation* (GGKP, November 2015); *Measuring Environmental Action and Economic Performance in Developing Countries* (GGKP, May 2015).



Knowledge Management

The key objective of the GGKP's knowledge management work stream is to provide the policy, industry, and finance communities with easy access to the knowledge products they require to support a green economy transition.

The GGKP's knowledge management work stream has historically centred on the development of its state-of-the-art web platform, www.greengrowthknowledge.org. Launched in January 2014, the web platform has grown to encompass the world's largest dedicated collection of green growth knowledge products, including a searchable library with over 3,000 technical and policy resources from leading institutions and experts, a repository of key green growth data, policies, and projects for 193 countries, and 32 web pages on key green growth sectors and themes.

Under the new project, the GGKP's knowledge management work stream will consist of three main activities: i) developing, launching, maintaining, and improving the policy, industry, and finance web platforms; ii) soliciting, scanning, selecting, categorizing, and uploading relevant knowledge and data resources to the web platforms; and iii) providing knowledge management and expert support to partners.

Numerous governments, intergovernmental organisations, research consortia, businesses, and financial institutions are actively generating green growth knowledge products and data. The GGKP

is committed to collecting, managing, and sharing this growing body of knowledge in the public and private sectors to maximise its impact and to lay the foundations for collaboration, the adoption and implementation of improved green growth policies and practices, and ultimately the transition to sustainable development.

Building on the success of its initial policy-oriented web platform, the GGKP will scope out, develop, and launch two additional web platforms focused on the green industry and green finance communities. The new platforms will be maintained and improved over time in order to maximize engagement among experts and institutions within these communities. They will be built and managed with leading institutions from each of these respective communities.

The Green Industry Platform is currently managed by the United Nations Industrial Development Organisation (UNIDO), a GGKP Knowledge Partner. It was launched at the Rio+20 Conference and has developed a network of more than 200 businesses, industry associations, and international organisations. UNIDO has approached the GGKP

founding partners about revitalizing the Green Industry Platform by linking it to the GGKP management structure. This provides a strategic opportunity to draw these two critical communities together and the GGKP founding partners have committed to pursuing this partnership.

For the Green Finance Platform, the aim is to build global momentum for greening the finance sector by providing a platform where the latest knowledge, best practices and tools related to green finance policies, regulations, standards, and norms can be developed, mapped, collected, and shared.

The GGKP is also actively exploring a strategic partnership with the Partnership for Action on Green Economy (PAGE) initiative in the development of the new industry and finance platforms. PAGE is a partnership of five UN agencies (UN Environment, International Labour Organization (ILO), UNDP, UNIDO, and the UN Institute for Training and Research (UNITAR)) focused on green economy national-level project delivery. The proposed GGKP expansion to include active policy, industry, and finance platforms provides a unique opportunity to scale the impact of PAGE by: i) broadening and deepening institutional and expert engagement in PAGE country projects; ii) enhancing the collaboration and coordination of project delivery with other leading GGKP partner institutions; and iii) sharing

and magnifying the best practices and lessons learned from PAGE activities with a global, multi-disciplinary audience.

Over time, the GGKP will refine or expand the sections and tools available in each of the three platforms using evidence and feedback gathered through analytics and user surveys. The GGKP aims to ensure that each platform continually evolves to meet the needs of its respective user group in the policy, industry, and finance communities as well as the growing green growth community of practice as a whole.

The success of the GGKP's knowledge management work stream requires active engagement and coordination with the Steering Committee members, partners, and other experts to ensure that the latest knowledge, tools, and data are referenced, linked, and shared with the wider green growth community of practice. In implementing its knowledge management strategy, the GGKP will actively engage with knowledge management experts within the broader sustainability field to share best practices, seek and provide advice, and exchange ideas on how to more efficiently and effectively meet user needs. The ultimate aim is for the web platforms to serve as a comprehensive repository of the latest data and knowledge for those professionals seeking to champion a green economy.

Knowledge Sharing

The aim of the GGKP's knowledge sharing work stream is to facilitate the expansion and engagement of a dynamic green growth network from the policy, industry, and finance communities.

The GGKP's target audience are green growth experts and institutions worldwide. The key way in which the GGKP engages this community is through its robust and expanding network of partners. As of early 2019, the GGKP has brought together over 60 partners including international organisations, think tanks, research institutes, and non-governmental organisations. It has gathered over 1,000 event participants, over 4,500 webinar participants, over 6,000 newsletter subscribers, nearly 6,000 Twitter followers, and received over 200 insights blogs from green growth experts.

The GGKP will continue to establish its reputation as a leader in green growth knowledge sharing and communications by: i) developing and launching the online expert exchange; ii) cultivating online knowledge sharing through the expert exchange and Expert Connect service; and iii) disseminating knowledge through Annual Conferences, workshops, webinars, blogs, social media, newsletters, and outreach campaigns.

A global pool of green growth experts is quickly emerging; however, their specialised knowledge is often not accessible to developing country policymakers. In order to bridge this divide, the GGKP launched an "Expert Connect" service, in partnership with the PAGE initiative, drawing on the expertise of its partners, Advisory Committee, and outside experts. These experts have been asked to volunteer up to 20 hours of their time per year to support green growth knowledge sharing

with practitioners and policymakers, particularly in developing countries.

In the next four years, the GGKP will build on the knowledge foundation of the three parallel web platforms and collaborative working groups to encourage expert engagement through an online exchange. The expert exchange is a forum that will allow policy, industry, and finance actors to focus their collective intelligence on the pursuit of green growth, thereby forming a global community of practice uniting stakeholders in both the public and private sectors. The initiative has set a target of 30,000 experts to be engaged in the exchange by 2021.

With this number of participants, the scale of engagement and collaboration around a green economy transition will be unprecedented. The expert exchange will provide the ability to

create public and private groups. In public groups, green economy practitioners can share and discuss insights on specific sectors, themes and issues. In private groups, colleagues can collaborate daily on particular challenges or projects.

The impact of the expert network online exchange could potentially span the globe: a solar investor in Africa could inquire about specifications from an expert in Latin America; a policymaker in Asia could seek out advice on carbon markets from businesses in Europe. With individuals from around the world sharing knowledge and working together, the



GGKP Theory of Change



Drivers (D) and Assumptions (A)

1) From Activities to Outputs:

- D:** Sufficient institutional, financial, and human resources exist and are applied to support green growth knowledge
- D:** Activities are structured, managed and implemented efficiently and effectively
- D:** Indicators, targets and results are actively monitored and used to adjust activities as needed
- D:** Partners remain committed to and actively engage in GGKP work plan
- D:** Synergies with partner activities and priorities are exploited
- A:** Stakeholders have improved in-country access to green economy capacity building, advisory services, campaigns, and education
- A:** Environmental accounting and valuation increasingly used by policy and decision makers
- A:** Environmental goods and services are increasingly available and in demand
- A:** Adequate understanding exists on why people consume and how to support more sustainable choices

2) From Outputs to Outcomes:

- D:** Experts, donors, and partners are motivated to support collaborative knowledge generation among green growth institutions
- D:** Institutions in the policy, industry, and finance communities are committed to sharing knowledge and data broadly and openly online
- D:** Experts use the online expert exchange and web platforms as bases for knowledge sharing and generation
- A:** Institutions remain stable with adequate will, capacity, and resources to support green growth knowledge
- A:** Key stakeholder groups, particularly in developing countries, have sufficient technological capacity to access green growth knowledge online

3) From Outcomes to Intermediate State:

- D:** Economic opportunities and risks of green economy transitions are increasingly understood and applied
- A:** Sufficient legal and regulatory frameworks to achieve green growth
- A:** Markets facilitate access to green economy policies, practices, and technologies
- A:** Long-term financial risk assessment and planning incorporates green growth
- A:** Incentives to sustainably consume are increasingly understood and applied to match the demands of urbanization
- A:** Political awareness increases on green economy policies and practices
- A:** Improved public advocacy and engagement strategies to inform, influence and mobilize communities

4) From Impact 2021 to Impact 2030:

- D:** Partner institutions use GGKP knowledge and data in directly engaging national policymakers through projects, capacity building, and local green growth activities
- A:** Enhanced institutional capacity of public and private sectors to invest in sustainable management practices
- A:** Sustainable lifestyles and consumption patterns are increasingly adopted
- A:** The application and sharing of green growth knowledge and activities leads to broad policy change
- A:** Decision makers directly use science-based approaches, knowledge, and data in the promotion of green growth policies and practices
- A:** All stakeholder communities press for the application of green growth knowledge and data in decision making
- A:** Local conditions are supportive of the use of green growth knowledge and data
- A:** National and international political economy frameworks broadly prioritize green growth
- A:** Local, national and international legal frameworks, once adopted, are effectively implemented and enforced

Delivery

Governance

GGKP Steering Committee

The GGKP is led by GGGI, OECD, UN Environment, UNIDO, and the World Bank. These partners form the GGKP Steering Committee.

The Steering Committee serves as the principal governing and decision-making body of the GGKP. It is responsible for approving the GGKP strategy and overall work programme. Decisions by the Steering Committee are taken by consensus with each of the five members sharing equal rights and obligations. The GGKP Steering Committee membership is open to other organisations willing to provide strategic and on-going funding to GGKP operations.

Each Steering Committee member appoints a staff member ("GGKP Coordinator"), based at their respective institutions, to contribute to the GGKP operations. The Steering Committee also appoints new members to the GGKP Advisory Committee, and, based on nominations by the Advisory Committee, endorses the Advisory Committee Co-Chairs.

The Co-Chairs of the GGKP Advisory Committee and the GGKP government donors are invited to participate as observers in the GGKP Steering Committee meetings, which take place through quarterly conference calls.

The Steering Committee recently agreed to invite UNIDO to join the Steering Committee given its critical role in launching the industry platform. Based on this decision, a new Memorandum of Understanding was signed between the five organizations to govern the project going forward.

Advisory Committee

The GGKP Advisory Committee is a panel of independent advisors comprised of experts from around the world with deep technical knowledge or policy experience relevant to green growth and green economy. The Advisory Committee provides strategic guidance on the design and implementation of GGKP activities.

The Advisory Committee meets in-person annually, and through teleconference on an ad-hoc basis, to assess the green growth knowledge agenda in light of accumulated research and policy experience. The Committee recommends priority areas for future focus in coordination with GGKP partners.

Specific responsibilities for Advisory Committee members include:

- attending the GGKP Advisory Committee meetings, held once per year, and participation in the GGKP organised teleconferences, webinars, and other channels of virtual communication, as needed to carry out the Committee's work;
- recommending key research topics and identifying new and emerging fronts for action based on input from GGKP partners and other sources;
- contributing to the work of the GGKP expert working groups, either by joining a particular expert group, by peer-reviewing working papers and tools produced by the expert group, or by identifying and nominating institutions and experts to serve in the groups; and
- suggesting potential sources of GGKP funding.

As the GGKP scales up, the makeup of the individuals on the Advisory Committee will change in order to reflect expertise in the areas of green industry and green finance. In addition, given the focus on creating a global community of practice through the new online expert exchange, an Advisory Committee member with expertise related to establishing and scaling communities of practice will be sought.

Partners

The three web platforms aim to catalyse dynamic partnerships among the world's leading institutions and organisations active in areas related to green growth and green economy at the local, national, and international levels. These networks of organisations are encouraged to exchange information on the platforms and, when mutually beneficial, identify and pursue areas for collaboration.

The process for identifying and selecting new partners is straightforward. Organisations interested in joining one of the platforms must submit expressions of interest to the GGKP Secretariat that provide:

- a short description of the organisation, including work on green growth or green economy;
- a short summary of the organisation's relevant experience related to the work of the knowledge platform; and
- why the organisation is interested in partnering with the GGKP.

The letter is reviewed by the GGKP Steering Committee, which in making its decision, considers the overall reputation of the organisation, its motivation to join the network, and whether it actively supports green economy and green growth. If these criteria are met then the GGKP Steering Committee directs the Secretariat to send a reply letter to the organisation informing them that they have been accepted as a partner.

GGKP Secretariat

The GGKP Secretariat, which is comprised of UN Environment and GGGI staff and consultants, is responsible for the GGKP's day-to-day operations and is accountable to the GGKP Steering Committee. The next four-year work plan (2018-2021) includes a considerable expansion of activities. The Secretariat is expanding to respond to these demands through the creation of a Green Industry Platform Manager, a Green Finance Platform Manager, and an Expert Exchange Coordinator. It is anticipated that these

new staff members plus the support of a dedicated Programme Assistant, will be sufficient to implement the proposed work programme.

The Secretariat is committed to the following core operating principles:

One Secretariat

- Regardless of geographical or institutional location, the GGKP Secretariat operates as one entity. Both in mission and culture, the Secretariat cooperates and communicates as one unit to meet common objectives.

Low Transaction Costs with High Impact

- The Secretariat aims to maximise impact and efficiency and minimise transaction costs by using the latest available technology and streamlining communications with both internal and external partners.

Connectivity

- Both internally and externally, the Secretariat operates to ensure connectivity between the different GGKP bodies and partners. The Secretariat maintains flexibility in identifying and facilitating links with global partners.

Continuity

- The Secretariat works to ensure continuity in its operations. Through maintaining effective and regular communications with the Steering Committee and Advisory Committee, the Secretariat ensures that the GGKP remains active, robust, and relevant.

Responsiveness and Accountability

- Responsiveness is key to the effective operation of the GGKP Secretariat. Internally, the Secretariat must be responsive and accountable to the Steering Committee. It also ensures that it has the capacity and capability to be responsive to and accountable to external requests and enquiries regarding the GGKP.

Solvency

• In the long-term the Secretariat aims to have financial self-sufficiency. The Secretariat develops external funding proposals and works closely with the Steering Committee and donors to ensure financial solvency and continuity.

Organic Growth

• As the GGKP develops, the Secretariat will gradually assume more responsibility in the pursuit of higher responsiveness and efficiency. Through organic growth, guided by the Steering Committee, it is anticipated that the Secretariat will increase its capacity and assume greater autonomy.

The GGKP Secretariat will ensure that the core principles outlined above are reflected in developing and carrying out the following functions:

Internal Coordination

• The Secretariat is responsible for ensuring effective internal coordination. By embedding a process for regular communication with different GGKP bodies, including the Steering Committee, Advisory Committee, and partners, the Secretariat will ensure effective coordination of all the GGKP activities.

• The Secretariat organises quarterly calls with the Steering Committee and bi-weekly conference calls with the Coordinators. The frequency of these calls allow the Secretariat to ensure a continued flow of information to and from the Steering Committee members.

• The Secretariat is responsible for reporting overall progress of the GGKP activities (e.g., development of work programmes, new partners, etc.) through email updates and briefings to partners and Advisory Committee members.

External Coordination

• The Secretariat is responsible for external coordination, including with institutions and the wider green growth community of practice.

• As the first point of contact for external enquiries, the Secretariat will be responsible for engagement with prospective partners and coordinating responses to external stakeholders.

Budget and Operational Management

• Although the Steering Committee members maintain the financial accounts within their respective institutions, the Secretariat is responsible for overall budget management based on detailed budget plans shared and cleared by the Steering Committee.

Research Management

• The Secretariat is responsible for the development of the GGKP research programme, including providing support to the Steering Committee, Advisory Committee and partners in the identification of research themes. The Secretariat also facilitates the management of the expert working groups, including assisting in the selection of experts as well as supporting the Co-Chairs in convening in-person and virtual meetings.

Knowledge Management

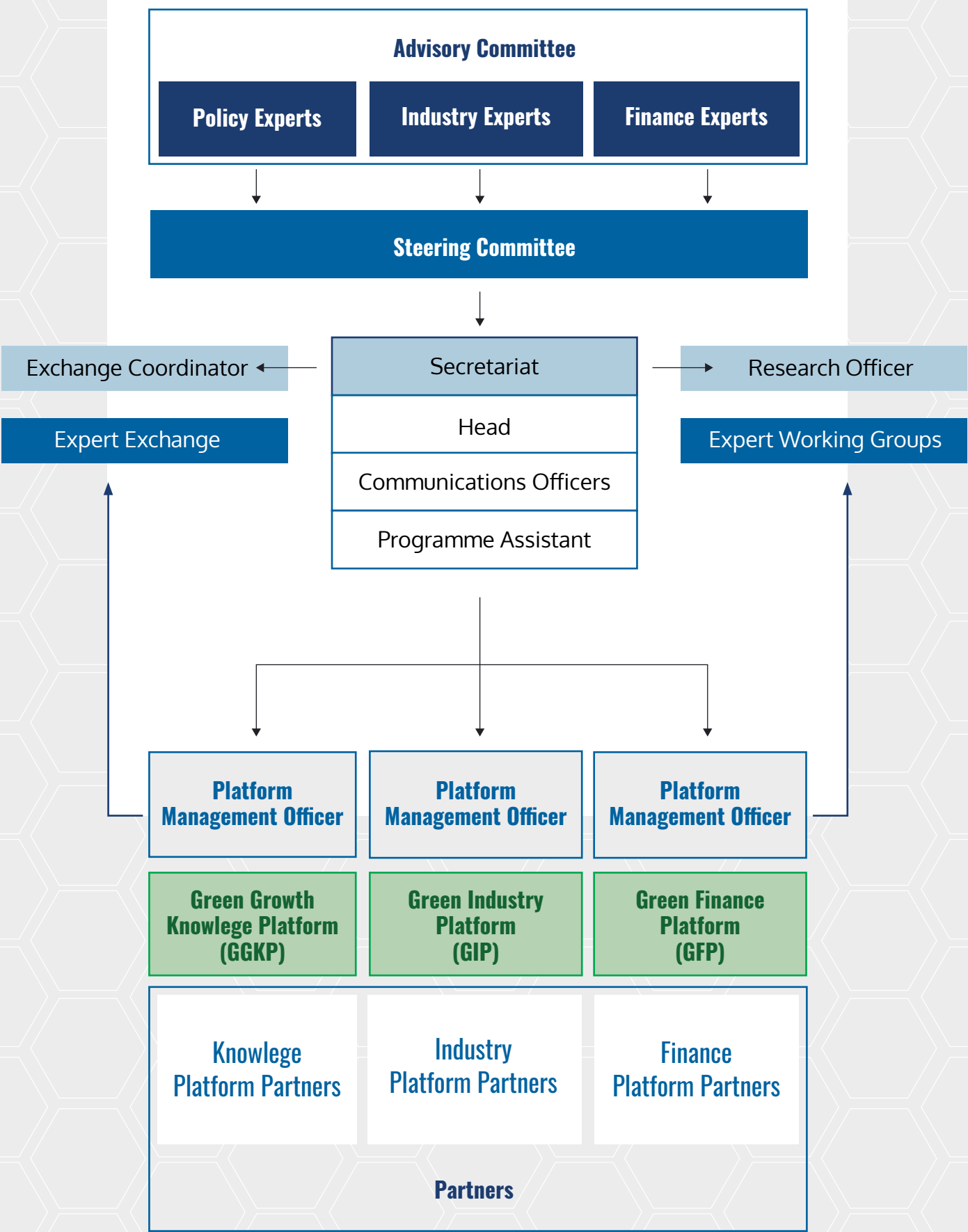
• The Secretariat oversees the knowledge management programme, including maintaining and updating the policy, industry, and finance web platforms. The Secretariat works closely with the Steering Committee and partners to ensure the latest tools, data and studies are reflected on the web platforms.

Communications

• The Secretariat manages external communications including the development of the GGKP Knowledge Update newsletter, brochures, PowerPoint slides and other presentation materials for key events.

• In preparing these materials the Secretariat liaises closely with communications officers from partner organisations to ensure a coordinated effort.

GGKP Organigramme



Stakeholder analysis

The GGKP's main target audience are leading policy, industry, and finance institutions and experts that have the capacity to drive a green economy transition forward.

For purposes of this project, policy institutions and experts refer to those groups and individuals who are engaged in the process of policymaking, including the development, assessment, and implementation of policies. This includes individuals that work in governments and organisations that support, engage, and interact with governments in the policymaking process and can include intergovernmental organisations, research institutes, think tanks, and academic organisations.

Industry institutions and experts refer to those groups and individuals who are engaged in a business activity or commercial enterprise. For purposes of this project, it also includes those groups and experts that support these organisations, including intergovernmental organisations and non-governmental organisations. Likewise, finance institutions and experts refer to those groups and individuals who are engaged in the finance sector and organisations and experts supporting them.

These three communities are not perfectly distinct, an expert supporting governments to implement green finance policies would be relevant to both the policy and finance communities. An institution working on private sector engagement might have initiatives focused on the finance sector. For purposes of this project, however, the three have been disaggregated given that the knowledge needs and data requirements for the communities are often unique to those communities. Moreover, all three communities are large enough to justify the dedicated knowledge platforms.

The overall aim of the project is to support, empower, and encourage these experts and institutions from the three communities to collaborate and promote inclusive green economy policies, practices, and actions at the local, national, and regional levels.

In addition to these principal stakeholder groups, the work of the GGKP will also be important to a number of secondary stakeholders, including civil society experts focused on areas related to green growth theory and practice. For this stakeholder group, the GGKP will work to increase its collaboration with the Green Economy Coalition, the largest network of civil society organisations committed to a green economy transition.

As a knowledge-based initiative, GGKP activities have generally focused on the initial stages of the policy change cycle. To stimulate the use and application of green growth knowledge by the identified stakeholders the GGKP will adopt the following strategy:

- Increasing impact through collaboration and coordination. The GGKP was founded on a common understanding that the effectiveness and impact of its partners is enhanced by closely collaborating and coordinating in the development and dissemination of green growth knowledge products. The GGKP emphasizes a practical orientation towards change grounded in the belief that good policy can only emerge from close collaboration among the policy, industry, and finance communities. The GGKP provides neutral forums for this green growth community of practice to actively generate knowledge, share information, address common challenges, and pursue joint opportunities.
- Empowering others through effective knowledge sharing and management. There are numerous intergovernmental organisations, national research institutions, government agencies, businesses, finance institutions, research consortia, think tanks, and academic institutions generating green growth knowledge products. The GGKP aims to serve as the leading platform for managing and sharing this knowledge by stimulating the development of a green growth community of practice through state-of-the-art web-based knowledge platforms and an online expert exchange.



Communications and Learning

Effective communications and outreach play an integral role in achieving the GGKP's efforts to stimulate collaboration and knowledge sharing and to develop a dynamic green growth community of practice within the policy, industry and finance communities. The GGKP has developed a detailed Communications Strategy that includes specific outreach and engagement tools and activities geared towards both internal and external audiences.

The primary objective of the Communications Strategy is to bring the GGKP's mission to life by raising global awareness about green growth theory and practice, by promoting access to the knowledge, data, and tools required to facilitate a green economy transition, and by stimulating the use and application of this knowledge. A secondary objective is to raise the visibility of the GGKP as a leading global platform for green growth knowledge generation and management and to ensure that knowledge is collected from the full breadth of sources.

The GGKP's Communications Strategy includes use of a wide range of traditional and new communications methods. Specific activities or tools which will be used to reach the broader green growth community of practice include:

- Frequent updates to the GGKP policy, industry, and finance web platforms to provide users quick and easy access to new knowledge resources and data, *Insights* blogs, projects, news stories and events;
- A GGKP webinar series to promote and discuss new green growth research, data, best practices, upcoming events and projects;
- Development of a robust social media presence, including Twitter, Facebook, LinkedIn, YouTube and Flickr, to promote GGKP and its partners' news, activities, research and projects;
- Regular distribution of GGKP "Knowledge Update" email newsletter to highlight developments in the green growth field and upcoming key events;
- Organization of GGKP Annual Conferences, which bring together the leading green growth experts and institutions to discuss, debate and disseminate the latest green growth knowledge; and

- Participation in other key green growth events to reach out to the wider green growth community of practice.

To maximize the impact of its communication activities, the GGKP leverages the communications resources and networks that already exist within its Steering Committee members, partners, and Advisory Committee Members. During the first project period, the GGKP created a network of communications professionals among its partners to share communications materials prior to major events or the launch of new knowledge products. The GGKP will continue to foster this network as a means of leveraging its communication resources.

Internal Communications

The GGKP communications strategy also includes internal communications and coordination efforts, geared towards the GGKP Steering Committee, Coordinators, partners, and Advisory Committee members.

The GGKP Secretariat meets with its Steering Committee once every quarter. These meetings serve to inform the Steering Committee of the GGKP's progress and upcoming priorities, as well

as seek sign-off on key strategic decisions. Steering Committee meetings are generally held virtually. Efforts are taken to have at least one face-to-face meeting per year (e.g. on the margins of the GGKP Annual Conference).

Communication between the GGKP Secretariat and Coordinators takes place through bi-weekly calls. These calls serve as a forum where information on upcoming activities is shared, day-to-day decisions are taken, and strategic decisions are discussed.

The GGKP Secretariat also engages regularly with communications focal points in its partner organizations. Email updates are sent to ensure the various communications teams are up-to-date on the latest GGKP news, and the GGKP regularly requests information on new green growth research or events to be shared through its website, social media and newsletter.

Coordination efforts with the GGKP Partners includes:

- Bi-monthly email updates covering the progress of the GGKP's expert working groups, an overview of new website content, upcoming partner events as well as other timely GGKP news;
 - Sharing of new publications and events for dissemination through the GGKP web platform, social media and newsletter;
 - Engagement via social media, particularly in relation to joint events or new publications; and
 - An annual Knowledge Partners Workshop, held on the margins of the GGKP Annual Conference.
- Coordination efforts with the GGKP Advisory Committee include:
- Monthly email updates, covering the progress of the GGKP's research committees, an overview of

new website content, upcoming partner events as well as other timely GGKP news;

- Bilateral calls with individual Advisory Committee members on average of once per year. These calls allow the GGKP Secretariat to ensure Advisory Committee members are engaged, and to gain insight into their green growth priorities; and
- An in-person meeting on the margins of the GGKP Annual Conference. These Advisory Committee meetings serve as the main forum for committee members to share their strategic input into the operations of the GGKP.

The GGKP has allocated budget for a dedicated Communications Officer as well as for communications and reporting costs, including web-based products and maintenance,

communications services, printed materials, publications, and multimedia information products.

The GGKP has developed a robust monitoring system that includes surveys of GGKP users and participants in

events, interviews with GGKP experts and partners, detailed quarterly and annual web and social media reports, and the production of Biennial Reports and Impact Reports. In addition, the GGKP is planning a mid-term assessment and terminal evaluation as part of its evaluation plan.

These efforts yield a number of lessons learned that will not only help GGKP improve its ability to effectively stimulate collaborative knowledge generation, management, and sharing, but also information that could be used for GGKP partners. The lessons learned are communicated to the partners through the reports which are shared and summarized through bi-monthly updates from the GGKP Secretariat.



Monitoring

During its first six years of implementation the GGKP applied a robust monitoring plan that included: **i)** large surveys (500+) of website users; **ii)** surveys of participants engaging in GGKP activities; **iii)** interviews with key GGKP participants (e.g. Expert Working Group co-Chairs); **iv)** extensive and detailed quarterly and annual web and social media analytic reports; and **v)** the publication of Biennial Reports and Impact Reports.

The following is a list of the reports produced during the first four years of project implementation:



Biennial Report
(2016-2017)



Impact Report
(2016)



GGKP Research Committee Review: Observations and Recommendations
(May 2015)



GGKP Knowledge Management Survey: Final Results and Recommendations
(August 2015)



Biennial Report
(2014-2015)



GGKP Web Analytics and Social Media Annual Report
(2014, 2015, 2016)



GGKP Web Analytics and Social Media Quarterly Report (Q1-Q4 2014, Q1-Q4 2015, Q1-Q4 2016, Q1-Q2 2017)



Impact Report
(2014)



Evaluation of the UN Environment Report GGKP (July 2017)

In addition to the lessons learned through ongoing monitoring efforts, the GGKP underwent an extensive independent evaluation led by the UN Environment Evaluation Office to identify lessons and recommendations for taking the initiative forward. The external evaluation included a survey of GGKP users that resulted in feedback from 450 respondents. The evaluation also included a survey of GGKP partner institutions (19 respondents) and interviews with key GGKP leadership representatives and stakeholders (43 interviews).

Resource Mobilization

The GGKP Secretariat, in close collaboration with the Steering Committee, leads the fundraising efforts for the project and has responsibility for key fundraising activities including developing the fundraising strategy, researching and identifying potential donors, cultivating donor relationships, developing fundraising proposals, organising meetings between the GGKP partners and potential donors, responding to donor requests and queries, and maintaining a donor database.

The fundraising model is structured along three tranches of funding: i) in-kind contributions; ii) core funding; and iii) programmatic funding.

In-Kind Contributions

The GGKP Steering Committee members (GGGI, OECD, UN Environment, UNIDO and the World Bank) have committed to providing ongoing in-kind contributions from their respective organisations. This commitment includes providing a staff member's time to contribute to the coordination of the GGKP's activities and to identifying technical experts in their organisations to actively participate in one or more of the expert working groups. The partners have also committed to financing and hosting the GGKP annual conferences on a rotating basis. In addition, as co-hosts of the GGKP Secretariat, GGGI has committed to providing direct support to GGKP Secretariat management and operations.

Core Funding

Strategic funding partners, including government donors, multilateral organisations, and private foundations, are critical to the success of the GGKP. These donors underwrite the GGKP's core activities, ensuring ongoing and high-quality knowledge generation, knowledge management and knowledge sharing. Strategic funding partners are closely associated with the GGKP, and as such their logos appear prominently on

the relevant web platforms, publications, and conference, workshop and outreach materials. Strategic funding partners also participate in the GGKP governance structure and are invited to participate as observers on Steering Committee meetings.

Programmatic Funding

The GGKP also reaches out to programmatic funding partners to support specific GGKP activities. Donors funding specific activities have their contributions recognised for that activity or output.

The GGKP Secretariat periodically conducts scoping exercises to identify programmatic funding opportunities where the GGKP's overall mission is clearly aligned with the focus of donors. The GGKP plans to target bilateral government donors, multilateral organisations, private foundations, and the private sector in an effort to expand its programmatic funding.

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