

Global Green Growth Institute

Eighth Session of the Council and Fourth Session of the Assembly (Joint Session)

18-19 November 2015, Seoul

Development of a Partnership and Outreach Strategy

Purpose

1. The GGGI proposes to develop a Partnership and Outreach Strategy to support the implementation of the Strategic Plan 2015-2020. It is also in line with 2015 JDR recommendation. This paper is to explain (i) the current status of GGGI partnership activities; and (ii) the approach to develop comprehensive Partnership and Outreach Strategy in 2016. The strategy, to developed with input from members of the Assembly as well as non-state actor/expert members of the Council is intended to provide a framework to identify and prioritize partnerships and international events that can support the GGGI to (i) maximize its results and impact in-country through collaboration with others, considering the comparative advantage of the Institute and partners; and (ii) integrate the green growth experience of member countries and the Institute into the national, regional and global policy fora.

Link with GGGI Strategic Plan

2. The GGGI Strategic Plan 2015-2020 [C/6/DC/6] articulates that partnerships are critical to the Institute’s ability to maximize impact along its value chain in order to demonstrate the transition to a model of green growth. The formation and leveraging of global partnerships is one of six key outputs and one of seven guiding principles for GGGI operations. The GGGI Corporate Results Framework, presented to the Eighth Session of the Council together with the revised Work Program and Budget 2015-2016, subsequently outlines two indicators to measure progress in formulating and leveraging cooperative partnerships.

Indicators on forming and leveraging global institutional relationships, partnerships and knowledge networks in Corporate Results Framework

Indicator	Description
4.1 Proportion of capacity development activities that share experiences and lessons from GGGI member countries	This indicator aims to assess to extent to which GGGI is harnessing lesson from other countries and incorporating these into its capacity development efforts. The indicator will measure the percentage of all capacity development activities that explicitly include cross-country knowledge sharing elements. Examples include the use of case studies from other countries, involvement of participants from different countries or study tours.

Consistent with GGGI’s Disclosure Policy, this document will be disclosed in the public domain upon approval.

4.2 Number of projects where country needs are being met through innovative partnerships brokered by GGGI	Given most knowledge exists in tacit forms, the formation of partnerships is a key way of sharing knowledge. In recognition of this, this indicator assesses how often GGGI is brokering partnerships to share knowledge and build capacity in ways that meet the needs of partner governments. Examples include forming partnerships with external institutions to access technical knowledge that GGGI does not possess itself, or supporting the development of inter-ministerial coordination arrangements to improve the capacity of governments to implement green growth policies. The indicator will be assessed by aggregating all relevant outputs identified in approved project logframes which were successfully delivered during the reporting period.
---	--

3. The Strategic Plan also emphasizes that, in conducting outreach, the GGGI: (i) work closely with Member countries to ensure legitimacy, effectiveness, and credibility of in-country green growth experiences by incorporating them into the policy arenas of international and regional forums; and (ii) leverage the convening authority of the President of the Assembly and Chair of the Council to engage at the highest political levels to generate tangible support for green growth action.

Current status of partnerships and outreach

4. GGGI is forging relationships with a growing number of international and regional organizations, including
 - As an observer to the United Nation's General Assembly, United Nations Framework Convention on Climate Change and Green Climate Fund in recognition of the Institute's achievements in green growth and sustainable development;
 - Through the Inclusive Green Growth Partnership, together with the UN regional commissions and multilateral development banks, to support member countries convert green growth plans into concrete investments;
 - Through the Green Growth Knowledge Platform (GGKP) and Green Growth Best Practice (GGBP) that focus on translating, communicating, and addressing the knowledge and data needs of policymakers and practitioners;
 - Collaboration with non-state actor / expert members of the GGGI Council and, in particular, C40 Cities Climate Leadership Group and World Business Council for Sustainable Development (WBCSD);
 - Memorandum of Understanding (MOUs) with partners, both related to specific countries/programs as well as general cooperation; and
 - Participation of the President of the Assembly and Chair of the Council, as well as the Director-General, in a number of international and regional events focused on green growth.
5. However, there is scope for the GGGI to consider how to better leverage these partnerships, including in-country, to support it in the implementation of its mission and strategic plan.

Consistent with GGGI's Disclosure Policy, this document will be disclosed in the public domain upon approval.

For example, greater attention is necessary to ensure that partnerships significantly contribute to in-country programming and implementation rather than cross-cutting knowledge solutions. Consideration could also be given to the relatively resources allocated to managing and advancing the most strategic partnerships. These issues were also recognized by the October 2015 Joint Donor Review.

Approach to develop a forward-looking Strategy

6. In developing the Partnership and Outreach Strategy, the GGGI proposes to articulate,
 - a. Scope of “partnerships” – and whether it encompasses international and intergovernmental organizations, non-governmental and civil society organizations, and the private sector;
 - b. Appropriate objectives for partnerships and understanding of how they can contribute to results and impact along the GGGI value chain (diagnosis, planning and implementation) and country programs;
 - c. SMART (specific, measurable, achievable, relevant and time-bound) indicators to support effective evaluation of partnerships both an organizational-wide and country/horizontal program level;
 - d. Responsibilities and accountabilities for effectively managing and leveraging partnerships at a global level and integrating partnerships into country/horizontal programs; and
 - e. Clearly-defined mechanisms for monitoring on partnerships by the GGGI management and reporting to the Governance Organs as appropriate.

7. Further to this, the GGGI proposes to,
 - a. Map existing partnerships – including memorandum of understandings (MOUs) and less formal arrangements – against the GGGI’s value chain, thematic priorities and Country Planning Frameworks;
 - b. Scope prospective new partnerships during the definition of new GGGI service offerings, the articulation of GGGI’s thematic priorities and the formulation of Country Planning Frameworks;
 - c. Map international events organized by existing and prospective new partnerships that could serve as meaningful opportunities to strengthen relations;
 - d. Ensure coherence with the current Partnership and Resource Mobilization Strategy (endorsed by the Council in 2015) and the private sector engagement plan (to be developed in 2016);

Consistent with GGGI’s Disclosure Policy, this document will be disclosed in the public domain upon approval.

- e. Engage partners during the formulation of Work Program and Budget 2017-2018, as well as Country Planning Frameworks, to maximize opportunities for synergies and permit for the formulation of joint projects;
- f. Explore with the Assembly, whether partners should be granted observer status to the Governance Organs, enabling participation in strategic discussions, early identification of partnership opportunities and reporting on partnership results.

Engaging members in the formulation of the Strategy

8. GGGI would like to seek the guidance of members of the Assembly – non-state actor / expert members of the Council – as well as in the development on the Partnership and Outreach Strategy, including how partners could become observers to the Governance Organs. Article 7.5(g) of the Agreement on the Establishment of the Global Green Growth Institute establishes the function of the Assembly to provide guidance on cooperative partnerships and linkages with other international bodies. Moreover, Article 7.4 of the Agreement gives the Assembly the authority to grant observer status to the Governance Organs based on a criteria agreed by the Assembly.
9. GGGI will seek this guidance at the Fourth Session of the Assembly as well as further communication with members of the Assembly and non-state actor / expert members of the Council in written form in 2016-state actor / expert members of the Council in developing the Strategy.
10. Specifically, GGGI would like to solicit information and insights from members, drawing upon their own experience and as members of other international organizations,
 - a. What are appropriate objectives for the GGGI's partnerships at an organizational-wide and program level;
 - b. What major international and regional events, based on members own experience, should the GGGI participate;
 - c. What are SMART indicators to effectively evaluate the impact of partnerships and outreach at an organizational-wide and program level;
 - d. What information and frequency should the GGGI report on its strategic partnerships; and
 - e. What is the appropriate criteria for granting current and prospective partners observer status to the Governance Organs.
11. In addition, the GGGI would welcome the participation of a small number of members to be more actively engaged in the development of the Partnership and Outreach Strategy. The Institute proposes that members participating in the formulation of the strategy represent a balance of contributing and participating members, as well as non-state actors.

/End

Consistent with GGGI's Disclosure Policy, this document will be disclosed in the public domain upon approval.