GREEN GROWTH
Knowledge Platform

Strategy and Work Programme (2018-2021)

Project Objective & Executive Summary:

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

At the Rio+20 Conference governments explicitly recognized that a green economy reflects 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 was established by the four leading green economy organisations (Global Green Growth Institute, the Organization for Economic Co-operation and Development, UN Environment, 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, these platforms will provide the 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 project will also directly contribute to the achievement of numerous Sustainable Development Goals (SDGs), particularly the promotion of sustained, inclusive, and sustainable economic growth, employment and decent work for all (SDG 8).

ACRONYMS AND ABBREVIATIONS

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
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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1 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 an 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 (UN) 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. Similar patterns of overexploitation are found in other economic sectors. 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.

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, the UN Conference on Sustainable Development (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 an 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. In these countries, while GDP increased over the past 15 years 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 trend 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 as noted above, the World Resources Instituted 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 of governments from adopting and implementing sustainable development policies, a lack of institutional capacity and commitment to invest in sustainable management practices, and a failure to adopt 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, business 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. Or, even in cases where the information is relevant, it may not be timely enough, leading them to miss out on key opportunities 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[1]. 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 Green Growth Knowledge Platform (GGKP) seeks to address these issues. The collaborative initiative will provide the key stakeholders with access to relevant, timely and targeted green economy knowledge and data. The project will also work 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.

2 Relevance

2.1 Relevance to SDGs

The new strategy will contribute to 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”.

[1] A detailed description of these three stakeholder communities is provided in the Stakeholder Analysis section (Section 4.2) of the project document.

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.

In terms of the SDGs, given the project's focus on supporting sustainable economic development and the strong interdependency within the SDGs themselves, the project is arguably relevant to nearly all of the SDGs. However, the project 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 SDG goals and targets:

- SDG 2 – End hunger, achieve food security and improved nutrition and promote sustainable agriculture.
    - Target 2.3 - By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment.
    - Target 2.4 - By 2030, ensure sustainable food production systems and implement resilient agricultural practices that increase productivity and production, that help maintain ecosystems, that strengthen capacity for adaptation to climate change, extreme weather, drought, flooding and other disasters and that progressively improve land and soil quality.
- SDG 3 – Ensure healthy lives and promote well-being for all at all ages.
    - Target 3.9 - By 2030, substantially reduce the number of deaths and illnesses from hazardous chemicals and air, water and soil pollution and contamination.
- SDG 7 – Ensure access to affordable, reliable, sustainable and modern energy for all.
    - Target 7.1 - By 2030, ensure universal access to affordable, reliable and modern energy services.
- SDG 9 – Build resilient infrastructure, promote inclusive sustainable industrialization and foster innovation
    - Target 9.1 - Develop quality, reliable, sustainable and resilient infrastructure, including regional and transborder infrastructure, to support economic development and human well-being, with a focus on affordable and equitable access for all.
    - Target 9.4 - By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.

- SDG 10 – Reduce inequality within and among countries
    - Target 10.2 - By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status.
    - Target 10.4 - Adopt policies, especially fiscal, wage and social protection policies, and progressively achieve greater equality.
- SDG 11 – Make cities and human settlements inclusive, safe, resilient and sustainable
    - Target 11.2 - By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons.
- SDG 12 – Ensure sustainable consumption and production patterns
    - Target 12.2 - By 2030, achieve the sustainable management and efficient use of natural resources.
    - Target 12.3 - By 2030, halve per capita global food waste at the retail and consumer levels and reduce food losses along production and supply chains, including post-harvest losses.
    - Target 12.4 - By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment.
    - Target 12.8 - By 2030, ensure that people everywhere have the relevant information and awareness for sustainable development and lifestyles in harmony with nature.
    - Target 12.a - Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production.
    - Target 12.c - Rationalize inefficient fossil-fuel subsidies that encourage wasteful consumption by removing market distortions, in accordance with national circumstances, including by restructuring taxation and phasing out those harmful subsidies, where they exist, to reflect their environmental impacts, taking fully into account the specific needs and conditions of developing countries and minimizing the possible adverse impacts on their development in a manner that protects the poor and the affected communities.
- SDG 13 – Take urgent action to combat climate change and its impacts
    - Target 13.3 - Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning.
- 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
    - Target 15.9 - By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts.

  - Target 15.a - Mobilize and significantly increase financial resources from all sources to conserve and sustainably use biodiversity and ecosystems.
  - Target 15.b - Mobilize significant resources from all sources and at all levels to finance sustainable forest management and provide adequate incentives to developing countries to advance such management, including for conservation and reforestation.

- SDG 17 – Strengthen the means of implementation and revitalize the global partnership for sustainable development
  - Target 17.3 - Mobilize additional financial resources for developing countries from multiple sources.
  - Target 17.16 - Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries.
  - Target 17.17 - Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships.
  - Target 17.19 - By 2030, build on existing initiatives to develop measurements of progress on sustainable development that complement gross domestic product, and support statistical capacity-building in developing countries.

2.2 Relevance to Regional, National or Subnational Priorities

As noted above, the global community has entered a period of new international commitments with the adoption of the SDGs. These new international commitments will shape the global and national agendas related to green growth and sustainable development for the next decade.

Moreover, there is growing evidence that green economy policies and investments lead to economic, social and environmental benefits. This evidence, in turn, has fuelled growing country demand for support in this transition. Developed and developing countries alike have embraced the inclusive green economy concept. So far, over 65 countries have embarked on green economy and related strategies, with an estimated 48 of them developing national green economy plans as the centrepiece of these strategies.

These facts are supported by an independent survey conducted as part of the GGKP's formal project evaluation. The survey was conducted between 5-28 April 2017 and resulted in feedback received from 450 respondents. The majority (87%) of the respondents found that studies and analysis and national development and environmental strategies (82%) were the most relevant knowledge products for their professional activities. On a related note, more than 70% of the survey respondents indicated that the GGKP has had a high or significant contribution to informing green growth programmes, projects, publications, research, monitoring systems, or training and education activities.

The priorities and needs of the regions and countries are constantly shifting and changing. Given this, the GGKP will continue to exchange information with its partner institutions to explore opportunities for GGKP support.

3 Results

3.1 Theory of Change

Background

With the establishment of the GGKP by the Global Green Growth Institute (GGGI), the World Bank, UN Environment, and the Organization for Economic Co-operation and Development (OECD), and the creation of the GGKP Secretariat in Geneva, Switzerland, the launch of a world-class web platform, the organisation of four international annual conferences, and the facilitation of eight research committees, the GGKP has become a leader in green growth collaboration in its first four years of operation.

In that time, 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 taken 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.

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 partnership with the Green Economy Coalition, which is the largest network of civil society organisations supporting a green economy transition. The current project reflects three significant expansions in its products and services.

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

Second, the GGKP will establish and actively manage 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 green growth knowledge management 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). A detailed description of the

recommendations provided and actions taken to respond may be found in the Knowledge Management section (Section 5.2) of the project document.

Key Success Factors

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 green economy in the public and, over the next four years, private sectors.

The GGKP measures its overall outcome by its ability to support both policy, industry, and finance experts and institutions to increasingly apply green growth knowledge and data in policies and practices. The immediate outcome from the project is that these same experts and institutions increasingly share, use, and collaborate in the generation and promotion of green growth knowledge and data to change policies and practices. The GGKP envisions that, with this support, the policy, industry, and finance communities will be better enabled to adopt and implement science-based approaches to green economy transitions. In turn, this will be reflected in an increase in the number of countries transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production, and sustainable trade policies. Ultimately, these efforts should lead countries to adopt and implement sustainable development pathways and to achieve the SDGs by 2030.

To achieve this impact, the GGKP will use several resources at its disposal including its core and programmatic funding from donors and partners, in-kind contributions including staff time from the GGKP Steering Committee and founding organisations, the engagement of partner institutions, external experts, and the GGKP Advisory Committee, institutional knowledge on web design and communications, and the contributions of a dedicated GGKP Secretariat.

As explained in more detail below, these resources are deployed in three core product and service work streams: knowledge generation, knowledge management, and knowledge sharing. The GGKP's knowledge generation work stream focuses on establishing and facilitating expert working groups to identify and prioritize green growth knowledge gaps, catalyse coordinated responses, and develop joint knowledge products.

The GGKP's knowledge management work stream supports the development, launch, maintenance, and improvement of the GGKP's web-based knowledge platforms. These platforms employ state-of-the-art knowledge management technologies and tools and are continuously monitored and updated with the latest available knowledge resources. Importantly, the knowledge management work stream also includes providing ad-hoc knowledge management and expert support to partners.

The GGKP's knowledge sharing work stream facilitates interaction among green growth stakeholder communities from GGKP partner and non-partner institutions alike. It consists of developing and maintaining a robust online expert exchange, cultivating virtual engagement through the online exchange and the Expert Connect service, disseminating knowledge through webinars, blogs, and social media, and supporting in-person and virtual events like the GGKP Annual Conferences.

If these work streams are successfully implemented, then they should lead to the following direct product and service outputs:

- Knowledge products generated through expert working groups and institutional collaboration;

- Policy, industry, and finance web platforms established and populated with targeted green growth research, data, tools, projects, learning, news, and events; and
- Web-based green economy expert exchange established and knowledge sharing cultivated through online engagement, state-of-the-art communications, virtual meetings, and in-person events.

These product and service outputs will be realised assuming that the GGKP can muster sufficient institutional, financial, and human resources and apply them to support green growth collaboration; the GGKP's activities are structured, managed, and implemented efficiently and effectively; indicators, targets, and results frameworks for the initiative are actively monitored and used to adjust activities; the GGKP partners are committed to and actively engage in the implementation of the work programme; and synergies with ongoing partner activities and priorities are exploited.

The GGKP's success in producing these outputs also depends on several factors: stakeholders must have improved in-country access to green economy capacity building, advisory services, and training; environmental accounting and valuation must increasingly be used by policy and decision makers; environmental goods and services must be increasingly available and in demand; and adequate understanding exists on why people consume and how to support more sustainable choices.

Under the existing secured funding for the project, the outputs from GGKP activities will result in the following immediate changes in behaviour:

- Policy, industry, and finance experts and institutions increasingly share, use, and collaborate in the generation and promotion of green growth knowledge and data to change policies and practices.

Assuming the project is fully funded, the outputs will result in the following changes in behaviour:

- Policy, industry, and finance experts and institutions increasingly apply green growth knowledge and data in policies and practices.

Achieving these outcomes will require that experts, donors, and partners are motivated to support collaborative knowledge generation among green growth institutions; that institutions in the policy, industry, and finance communities are committed to sharing knowledge and data broadly and openly online; and that experts use the green economy expert exchange and web platforms as bases for knowledge sharing and generation. The project also assumes that institutions will remain stable and possess adequate will, capacity, and resources to support green growth collaboration and that key stakeholder groups, particularly in developing countries, have sufficient technological capacity to access green growth knowledge online.

In order to advance the project, the GGKP expects that the economic opportunities and risks of green economy transitions are increasingly understood and applied by governments and other key stakeholders. The project also assumes that countries have in place sufficient legal and regulatory frameworks to achieve green growth, that markets facilitate access to green economy policies, practices, and technologies, that long-term financial risk assessments and planning incorporate green growth, that incentives to sustainably consume are increasingly understood and applied to match the demands of urbanization, that political awareness increases on green economy policies and practices, and that there are improved public advocacy and engagement strategies to inform, influence, and mobilize communities.

Further assumptions are needed for the outcomes of GGKP's activities in the next four years to make an impact on the 2030 Agenda, that is, for sustainable development pathways to be adopted and implemented in countries worldwide. The project assumes there will be

enhanced institutional capacity for the public and private sectors to invest in sustainable management practices; that sustainable lifestyles and consumption patterns are increasingly adopted; that the application and sharing of green growth knowledge and activities lead to policy change; that decision makers directly use science-based approaches, knowledge, and data in the promotion of green growth policies and practices; that stakeholder communities in addition to policy, industry, and finance press for the application of green growth knowledge and data in decision making; that local conditions are supportive of the use of green growth knowledge and data; that national and international political economy frameworks broadly prioritize green growth; and that local, national and international legal frameworks, once adopted, are effectively implemented and enforced. The GGKP also relies on the long-term commitment of its partner institutions to use the GGKP knowledge and data in directly engaging national policymakers through projects, capacity building, and local green growth activities.

GGKP Activities

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 details 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.

Since its inception, the GGKP has launched eight expert working groups (previously referred to as "research committees") on fiscal instruments, trade and competitiveness, metrics and indicators, technology and innovation, inclusiveness, behavioural insights, sustainable infrastructure, and green growth and the law. By drawing from across its partners and Advisory Committee, these groups have involved over 115 global experts resulting in the publication of ten working papers[2].

At the core of the GGKP's knowledge generation work stream is the establishment of working groups 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 rather than "doing" research.

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.

[2] The working papers include: *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).*

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.

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 2,000 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 both 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 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 GGKP is planning to partner with the UN Environment Inquiry into the Design of a Sustainable Financial System initiative. The aim will be to build global momentum for greening the finance sector by proving 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. There are numerous knowledge management opportunities within green finance. For instance, the new finance platform could include the strengthening of foreign direct investment through tracking social,

environmental and economic safeguards. There presently exists no authoritative clearinghouse of information on national and international foreign direct investment safeguards, i.e. ones adopted at national level or those being implemented by global institutions (Global Environment Facility, Green Climate Fund, United Nations Development Programme (UNDP), UN Environment, the World Bank). Creating such a clearinghouse for financial institutions and investors would accelerate investment due diligence and project implementation.

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. For instance, based on requests from governments, the GGKP plans to launch a “Virtual Policy Solutions Centre” that will pull together the knowledge databases and tools directly relevant to increasing national-level capacity. The Solutions Centre will include the project database, green growth best practices database, BIG-E database, and Expert Connect service. 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.

In addition to its work with the three knowledge platforms, the GGKP will actively support its partners in the development of knowledge solutions for their respective projects and initiatives. During the initial project phase, the GGKP was approached by partners to support their respective activities through its knowledge management system. For instance, the UN Economic Commission for Europe and UN Environment approached the GGKP to host the Batumi Initiative on Green Economy (BIG-E) database, which is a collection of voluntary commitments to undertake green economy actions made by countries and organisations working in the Pan-European region. Similarly, the UN Environment’s Latin America and the Caribbean Regional Office has approached the GGKP to support the work of the Pacific Alliance to launch a regional green growth platform, including by helping to trigger partnership development and stimulate the sharing of knowledge and expertise in the implementation of green economy and green growth activities across the region.

Knowledge Sharing

The aim of the GGKP's knowledge sharing work stream is to facilitate the growth 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 2017, 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 5,000 newsletter subscribers, nearly 4,000 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.

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 potential impact of the expert network collaborating through the online exchange spans 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 impact of the initiative could be transformational.

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 will host 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, locally, nationally, and worldwide.

In addition to the online expert exchange and Expert Connect, the GGKP has since its inception adopted a robust and far-reaching communications and outreach strategy, involving a range of in-person and virtual activities. From 2012 to 2017, the GGKP convened 11 events, drawing together a total of nearly 1,000 participants from across the world.

Scalability is a key consideration for knowledge sharing at the GGKP. By investing in innovative communications tools such as a robust social media presence through Facebook, Twitter, LinkedIn, Flickr, YouTube; and the "Insights" blog, the GGKP helps connect the growing green growth community of practice to the most up-to-date and relevant knowledge available. Through events, workshops, and trainings, the GGKP also works to ensure that

experts meet and exchange in-person. The most prominent events are the GGKP Annual Conferences, which serve as the GGKP's main, in-person, community building activity. The founding GGKP institutions have committed to rotating responsibility for hosting the conference.

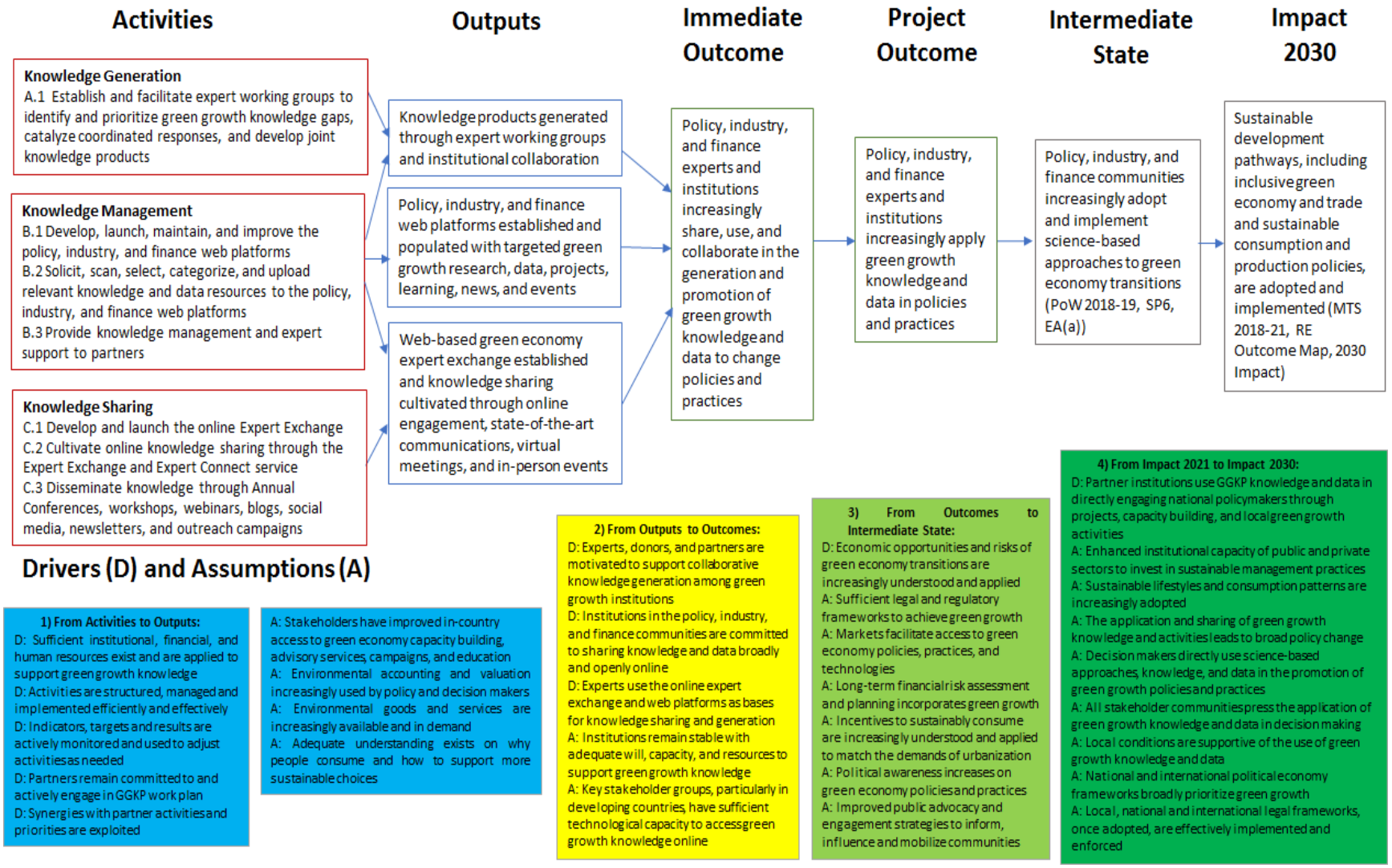
The GGKP plans to build on these successes in the next four years in collaboration with its partners and the wider green growth community. The GGKP plans to strengthen the services it provides by increasing the scale of the knowledge and expert support if provides to reach distinct regional and local audiences.

A Project Work Plan that sets out in detail the activities and sub-activities that will take place under the project is attached as Annex A.

Links to Theory of Change Diagram

A diagram of the GGKP Theory of Change is below. This Theory of Change is based on a Problem Tree Analysis and Objectives Tree Analysis, attached as Annex B and C. The Theory of Change reflects the entire proposed project cycle, activities, outputs, outcomes, and impacts. The Theory of Change is followed by a Logical Framework that sets out the outcomes, outputs, indicators, and milestones in more detail. The Logical Framework, however, only reflects project delivery for which funding has been secured (approximately 40 percent of total budget). As additional funding becomes available the Logical Framework will be expanded.

GGKP Theory of Change



3.2 Logical Framework

1. Project Outcome	**Indicators**	**Expected Accomplishment and Indicator**
IMMEDIATE OUTCOME (based on 40 percent of secured resources) Policy, industry, and finance experts and institutions increasingly share, use, and collaborate in the generation and promotion of green growth knowledge and data to change policies and practices	-Percentage of GGKP partner institutions which acknowledge through a survey that the GGKP has resulted in an increasing level of collaboration in the generation of green growth knowledge [Baseline: n/a; Target 2019: 70% of respondents] -Percentage of GGKP partner institutions focused on policymaking which acknowledge through a survey that knowledge and data accessed through the GGKP has influenced their work and/or policy development processes [Baseline: n/a; Target 2019: 70% of respondents] -Number of cumulative contributions to the GGKP online expert exchange [Baseline: 0; Target 2019: 50] -Number of quarterly resource downloads from the GGKP policy, industry, and finance web platforms [Baseline: 6,000; Target 2019: 10,000]	*Indicator: Increase in the number of countries transitioning to sustainable development through multiple pathways, including through implementing inclusive green economy, sustainable consumption and production, and sustainable trade policies*

Project outcome milestones	**Milestone attainment date**
Milestone 6,500 quarterly resource downloads from the GGKP policy web platform	June 2018
M 7,000 quarterly resource downloads from the GGKP policy web platform	December 2018
M 70% of the respondents to a survey of GGKP partner institutions focused on policymaking acknowledge that knowledge and data accessed through the GGKP has influenced their work and/or policy development processes	June 2019
M 50 contributions to the GGKP online expert exchange	December 2019

2. Project Outputs	**Indicators**
A) Knowledge products generated through expert working groups and institutional collaboration	-Cumulative number of green economy knowledge products collaboratively generated [Baseline: 10; Target 2020: 14] -Cumulative number of green economy knowledge products collaboratively generated that reflect a social inclusion/gender dimension [Baseline: 0; Target 2020: 1]

Project output Milestones:	**Milestone attainment date**
M Terms of reference for the development of a collaborative knowledge product finalized	June 2018
M 12 cumulative collaborative green economy knowledge products generated	December 2018
M Terms of reference for development of a collaborative knowledge product that reflects social inclusion/gender dimensions of green growth finalized	June 2019

M 1 cumulative collaborative knowledge product that reflects social inclusion/gender dimension of green growth generated	December 2019
M Terms of reference for the development of a collaborative knowledge product finalized	June 2020
M 14 cumulative collaborative green economy knowledge products generated	December 2020
B) Policy, industry, and finance web platforms established and populated with targeted green growth research, data, projects, learning, news, and events	-Cumulative number of knowledge products available through the policy web platform [Baseline: 2,600; Target 2021: 3,600] -Cumulative number of knowledge products available through the industry web platform [Baseline: 0; Target 2019: 500] -Cumulative number of knowledge products available through the finance web platform [Baseline: 0; Target 2019: 500] -Cumulative number of knowledge products available on the web platforms that include a gender or poverty/equity focus [Baseline: 164; Target 2019: 260]
Project output Milestones:	**Milestone attainment date**
M Wireframes finalized for construction of the green industry and green finance platforms	June 2018
M Green industry and green finance platforms launched	December 2018
M 200 knowledge products available on the green industry platform and 200 products available on the green finance platform	June 2019
M 260 knowledge products available on the web platforms that include a gender or poverty/equity focus	December 2019
M 3,150 knowledge products available on green growth policy	June 2020
M 3,300 knowledge products available on green growth policy	December 2020
M 3,450 knowledge products available on green growth policy	June 2021
M 3,600 knowledge products available on green growth policy	December 2021
C) Web-based green economy expert exchange established and knowledge sharing cultivated through state-of-the-art communications, virtual meetings, and in-person events	-Expert exchange launched which includes the ability for real-time peer-to-peer interaction [Baseline: 0; Target 2019: 1] -Cumulative number of webinars organized with GGKP partners [Baseline: 20; Target 2021: 40] -Cumulative number of webinars that include a social inclusion/gender dimension [Baseline: 3; Target 2019: 5] -Cumulative number of GGKP newsletters published [Baseline: 42; Target 2019: 58]
Project output Milestones:	**Milestone attainment date**
M 22 cumulative webinars organized with GGKP partners	June 2018
M 50 cumulative GGKP newsletters published	December 2018
M 2 webinars organized that includes a social inclusion/gender dimension	June 2019
M Online expert exchange launched	December 2019
M 30 cumulative webinars organized with GGKP partners	June 2020
M 33 cumulative webinars organized with GGKP partners	December 2020
M 36 cumulative webinars organized with GGKP partners	June 2021
M 40 cumulative webinars organized with GGKP partners	December 2021

4 Delivery

4.1 Governance

The following provides an overview of the GGKP's governance structure and operating principles.

GGKP Steering Committee

The GGKP was established by GGGI, the OECD, UN Environment, and the World Bank pursuant to a Memorandum of Understanding signed by these institutions and valid until 31 December 2018. Pursuant to the Memorandum, these founding 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 four 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 has recently agreed to invite UNIDO to join the Steering Committee given its critical role in the launching of the industry platform. Based on this decision, a new Memorandum of Understanding will be signed between the five organisations by 31 December 2018 to govern the project going forward from that date.

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 the 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 GGKP 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, 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 staffed by 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 the Green Industry Platform Manager, Green Finance Platform Manager and Expert Exchange Coordinator roles. 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.

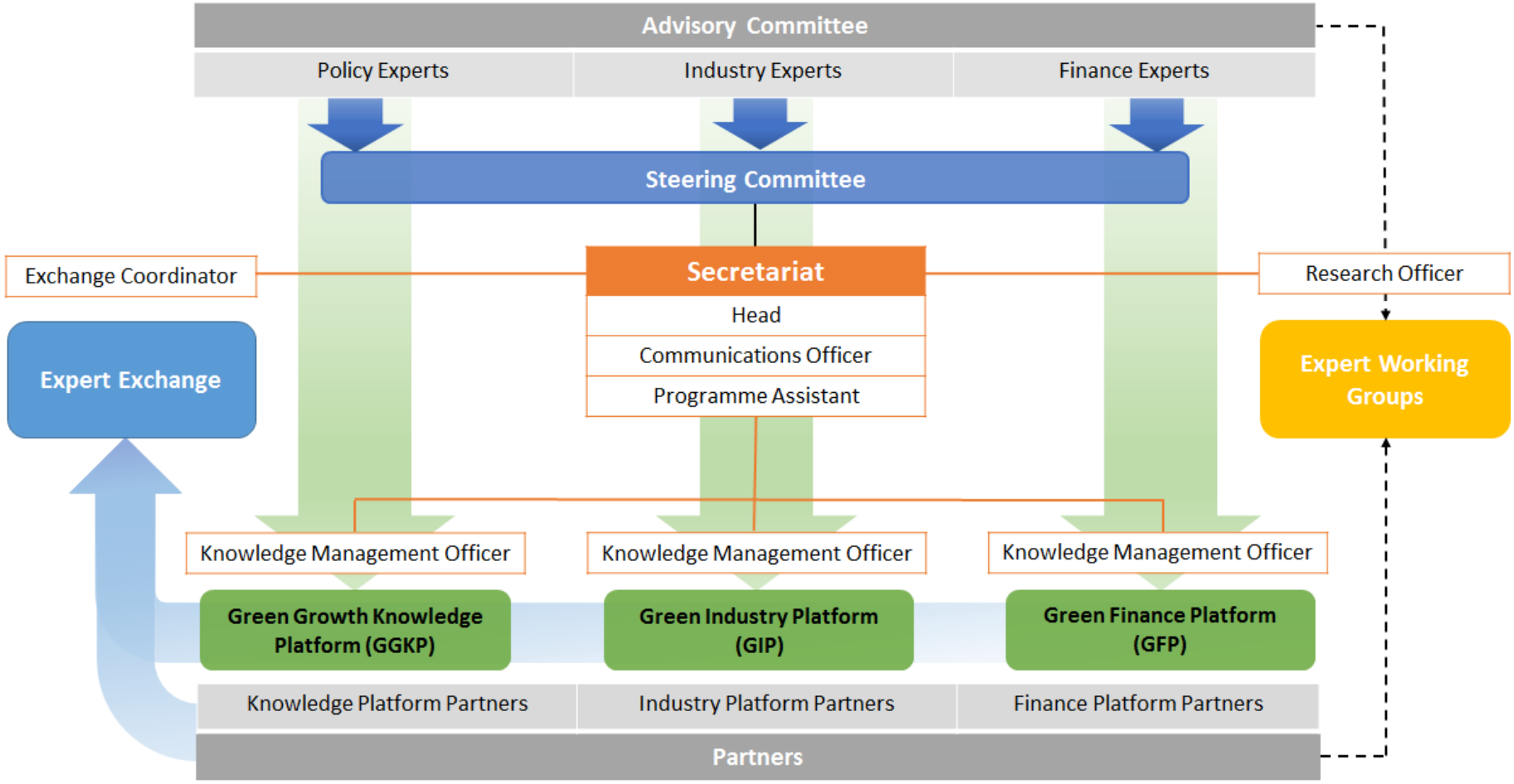
Knowledge Management

- 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



4.2 Stakeholder analysis

Stakeholders Information

As noted above in the "Problem and Situation Analysis" section, 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.

As noted above in the Governance Section (Section 4.1), various partner institutions and actors play distinct roles in the management and delivery of GGKP activities, including as Steering Committee members, Advisory Committee members, and partners. The following table provides an analysis of the key stakeholder groups and their roles and responsibilities with respect to the project.

Table 5 Stakeholder analysis

Stakeholders	**Role in project results/implementation and the level of interest**	**Participation in project design? How?**	**Potential roles & responsibilities in project implementation**	**Changes in behaviour expected through implementation of the project**
Type A: High power / high interest = Key player				
Founding Partners - UN Environment, GGGI, OECD, the World Bank	The GGKP's four founding organisations together 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 four 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.	Yes, these four organisations together designed the GGKP initiative. Through the Steering Committee and Coordinators, they are also involved with the updated project design.	The four founding partners are responsible for overseeing the project implementation through the Steering Committee. Additionally, these four organisations are integral for providing content to the web platform and participating on the expert working groups.	GGKP expects the Steering Committee members to deepen their respective organisations commitment to the green growth / green economy model.
Advisory Committees	The Advisory Committee comprises individual experts working in the	Yes, the Advisory Committee	The Advisory Committee will continue to meet	Connections made between Advisory Committee members

	field of green growth and green economy. They are responsible for advising the Steering Committee and GGKP Secretariat.	received a draft of the new project document for input and feedback and some members were interviewed as part of the external evaluation process.	and provide important guidance and advice as the GGKP expands into the finance and industry sectors.	
Partners	Partner institutions contribute to the GGKP's growing body of research and knowledge through multiple channels, including principally the GGKP expert working groups and web platform.	Yes, partners received a draft of the new project document for input and feedback.	GGKP partners will continue to contribute to the project by sharing knowledge products for the web platforms and by serving on the expert working groups.	Partners are expected to make connections between each other and work collaboratively as a result of these connections.
Type B: High power/ low interest over the project =Meet their needs				
National Governments	National governments are both consumers of the knowledge available on the web platforms and as potential funders of the initiative.	Yes, some national governments were consulted during the design stage of the project through interviews during the external evaluation and their role as observers in the Steering Committee.	Funding the web platform, adopting green economy policies and actions.	Changes in economic policies based on the information shared, managed, and generated by the GGKP.
Type C: Low power/ high interest over the project= Show consideration				
Green Growth Community of Practice	Specialized web audience (members of the policy, industry, and finance fields) serve as the key users of information on the GGKP web platform.	No.	None.	The information on the GGKP web platform should drive changes made by the policymakers, and industry and finance sector actors who use the GGKP web platform.
Type D: Low power /low interest over the project= Least important				

General audience	The general web audience serves as consumers of information on the GGKP web platform.	No.	None.	Minimal change of behaviour from the wider general audience although value will be derived from use of the web platforms.

Partners

The GGKP is a partner-led initiative among the world's leading organisations active in areas related to green growth and green economy at the local, national, and international levels. As noted above, it was established by GGGI, the OECD, UN Environment, and the World Bank pursuant to a Memorandum of Understanding signed by these institutions and valid until 31 December 2018. Pursuant to the Memorandum, these founding partners form the GGKP Steering Committee as described above in the Governance section (Section 4.1). The Steering Committee has recently agreed to invite UNIDO to join the Steering Committee given its critical role in the launching of the industry platform. Based on this decision, a new Memorandum of Understanding will be signed between the five organisations by 31 December 2018 to govern the project going forward.

Over the course of the first project period the GGKP partnership expanded quickly and now includes more than 55 organisations. These partners are committed to collaborating in the generation, management, and sharing of green growth knowledge. They constitute a network of institutions interested in periodic exchanges about their respective work programmes in the green growth space and, when mutually beneficial, collaboration. They contribute to the GGKP's growing body of knowledge through multiple channels, including principally the GGKP expert working groups and web platforms. With the development of the two new web platforms, the GGKP partnership will be significantly expanded to include industry and finance institutions.

As noted in the Governance Section (Section 4.1) above, the process for selecting new GGKP partners is straightforward. Organisations interested in joining the GGKP 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 experience in generating, managing or sharing green growth knowledge; 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 GGKP, and whether it is actively engaged in one of GGKP's principal work areas: generation, management, and sharing of green growth knowledge. If these criteria are met 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.

As the GGKP expands to support the industry and finance communities, partners will likewise expand into those fields. These partners will be businesses, financial institutions, and other groups that support these institutions, who are committed to advancing green growth. For instance, for the finance and industry platforms a number of potential partners from existing networks (e.g. World Green Economy Organization Financial Mechanism, G20

Green Finance Study Group, South-South Global Assets and Technology Exchange, SDG Technology Facilitation Mechanism), institutions (International Finance Corporation, World Trade Organization, United Nations Conference on Trade and Development) and initiatives (e.g. UN Environment Finance Initiative, Social Finance Programme, Impact Insurance Facility, ImPact (sustainable family investments)) will be contacted.

While the particularities of the partnership agreements may vary, the due diligence and vetting of these new partners will take a similar approach, with the Steering Committee reviewing and approving each partner.

Current GGKP Partners include:

- 10-Year Framework of Programmes on Sustainable Consumption and Production (10YFP)
- African Centre for Technology Studies (ACTS)
- African Development Bank (AfDB)
- Arab Forum for Environment and Development (AFED)
- Bahir Dar Energy Centre
- Beijing Normal University School of Economics and Resource Management
- Center for Development Research (ZEF)
- Center for Study of Science, Technology & Policy (CSTEP)
- Centre for European Policy Studies (CEPS)
- Centro Euro-Mediterraneo sui Cambiamenti Climatici (CMCC)
- Chinese Academy for Environmental Planning (CAEP)
- Climate and Development Knowledge Network (CDKN)
- Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
- Development Alternatives
- Environment for Development Initiative (EfD)
- Ethiopian Development Research Institute (EDRI)
- European Association of Environmental and Resource Economists (EAERE)
- German Development Institute (DIE)
- Global Green Growth Institute (GGGI)
- Graduate Institute of International and Development Studies (IHEID)
- Green Budget Europe (GBE)
- Green Economy and Resource Governance (GERG) at École polytechnique fédérale de Lausanne (EPFL)
- Green Technology Center-Korea (GTC-K)
- Institute for Climate Change and Adaptation (ICCA)
- Institute for Global Environmental Strategies (IGES)
- International Center for Climate Governance (ICCG)
- International Centre for Trade and Sustainable Development (ICTSD)
- International Council for Local Environment (ICLEI)
- International Institute for Environment and Development (IIED)
- International Institute for Industrial Environmental Economics (IIIEE)
- International Institute for Sustainable Development (IISD)
- International Institute for Water and Environmental Engineering (2iE)
- International Labour Organization (ILO)
- International Monetary Fund (IMF)
- International Trade Center (ITC)
- Korea Advanced Institute of Science and Technology (KAIST)
- Korea Environment Institute (KEI)
- Low Emissions Development Strategies Global Partnership (LEDS)

- Mario Molina Center (CMM)
- Mercator Research Institute on Global Commons and Climate Change (MCC)
- National Institute of Ecology and Climate Change (INECC)
- Nordic Development Fund (NDF)
- Organisation for Economic Co-operation and Development (OECD)
- Organization of American States (OAS)
- Policy Research Center for Environment and Economy (PRCEE)
- Renewable Energy and Energy Efficiency Partnership (REEEP)
- Smart Prosperity Institute (SPI)
- The Energy and Resources Institute (TERI)
- The Growth Dialogue
- Trade & Industrial Policies Strategies (TIPS)
- United Nations Department of Economic and Social Affairs (UN DESA)
- United Nations Development Programme (UNDP)
- United Nations Economic and Social Commission for Asia and the Pacific (UN ESCAP)
- United Nations Economic Commission for Africa (UNECA)
- United Nations Economic Commission for Europe (UNECE)
- United Nations Industrial Development Organization (UNIDO)
- United Nations Institute for Training and Research (UNITAR)
- World Bank
- WWF

The table below summarizes the expertise, strength and commitments of the GGKP's main partner institutions.

Table 6 Partners' information

Partners' information				
Partner	**Expertise**	**Strength**	**Agreed roles/responsibilities in project implementation**	**Date of UN Environment partnership approval/ Due diligence process**
Global Green Growth Institute	Green Growth Policy, Research, and Finance	Working from within national governments in order to promote green growth	Founding Partner and Steering Committee member, co-host of the GGKP Secretariat, source of direct and in-kind financial support, contributor to knowledge products and expert working groups, and convenor of Annual Conference (every four years)	11 January 2012
World Bank	International Development	Green growth and poverty eradication, mobilizing resources for development, setting the agenda for policy discussions in less developed countries	Founding Partner and Steering Committee member, source of in-kind financial support, contributor to knowledge products and expert working groups, and convenor	11 January 2012

			of Annual Conference (every four years)	
OECD	Economic Policy Research	Deep capacity for policy research and mobilizing green growth agenda research especially in developed country context	Founding Partner and Steering Committee member, source of in-kind financial support, contributor to knowledge products and expert working groups, and convenor of Annual Conference (every four years)	11 January 2012
UNIDO	Industrial Development	Green growth and industrial development research and capacity building in developing countries and countries with economies in transition.	Possible future Steering Committee member	n/a
Partners (see above list)	Various areas of expertise	Various strengths	Contributor to knowledge products and expert working groups	Various dates joining as partners

5 Communications and Learning

5.1 Communications strategy

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.

These objectives can be further broken down as follows:

- Raise awareness about green growth theory and practice and position GGKP as a leader in green growth knowledge;
- Provide innovative communication and knowledge sharing options for our partners;
- Expand the GGKP network, utilise partnerships and develop a dynamic green growth community of practice within the policy, industry and finance communities;

- Ensure that experts and institutions are aware of, have access to, and know the value of the knowledge and tools to facilitate a green economy transition;
- Ensure effective coordination of all GGKP activities and consistency in messaging across the GGKP Steering Committee, Advisory Committee and partners through internal communications; and
- Tailor the performance of the platforms to the needs of its users through the regular gathering of feedback on the suite of GGKP products and services.

The GGKP's communications strategy includes making 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:

- 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. For more details on the financial resources, see Budget/Proof of secured funds attached as Annex B.

As described in detail in the Knowledge Management section (Section 5.2) and Monitoring Plan (Section 7), 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 Biannual Reports and Impact Reports. In addition, the GGKP is planning a mid-term assessment and terminal evaluation as part of its evaluation plan (see Evaluation Plan, Section 10).

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 useful for GGKP's partners, including UN Environment. The lessons learned are communicated to the partners through the reports which are shared and summarized through monthly updates from the GGKP Secretariat.

5.2 Knowledge Management

Responding to Lessons Learned

During its first four 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 biannual Annual Reports and Impact Reports.

Please see Monitoring Plan (Section 7) for more details on these activities. The following is a list of the reports produced during the first four years of project implementation:

- Impact Report (2014)
- GKKP Research Committee Review: Observations and Recommendations (May 2015)
- GGKP Knowledge Management Survey: Final Results and Recommendations (August 2015)
- Annual 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 (2016)

These efforts yielded many lessons and recommendations that have been used throughout the life of the project to improve delivery and impact. By way of example, one key recommendation from the surveys and interview of the GGKP research committees was to ensure new committees are launched through in-person meetings and that at least one in-person meeting a year is convened to ensure ongoing committee engagement. Since that recommendation was made, new GGKP committees have all been launched through in-person meetings and all active committees have met at least once a year in-person.

The quarterly web analytics also provided a number of lessons that have helped improve the GGKP web platform over time. For instance, according to the web analytics the majority of users of the web platform reach the site through global search engines, such as Google, rather than through the homepage. Given this, the GGKP Secretariat updated the main navigation bar in order to encourage users reaching the site through global search engines to explore other areas of the web platform. Likewise, an early survey indicated that many users were not familiar with the term “green growth”. In response, a new section of the web platform was created entitled, “Explore Green Growth” which provides a simple, clear explanation of the concept through videos and infographics.

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).

The evaluation resulted in a number of recommendations for improving the project that were captured by the UN Environment Evaluation Office in an “Implementation Plan of Recommendations”. Many of these recommendations have guided the development of the new GGKP project document. The table below provides a summary of the most relevant recommendations for the project document and how these findings have been addressed.

Recommendation	What will be done?
The project should spell out outcomes for various types of stakeholders that highlight the short to medium term benefits of their involvement in the GGKP.	The new GGKP project document includes a Theory of Change that clearly articulates the new outputs will focus on engagement with the policy, industry, and finance institutions and experts. The advantage of engaging these particular stakeholders will be clearly articulated in the new project document section on stakeholder engagement.
The project should focus its activities and maximize its network to reflect limited capacities and the need to continue delivering high quality products and services as a component of a strategic differentiation with other knowledge providers.	The new GGKP project document includes the development a new industry and finance knowledge platforms, and an online expert exchange which will allow GGKP to build on the comparative advantages of partner institutions to support greater collaboration between the institutions, experts, and practitioners in the generation and sharing of green economy knowledge.
The project should explore the mechanisms of knowledge translation at country level and support its Knowledge Partners and national end-users in developing and adopting knowledge on green growth.	The GGKP project will assist national partners in alleviating the bottlenecks of lack of financial resources by developing on the Green Finance Platform a directory or database of potential funding mechanisms and bankable projects focused on a green economy transition.
Knowledge Partners should strive to mainstream and institutionalize the GGKP in their organisation.	The GGKP Secretariat will share the draft project document with Institutional Partners for their comments and feedback
The project should continue improving the functional and content management capabilities of the GGKP website.	The GGKP project document includes a commitment to regularly assess, through surveys and interviews, the GGKP web platform functionality and usability and includes a dedicated budget for annual improvements.
The project should consider installing mechanisms that facilitate networking and exchange of tacit knowledge between members of the green growth community of practice.	The GGKP project document includes the development and maintenance of an online expert exchange to facilitate networking and exchange of tacit knowledge within the green growth community.
Resource mobilization efforts should be strengthened.	The GGKP project document includes a detailed plan for ensuring adequate resources are available for its expansion to support the industry and finance platforms.
The project should further codify its internal processes and knowledge.	The GGKP has codified most of its internal processes and knowledge and will extend this through the new project document to codifying lessons learned and best practices associated with the organisation of Annual Conferences.
The exit strategy of the GGKP should be clarified.	The new GGKP project document includes an explicit exit strategy that provides a way forward for the maintenance of the web platform and community of practice and

Recommendation	What will be done?
	outlines a timeline for assessing the best options for ensuring its institutional sustainability.

Scaling Partner Knowledge

Core to the GGKP's mission is to ensure institutions and experts have easy access to the latest green growth knowledge and data. From the outset, the GGKP has been focused on developing a robust web platform that would allow for the efficient and effective management of this knowledge. In so doing, the GGKP developed a knowledge management system that focuses on the creation and maintenance of six global databases (library, best practices, learning, projects, data explorer, and BIG-E (Pan-European commitments). The knowledge in these databases is then dynamically generated through three principal user pathways; a geographic pathway represented by 193 individual country pages, a sectoral pathway reflected in 14 dedicated sector pages, and a thematic pathway reflected in 20 dedicated thematic pages. This structure allows users the flexibility to filter, select, and categorize in a way that facilitates access to the most relevant content.

During the first project period the GGKP established itself as the leading online platform for sharing green economy knowledge and data. The web platform has drawn together over 2,600 knowledge products from more than 400 organisations. The website receives nearly 20,000 unique visitors per quarter and over 250,000 page views annually.

The GGKP will expand the basic knowledge management structure developed under the original GGKP policy platform to the new platforms for the industry and finance communities. Although the knowledge products and data made available on these complementary platforms will be tailored to these particular communities, they will maintain the basic knowledge management architecture of developing key databases that dynamically upload to dedicated user pathways.

To remain relevant and provide increased added-value to users, the GGKP, through GGGI's in-kind financing, has committed funding for annual web platform upgrades to ensure the scope of its services and the functionality of its platforms remain cutting-edge.

Key Concepts Tested in Project

The GGKP project will test the boundaries of several concepts and assumptions. First and foremost, the GGKP project has been developed under the assumption that a successful transition to a green economy is possible through the dedicated and collaborative efforts of the leading institutions and experts from the policy, industry, and finance communities. More specifically, through the development and maintenance of the policy, industry, and finance platforms, the project is testing whether providing access to the most relevant and timely green growth knowledge and data available will increase the commitment and effectiveness of these actors to pursue this change. Through the development of the online expert exchange, the project will demonstrate the extent to which a robust green growth community of practice can be built in which experts actively share knowledge and engage each other to address common challenges and pursue joint opportunities. Finally, the project is testing whether it is possible for leading experts to collaborate in the identification of critical knowledge and data gaps and then use their influence and institutional commitment to address these gaps.

Internal Project Knowledge Management

During the first project period, the GGKP codified much of the processes and procedures associated with its activities in order to ensure consistency of its services over time. This was found to be particularly important for the GGKP Secretariat given that much of the work of knowledge gathering and maintenance of the web platform is undertaken by interns under the direct supervision of the relevant project officers.

The following provides a list of the guidance documents that were developed in the first project period that codify the basic GGKP processes and procedures:

- Administration Guidance
  - Onboarding Process
  - Induction Pack
- Communications Guidance
  - Blog Guidelines
  - Communications Strategy
  - Event Promotion Checklist
  - Social Media
- Governance Guidance
  - Advisory Committee Terms of Reference
- Research and Knowledge Partners Guidance
  - Partnerships Framework
  - Expert Working Group Terms of Reference
- Website Administration Guidance
  - Best Practices Database Content Guidelines
  - Resource Library Guidelines
  - Web Analytics Collection Guidance
  - Web Analytics Measurement Plan
  - Website Drupal Administration Guidelines

These guidance documents are constantly being updated given that the project is evolving and new lessons are being learned. Several new guidance documents will be created in the upcoming project period related to private sector engagement given the anticipated outreach and engagement with these communities. Moreover, based on recommendations from the independent evaluation, the GGKP has also committed to developing a guidance document on organizing GGKP Annual Conferences in order to provide a consistent framework for these events.

6 Resource Mobilization and Cost Effectiveness

6.1 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.

As noted above in the Governance Section (Section 4.1), one of the core operating principles of the GGKP Secretariat is to ensure solvency. Resource mobilization is principally the responsibility of the Secretariat, and in particular, the Head of Secretariat although all staff members are expected to contribute to this effort. In addition, both the GGKP Steering Committee members and the Advisory Committee have committed to supporting resource mobilization.

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 (UN Environment, GGGI, OECD 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 expert working groups. The founding 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 will 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, which is the principal governing and decision-making body responsible for approving the GGKP's strategy and overall work programme. The Government of Switzerland is currently a strategic funding partner for the GGKP.

Programmatic Funding

The GGKP will also reach out to programmatic funding partners to support specific GGKP activities. Donors funding specific activities will have their contributions recognised for that activity or output.
For the project implementation period, the GGKP has received programmatic funding from the MAVA Foundation (a private Swiss-based philanthropic organisation), and the Governments of Germany, the Netherlands, Norway, and Sweden.

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.

With this in mind, the GGKP will develop a fundraising strategy for increasing programmatic funding to be shared with the Steering Committee. The strategy will be focused on exploring

opportunities for joining larger project fundraising proposals that would benefit from the services and network provided by the GGKP.

Summary

The current Logical Framework and Work Plan are structured to reflect secured financial resources. If the Secretariat and its partners are unsuccessful in obtaining any additional resources beyond those already secured than the project would need to be scaled down to deliver only on those activities and in the time period currently reflected in the work plan. Moreover, the project would ultimately be forced to explore the Exit Strategy (Scenario 1) as described in detail in the Sustainability Section (Section 9.1). If, however, the project is partially successful in its resource mobilization strategy then the project would be able to extend its activities, which would be reflected in an updated work plan.

Other mitigating actions in case the resource mobilization strategy is unsuccessful could include, *inter alia*, a delay in recruiting staff members, a heavier reliance on external consultants, a reduction in the number of webinars and other virtual knowledge sharing activities, and the development of fewer collaborative knowledge products.

For the 2018-2021 period, the total budget required is US$10,186,072. The GGKP has secured approximately US$2,732,821 from donors. GGGI has committed US$1,200,000 in in-kind funding. The GGKP resource mobilisation activities will be focused on raising the balance of US$6,253.251. Table 7 below details the action plan for mobilizing these resources.

Table 7 Donor Action Plan Template, detailed by partner

Partner/Donor	Project(s)/Funds	RM target	Action	Responsible	Timeline/ Deadline	Status
MAVA Foundation	1,495,996	900,000	*Continuous engagment and reporting to donor to ensure second tranche of funding is secured*	*B. Simmons*	*31.12.2020*	*MAVA Foundation has committed to providing additional funding of approximately USD 1,441,293 until end 2022 if the first three years of the project are successful*
Government of Switzerland	740,395	800,000	*Meet with Swiss Federal Office for the Environment to secure annual funding of approximately USD 200k/year*	*B. Simmons*	*31.12.2017*	*The Swiss Government has been the principal government donor to the GGKP to date. Recent annual contributions have been between USD 100-200k/annually*
Government of Norway	150,000	300,000	*Prepare concept note to secure follow-up support from the UNEP Norwegian Trust Fund*	*B. Simmons*	*01.06.2018 (annually)*	*There is an annual call within UN Environment for concept notes to fund under the Norwegian Trust Fund*
Government of Sweden	50,000	100,000	*Prepare concept note to secure follow-up support from the UNEP Swedish Trust Fund*	*B. Simmons*	*01.06.2018 (annually)*	*There is an annual call within UN Environment for concept notes to fund under the Norwegian Trust Fund*
Programme of Action on Green Economy (PAGE) UNDP Trust Fund	266,430	2,000,000	*Work with the PAGE Secretariat to prepare background documentation for the PAGE management board*	*B. Simmons*	*31.12.2018*	*The Government of Germany has indicated their interest in funding GGKP approximately USD 2 million through the PAGE Trust Fund mechanism*
United Nations Development Assistance Fund	30,000	0	*No action*	*B. Simmons*	*n/a*	*The UNDA project is a one-off effort to support the UN Environment European Office in the delivery of a project*
Government of the Netherlands	0	200,000	*Meet with the Netherlands Ministry of Infrastructure and the Environment to secure annual funding of approximately USD 50k/year*	*B. Simmons*	*31.12.2018*	*The Government of the Netherlands has been a consistent donor to the GGKP of approximately Euro 50k/year.*
GIZ-Germany	0	500,000	*Meet with GIZ and prepare a multi-year USD 500k proposal to support the new knowledge platforms and online expert exchange*	*B. Simmons*	*31.12.2017*	*GIZ has provided GGKP with some financial support in the past and they have indicated an interest in providing financial support in the future*
European Commission	0	1,500,000	*Collaborate with UN Environment colleagues to produce an umbrella proposal for work on green economy and sustainable consumption and production*	*B. Simmons*	*01.07.2018*	*The EC has signalled their interest in receiving a joint proposal from UN Environment that includes the relevant activities related to green economy and sustainable consumption and production*
Global Green Growth Institute (in-kind)	1,200,000	0	*No action*	*B. Simmons*	*n/a*	*GGGI currently provides the GGKP with significant core funding*
TOTAL	3,932,821	6,300,000				

6.2 Cost-effectiveness

The GGKP project has a relatively modest project budget with an ambitious mandate focused on catalysing sustainable economic development and growth. Given this, the project is required to effectively and efficiently leverage these resources in order to achieve its objectives.

The project includes a small management team consisting of one staff member to oversee all of the activities associated with the GGKP's knowledge generation, management, and sharing work programme. The management team will remain the same size for the next four years despite the development of the new industry and finance platforms and on-line expert exchange. It is estimated that the management budget will represent approximately 11% of the total operational budget of the project over the next four year project cycle.

The GGKP is able to achieve this level of management/operational leverage by relying on its global partnership and network to provide in-kind contributions and institutional support. Since its establishment, the GGKP has been underpinned by a core partnership of the GGGI, the OECD, UN Environment and the World Bank.

UN Environment and GGGI serve as the co-hosts of the GGKP Secretariat on behalf of the other GGKP Steering Committee members. The GGKP is reflected in the multi-year strategies and work programmes of both organisations. This co-hosting relationship provides an opportunity for the GGKP project to further leverage its budget by relying of the internal

administrative support, processes, and procedures of the co-hosting institutions. Both UN Environment and GGGI are global leaders in the fields of green economy and green growth with large and established networks at the global and country-level. Both organisations also have large on-the-ground initiatives that increase the likelihood the GGKP work programme will directly contribute to policy change. Given this deep commitment to green economy and green growth, UN Environment and GGGI are both well-suited and provide clear value for money as the co-hosts of the Secretariat.

The GGKP also benefits from the direct engagement and support of its 56 partner institutions. These partners provide the research, data, best practices, and learning materials that are managed and shared through the GGKP web platforms. These partner institutions, along with the Steering Committee members, also provide time of their experts to participate in a pro bono capacity on the GGKP expert working groups. By closely collaborating and coordinating in the development and dissemination of green growth research and other knowledge products, these organisations are able to enhance the effectiveness and impact of their work.

Finally, the GGKP has created a knowledge management system that allows it to cost-effectively ensure it is up-to-date and relevant. The management system is based on a series of global databases (resource library, best practices, learning, projects, and country data) that are populated dynamically through the web platform on 193 country pages and 32 sector and thematic pages. This efficient structure for handling large amounts of data will be extended to the new industry and finance platforms.

7 Monitoring

Overview
The GGKP will measure its performance using the logframe parameters and indicators provided above, which seeks to contribute to an overall outcome of “policy, industry, and finance experts and institutions increasingly apply green economy knowledge and data in policies and practices” This overall outcome builds on the immediate outcome that “policy, industry, and finance experts and institutions increasingly share, use, and collaborate in the generation and promotion of green growth knowledge and date to change policies and practices”.

To assess its progress in achieving these outcomes, the GGKP will track the following indicators related to the project outcomes and outputs:

- **Outcome Indicators**
    - Percentage of GGKP partner institutions which acknowledge through a survey that the GGKP has resulted in an increasing level of collaboration in the generation of green growth knowledge
    - Percentage of GGKP partner institutions focused on policymaking which acknowledge through a survey that knowledge and data accessed through the GGKP has influenced their work and/or policy development processes
    - Number of cumulative contributions to the GGKP online expert exchange
    - Number of quarterly resource downloads from the GGKP policy, industry, and finance web platforms

- **Output A Indicators**
    - Cumulative number of green economy knowledge products collaboratively generated
    - Cumulative number of green economy knowledge products collaboratively generated that reflect a social inclusion/gender dimension
- **Output B Indicators**
    - Cumulative number of knowledge products available through the policy web platform
    - Cumulative number of knowledge products available through the industry web platform
    - Cumulative number of knowledge products available through the finance web platform
    - Cumulative number of knowledge products available on the web platforms that include a gender or poverty/equity focus
- **Output C Indicators**
    - Expert exchange launched which includes the ability for real-time peer-to-peer interaction
    - Cumulative number of webinars organized with GGKP partners
    - Cumulative number of webinars that include a social inclusion/gender dimension
    - Cumulative number of GGKP newsletters published

In addition, the GGKP tracks a number of other metrics associated with the use of the web platforms and engagement in events and social media to gain feedback on the effectiveness of its knowledge management and sharing activities.

The GGKP will measure these outcome and outcome indicators and other internal metrics through data from surveys, in-person interviews, desk research, web analytics, and social media analytics.

Surveys and in-person interviews

The GGKP will use surveys to understand the needs and capture the opinions of the green growth community. In the past, surveys have been an integral component of the GGKP's monitoring strategy as they allow the GGKP to collect first-hand data on key green growth knowledge needs and policy change. The types of surveys carried out by the GGKP include:

- Surveys to GGKP partners to assess whether the project is achieving its project outcome targets;
- Surveys to web platform users (this includes pop-up surveys embedded on its website and surveys distributed via email) to better understand the motivation and needs of the users and to inform technical improvements to the web platform; and

- Surveys to participants at GGKP events in order to assess its performance, keep abreast of evolving green growth knowledge needs, and determine how green growth knowledge products are being adopted and applied in practice.

The GGKP plans to continue to use a mix of surveys to garner feedback, and when feasible, follow-up with more detailed in-person interviews. The advantage of in-person interviews is that they provide an opportunity to ask more nuanced questions related to the use of GGKP materials and the impact of GGKP activities.

Quarterly web analytics reports

The GGKP will continue to monitor its online activities, including the use of the web platforms, social media, and newsletter and produce quarterly analytics reports. GGKP web platform analytics are captured using Google Analytics. In addition to reporting on unique visitors, the GGKP monitors and reports on a number of additional metrics, such as which web platform pages are the most popular, to better understand the behaviour and profile of its users, as well as the performance of the various sections of the web platform.

Social media analytics are captured using Twitter Adds analytics, and the metrics include growth in followers, as well as engagement, such as the number of retweets, favourites, shares and mentions. LinkedIn analytics are captured using LinkedIn's built-in analytics platform, and the metrics include growth in membership, as well as engagement through the number of discussions started and comments received.

Newsletter analytics are captured using Constant Contact's built-in analytics platform. In addition to measuring how many users open its newsletter, the GGKP is able to assess how successful individual stories are by tracking how many readers click on story links. While the GGKP produces official analytics reports on a quarterly basis, it also uses the analytics platforms described above to continually monitor and adjust its online strategy.

Annual Report and Impact Report

In an effort to capture and report on its key activities and successes, the GGKP develops annual reports. The GGKP's first Annual Report was published in 2014 and covered the period 2012-2013 and the second was published in 2016 and covered the 2014-2015 period. Due to the large amount of resources needed to produce and publish annual reports, the GGKP releases the report only once every two years. The next report will be published in early 2018 and will cover the period 2016-2017 and the following will be published in early 2020 and cover the 2018-2019 period.

The annual reports include a summary of key activities and successes covering the GGKP's work streams of knowledge generation, management and sharing, an update on partners, an overview of finances, an update on its key output, outcome, and impact indicators, as well as quotes and stories on how the GGKP's activities have created impact.

In years that the GGKP does not publish an Annual Report (e.g. 2017, 2019), the GGKP publishes an Impact Report. The Impact Report is much shorter than the Annual Report and focuses primarily on tracking and communicating the GGKP's outputs and metrics. The GGKP's first Impact Report was published in 2015 and the second in 2017.

The aim of this extensive and ongoing monitoring and evaluation plan is to use the data and information to improve GGKP activities and increase its impact. The various reports and evaluations will be summarized and discussed at GGKP Steering Committee and Advisory

Committee meetings to ensure the information is fed back into strategic and operational discussions and plans.

Table 8 below provides detailed information on the outcome and output indicators that will be applied to the project, the GGKP Secretariat team member responsible for tracking a particular indicator, and the estimated cost of tracking the indicator.

Table 8 Project Monitoring Plan and Budget

Outcome level	*Indicator-based Evidence & Measurement*								
	Indicator	Baseline	Target	Variables	Data sources	Data collection methods	Frequency	Budget	Responsible office/ staff
Outcome - Policy, industry, and finance experts and institutions increasingly share, use, and collaborate in the generation and promotion of green growth knowledge and data to change policies and practices	Percentage of GGKP partner institutions which acknowledge through a survey that the GGKP has resulted in an increasing level of collaboration in the generation of green growth knowledge	0	70% (2019)		Partner Survey	Survey Monkey	Biannual	300	GGKP Secretariat/Knowledge Management
	Percentage of GGKP partner institutions focused on policymaking which acknowledge through a survey that knowledge and data accessed through the GGKP has influenced their work and/or policy development processes	0	70% (2019)		Partner Survey	Survey Monkey	Biannual	300	GGKP Secretariat/Knowledge Management
	Number of cumulative contributions to the GGKP online expert exchange	0	50 (2019)		Online expert exchange	Google Analytics	Quarterly	0	GGKP Secretariat/Community Manager
	Number of quarterly resource downloads from the GGKP policy, industry, and finance web platforms	6,000	10,000 (2019)		GGKP web platforms	Google Analytics	Quarterly	0	GGKP Secretariat/Knowledge Management
Output level	*Indicator-based Evidence & Measurement*								
Output A - Knowledge products generated through expert working groups and institutional collaboration	Cumulative number of green economy knowledge products collaboratively generated	10	14 (2020)		GGKP web platforms	Desk review	Six months	0	GGKP Secretariat/Research
	Cumulative number of green economy knowledge products collaboratively generated that reflect a social inclusion/gender dimension	0	1 (2020)		GGKP web platforms	Desk review	Six months	0	GGKP Secretariat/Research
Output B - Policy, industry, and finance web platforms established and populated with targeted green growth research, data, projects, learning, news, and events	Cumulative number of knowledge products available through the policy web platform	2,600	3,600 (2021)		GGKP web platforms	Desk review	Six months	0	GGKP Secretariat/Knowledge Management
	Cumulative number of knowledge products available through the industry web platform	0	500 (2019)		GGKP web platforms	Desk review	Six months	0	GGKP Secretariat/Knowledge Management
	Cumulative number of knowledge products available through the finance web platform	0	500 (2019)		GGKP web platforms	Desk review	Six months	0	GGKP Secretariat/Knowledge Management
	Cumulative number of knowledge products available on the web platforms that include a gender or poverty/equity focus	164	260 (2019)		GGKP web platforms	Desk review	Six months	0	GGKP Secretariat/Knowledge Management
Output C - Web-based green economy expert exchange established and knowledge sharing cultivated through state-of-the-art communications, virtual meetings, and in-person events	Expert exchange launched which includes the ability for real-time peer-to-peer interaction	0	1 (2019)		Online expert exchange	Desk review	Six months	0	GGKP Secretariat/Community Manager
	Cumulative number of webinars organized with GGKP partners	20	40 (2021)		GGKP web platforms	Desk review	Six months	0	GGKP Secretariat/ Communications
	Cumulative number of webinars that include a social inclusion/gender dimension	3	5 (2019)		GGKP web platforms	Desk review	Six months	0	GGKP Secretariat/ Communications
	Cumulative number of GGKP newsletters published	42	58 (2019)		GGKP web platforms	Desk review	Six months	0	GGKP Secretariat/ Communications

8 Risk Management & Safeguards

Risk Description/ Analysis		Category	(I) Impact Severity 1-5	(L) Likely-hood 1-5	I x L Overall Risk rating	Risk Management Strategy & Actions	By When/ Whom?
1	Possibility of high energy use and carbon emissions through partner travel.	*Resource Efficiency*	*1*	*2*	*2*	GGKP Secretariat will make efforts to limit travel, instead relying, when possible, on virtual communications.	GGKP Secretariat, ongoing
2	Potential to reinforce discrimination based on gender, regarding participation in the design and implementation or access to opportunities and benefits.	*Potential negative gender-relevant impacts*	*2*	*1*	*2*	GGKP Secretariat will design the project in such a way that actively includes senior women policymakers and academics in order to ensure that it does not exacerbate gender inequality of opportunities. Additionally, GGKP will continue a dedicated webpage on gender and green growth developed and maintained with up-to-date analysis.	GGKP Secretariat, ongoing
3	Lack of commitment amongst the GGKP partners, including financial, in-kind and senior level buy-in, and failure to actively engage in the GGKP work plan	*Organisation*	*3*	*2*	*6*	Ensure partners have an active and equal voice in the GGKP, including through development of expert working groups and shaping of the online platforms	GGKP Secretariat, GGKP Steering Committee members (GGGI, OECD and World Bank) and GGKP Partners, ongoing
4	Stakeholders lack in-country access to green economy capacity building, advisory services, campaigns, and education	*Organisation /Economic*	*3*	*2*	*6*	Close collaboration with GGKP partners to catalyse projects and investment in green economy in-country activities. GGKP Secretariat to continuously survey opportunities for building in a green economy component in existing in-country activities	GGKP Secretariat, GGKP partners, ongoing

5	Environmental accounting and valuation are not applied and used by policy and decision makers	*Political/Organisation*	*3*	*2*	*6*	Close consultation with relevant government ministries and GGKP partners to promote environmental accounting and valuation, including through the new GGKP Natural Capital Expert Working Group.	GGKP Secretariat, GGKP partners, ongoing
6	Environmental goods and services are not available to consumers and the demand for these items is limited	*Organisation /Economic*	*4*	*1*	*4*	For most countries the trend is towards increased supply and demand for environmental goods and services. In many countries this sector is one of the fastest growing. The GGKP will support this trend by highlighting policy and industry champions on its relevant web platforms.	GGKP Secretariat, ongoing
7	There is a lack of understanding about why people consume and how to support more sustainable choices	*Organisation /Economic*	*2*	*2*	*4*	Many GGKP partners are investing heavily in better understanding the motivations of consumers through behavioural economics programmes. The GGKP will continue to support these efforts through its Behavioural Insights Expert Working Group	GGKP Secretariat, GGKP partners, ongoing
8	Lack of commitment from international experts, donors, and partners to actively participate in GGKP expert working groups and support collaborative knowledge generation	*Organisation*	*5*	*2*	*10*	Ensure proper and effective communication of GGKP, including through its partners to strengthen the GGKP's position as a leader in green growth knowledge and raise the reputability and credibility of the platforms	GGKP Secretariat, starting with convening of expert working groups (see Work Plan, Annex C)
9	Institutions in the policy, industry, and finance communities are unwilling to share knowledge and data broadly and openly online	*Organisation*	*2*	*2*	*4*	Ensure ongoing communication with the GGKP partners and maintain quality assurance process for maintaining knowledge that is timely and of high-quality	GGKP Secretariat, ongoing

10	Experts fail to use the online expert exchange and web platforms as bases for knowledge sharing and generation	*Organisation*	*4*	*1*	*4*	The project includes the Expert Exchange Coordinator who will be tasked with outreach to the expert community and catalysing broad engagement. Ensuring that the expert exchange functions well and includes timely and relevant information and discussions.	GGKP Secretariat, ongoing
11	Institutions lack the stability including lack of adequate will, capacity, and resources to support green growth knowledge	*Organisation*	*3*	*3*	*9*	Promote green growth collaboration and communications amongst GGKP partners and provide expert and knowledge support to their green growth activities	GGKP Secretariat, ongoing (see Work Plan, Annex C)
12	Key stakeholder groups, particularly in developing countries, have insufficient technological capacity to access green growth knowledge online	*Economic*	*3*	*1*	*3*	The GGKP web platform is currently accessed by experts in over 190 countries. Commit to continue to develop the policy, industry, and finance platforms in a way that allows access to them from countries with lower bandwidth	GGKP Secretariat, ongoing
13	Partner institutions fail to use GGKP knowledge and data in directly engaging national policymakers through projects, capacity building, and local green growth activities	*Organisation*	*4*	*2*	*8*	Maintain ongoing communications with GGKP partners to ensure they have access to the latest knowledge and data. Respond to partner requests to develop synthesized reports and knowledge products that build on the GGKP accumulated knowledge and data	GGKP Secretariat, ongoing (see Work Plan, Annex C)

14	Lack of willingness of governments to remain supportive of the green growth concept	*Political*	*5*	*1*	*5*	Close consultation with GGKP partners, relevant government ministries and national institutions to ensure green growth research is targeted to national needs. Sufficient funding to ensure attendance of key stakeholders at GGKP Annual Conferences.	GGKP Steering Committee members (GGGI, OECD and World Bank) and GGKP partners
15	GGKP platforms duplicate or add no value to existing platforms	*Organisation*	3	3	9	Ensure that all platforms go through a robust scoping and design phase. Collaborate and coordinate with Steering Committee members	GGKP Secretariat, starting from conception and design of knowledge platforms (see Work Plan, Annex C)
16	Inability to generate interest and financial resources from potential donors	*Economic*	3	3	9	Develop fundraising strategy and actively engage with governments on green growth issues.	GGKP Secretariat and Steering Committee members (GGGI, OECD and World Bank) (see Work Plan, Annex C)
17	Knowledge products lack high quality and lose interest of experts and community of practice	*Organisation*	4	1	4	Maintain quality assurance process for ensuring knowledge is timely and of high-quality	GGKP Secretariat

9 Project Sustainability

9.1 Sustainability

The GGKP's approach to building capacity for green growth is rooted in knowledge, with the belief that knowledge leads to lasting impact. Through collaboration with a growing network of leading organisations and experts active in areas of green growth, the GGKP ensures that the knowledge, policy guidance, best practices, tools, learning resources and data necessary to support the transition to a green economy are available, accessible and actively shared.

While the GGKP actively supports capacity building through the use and application of the accumulated green growth knowledge, it also helps build the financial and institutional capacities of its partners to independently progress these activities as outlined below. Similarly, the project's exit plan ensures that the GGKP knowledge platforms continue to equip these stakeholders with relevant and usable green growth knowledge and tools beyond the project's lifespan.

Catalyzing sustained financing

The survey conducted of GGKP's users as part of the project's external evaluation identified the lack of resources (e.g. programmes, projects, capacities, etc.) as one of the major constraints to using or applying knowledge developed or conveyed by the GGKP. Likewise, the independent evaluator recommended that the project "should strive to assist national partners in alleviating the bottlenecks of a lack of financial resources and partnerships that impede the adoption of knowledge on green growth and translation into policies and practices" (see GGKP Terminal Evaluation, Annex 7).

Although the GGKP initiative is not focused on providing direct grants to national partners or directly engaged in national-level project delivery, many of its partners are actively engaged in these activities and the GGKP will explore how it can best support and scale these efforts. More specifically, the GGKP will actively explore with these partners the potential to develop a database of green economy financing opportunities and make this information available on the finance platform. In addition, the planned on-line expert exchange will provide an opportunity for development experts requiring financing to interact directly with financing experts. These interactions will ideally catalyse long-term relationships that will enhance the chances of ongoing green economy financing at the national-level. Finally, the GGKP will explore adding training materials and guidance documents dedicated to financing mechanisms to its learning databases.

Building institutional capacity

As described in detail in the Stakeholder Analysis section (Section 4.2), the GGKP is a partner-led initiative among the world's leading organisations active in areas related to green growth and green economy. The new project will result in a significant scaling of the partnership to include relevant industry and financial institutions. The initiative aims to promote collaboration in the generation, management, and sharing of knowledge amongst this broad range of partners.

The processes the GGKP will employ to promote collaboration will result in the strengthening of institutional capacity as peers actively engage and learn from each other. For instance, through its expert working groups, the GGKP draws together representatives from its partners to pursue joint green growth knowledge generation. These peer-to-peer groups have in the past and should continue to lead to an active exchange of ideas and the development of new partnerships that will likely continue after the project period.

In addition to the expert working groups, the GGKP supports the building of long-term institutional capacity through the management and sharing of knowledge. In the previous project period, the GGKP has been successful in drawing together knowledge and data related to green growth policy-making. With the planned expansion, the GGKP will be able to provide more value to its partners by providing timely knowledge and data related to greening industries and the finance sector. For many partner institutions, particularly at the national level, exposure to this new knowledge and data will likely increase their long-term capacity to support a green economy transition. Likewise, the GGKP in-person events, such

as the annual conferences, and virtual knowledge sharing activities, including the online expert exchange, will provide an opportunity for experts to actively engage with one another and build their knowledge and capacity.

Finally, the GGKP builds institutional capacity on a day-to-day basis by regular interaction with experts and partner institutions, by providing advice and by promoting best practices. The Secretariat offers one-on-one guidance on knowledge management and web-based communications to partners upon request. The GGKP also shares its best practices with various units across UN Environment through dedicated working groups on knowledge management and communications and ad-hoc requests for support.

Building national capacity

The GGKP's global level work on collaborative knowledge generation, management, and sharing directly supports experts and partner institutions by developing tools and services that facilitate in-country project delivery and build national capacities.

As noted in the Theory of Change section, the GGKP plans to launch a "Virtual Policy Solutions Centre" that will pull together the knowledge databases and tools directly relevant to increasing national-level capacity. The Solutions Centre will include the project database, green growth best practices database, BIG-E database, and Expert Connect service.

The GGKP project database was launched during the first project period and provides information on relevant partner projects, including project descriptions, durations, and contact points. The aim is to facilitate collaboration on national-level project delivery among these partners. Another important tool that the GGKP has launched to directly support in-country delivery is a green growth best practices database, which spotlights successful and potentially replicable national and local policies and practices from over 200 case studies. This tool provides countries with location-specific knowledge that supports the development of green growth policies and plans.

A third tool for in-country support is the Batumi Initiative on Green Economy (BIG-E) which, alongside the Strategic Framework for Greening the Economy, aims to guide pan-European countries through green economy transitions. It is hosted on the GGKP web platform and provides a comprehensive breakdown of national commitments.

In addition to developing online tools for national policy development and project delivery, the GGKP will support national-level capacity building through an Expert Connect service. This service, which will be hosted on the policy platform, will offer direct access to over 20 leading global experts on a range of green economy themes at no cost to public sector beneficiaries in developing countries or not-for-profit research institutes. The service will afford national decision makers with a point of contact for advice on the development of green growth policies and plans, to build on best practices from similar countries, sectors or institutions, and to facilitate networking and knowledge sharing at a regional and global level.

The Expert Connect service will be complimented by over 200 expert insights blogs that the GGKP has received from green growth experts over the first project period. The GGKP is committed to expanding the expert insights blogs as it serves as an effective means of capturing expertise and institutional knowledge on a range of green growth topics. The GGKP will also continue to promote national-level capacity through its learning database, which provides access to policy guidance and planning resources; databases and tools; green economy training courses; and multimedia.

Finally, the GGKP will support national-level capacity building by providing tailored information through its country pages. The GGKP policy web platform currently supports 193 country pages where data and knowledge relevant to the particular country is made available. This knowledge management framework will also be used in the industry and finance platforms. The knowledge and data points on these platforms will be regularly monitored and updated to provide a consistent, up-to-date snapshot of countries' green growth activities.

Project's Exit Strategy

As countries develop strategies and plans for achieving climate commitments and the SDGs, the demand for green growth knowledge, best practices, practical tools, data, and support services is likely to increase. The intention of the GGKP is to continue to support green growth by building on the existing body of knowledge and stimulating viable long-term partnerships between and across GGKP partner institutions as well as industry and finance stakeholders.

That being said, the GGKP has developed exit strategies for two possible scenarios to ensure that the project's activities continue to thrive beyond the project lifespan. The scenarios are as follows:

Scenario 1: The GGKP resource mobilization strategies have not been successful for a new stage of activities beyond 2021
Scenario 2: The GGKP resource mobilization strategies have been successful for a new stage of activities beyond 2021

Exit Strategy - Scenario 1

In the case that resource mobilization strategies have not been successful during or following the project's implementation period, the focus would be on ensuring existing GGKP partner(s) continue the management, sharing and generation of knowledge products that support a green economy transition.

At present, the GGKP web-based knowledge platform and a dedicated Knowledge Management Officer are hosted by one of the project's founding partners, GGGI. Within GGGI, both the GGKP web platform and Knowledge Management Officer are funded by core budget, which ensures that the web-based knowledge platform and knowledge management activities would continue even if outside donor funding was unavailable. GGGI may or may not, at that point, decide to further support the continuation of GGKP knowledge generation and sharing activities.

In the case that GGGI opted not to support the web platform and the broader GGKP activities going forward, then the Secretariat and Steering Committee would survey GGKP partner institutions to identify which of them has the capacity and interest to take up the GGKP's activities. These institutions include leading organisations in green growth and green economy project activities. Once a suitable partner institution(s) has been identified, the GGKP Steering Committee would make a final determination on the best way to proceed to ensure the GGKP's renewed support. Finally, the selected partner institution(s) and the GGKP would develop a joint strategy to transfer GGKP activities to the selected partner institution(s).

In the case that none of the GGKP partner institutions has the capacity or interest to take up its activities, then the project would survey other institutions with similar mandates (e.g.

research institutes, universities, non-governmental organisations, etc.) to identify those with the capacity and interest to take up GGKP activities. The GGKP and selected partner institution(s) would then follow the same process for transferring GGKP activities as above.

The process for scoping, identifying and selecting an institution or organisation to take over GGKP activities would be consistent with the process for identifying and selecting new partners. The GGKP would issue a call for expressions of interest in taking over GGKP activities. Interested institutions would be required to 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 taking over GGKP activities and its capacity to successfully assume the role.

The letter would be reviewed by the GGKP Steering Committee, which in making its decision, would consider the overall reputation of the organisation, its motivation and capacity for successfully taking over GGKP activities, and whether it actively supports green economy and green growth. If these criteria were met, then the GGKP Steering Committee would direct the Secretariat to prepare the formal agreements and contracts allowing for the transfer of the GGKP initiative.

The GGKP Secretariat has created an extensive internal knowledge management system to ensure that GGKP learning and best practices are captured and available were the initiative to transition to a new hosting arrangement (see Knowledge Management Section (Section 5.2)).

Exit Strategy - Scenario 2

In the case that the GGKP has secured adequate funding for a new stage of activities, the initiative may either maintain its current governance structure or it may adopt a new structure.

In the case that a decision were taken to maintain the current governance structure, the GGKP would remain co-hosted by UN Environment and GGGI. The GGKP would initiate a project document development process similar to the current one and GGKP activities would continue uninterrupted.

In the case that a decision were taken to alter the GGKP's governance structure, then the GGKP Steering Committee would evaluate a number of options including, but not limited to, the following:

- Establishing an independently hosted Secretariat (e.g. hosted by the UN Office for Project Services);
- Integrating the GGKP into a research institute or university, which may or may not be an existing partner institution; or
- Creating a not-for-profit association or organisation.

As in Scenario 1, internal guidance documents would exist under Scenario 2 in order to help ensure that GGKP activities could continue uninterrupted throughout and after the transition period.

Both of these scenarios will be evaluated as part of the project's Terminal Evaluation at the end of the project cycle.

9.2 Uptake and Scaling

Based on the success of the project, the GGKP has been approached by a number of institutions to help amplify the impact of their related initiatives.

As noted above, UNIDO contacted the GGKP to discuss the possibility of the initiative assuming management and re-launching their Green Industry Platform which they co-host with UN Environment. Likewise, the GGKP was approached by the UN Environment Inquiry into the Design of a Sustainable Financial System to consider partnering in the development and maintenance of a green finance platform aimed at supporting training and knowledge sharing among financial regulators and central banks. The interest by these key stakeholders to partner with the GGKP in their initiatives served as the impetus for the proposal to scale-up GGKP activities through the establishment of the industry and finance platforms and online expert exchange. In March 2017, the GGKP Steering Committee formally endorsed this proposal to scale-up GGKP activities through these new platforms.

The GGKP has also been approached by partners to support their respective activities through the existing GGKP policy platform. For instance, the UN Economic Commission for Europe and UN Environment jointly supported the development of the Pan-European Strategic Framework for Greening the Economy. As part of this effort, they approached the GGKP to host the Batumi Initiative on Green Economy (BIG-E) database, which is a collection of voluntary commitments to undertake green economy actions made by countries and organisations working in the Pan-European region.

Similarly, the UN Environment's Latin America and the Caribbean Regional Office has approached the GGKP to support the work of the Pacific Alliance to launch a regional green growth platform, including by helping to trigger partnership development and stimulate the sharing of knowledge and expertise in the implementation of green economy and green growth activities across the region.

9.3 Replicability

Working to stimulate replication of the GGKP's collaborative model by partners and stakeholders is a core part of the initiative's mission and is reflected in its three core activity areas.

For knowledge generation, the GGKP provides an open and neutral space where like-minded experts and institutions can jointly plan and prioritize knowledge generation activities. By creating and supporting a culture of collaboration among experts and partner institutions, the GGKP aims to catalyze further cooperation among the institutions and experts beyond the bounds of the GGKP project. For instance, many of the GGKP partner institutions have maintained close contact through these GGKP processes and some are actively exploring other areas of collaboration, particularly joint national-level project delivery.

The GGKP knowledge management activities also promote replication. A number of GGKP partners are considering launching national and regional green growth knowledge platforms. For instance, the UN Environment Latin America and Caribbean Office has actively engaged the GGKP Secretariat to discuss the initiative's knowledge management architecture and the

GGKP has provided advice on how it can be replicated. Likewise, as noted above, UNIDO contacted the GGKP to explore replicating the success of the GGKP policy platform in the re-launch of the Green Industry Platform. In addition, UN Environment, through the Finance Inquiry project, approached GGKP to explore replicating the policy platform for the finance community.

For knowledge sharing, the GGKP is developing the online expert exchange in order to provide a forum where the green growth community of practice can replicate the culture of green growth knowledge sharing promoted through the GGKP policy platform. Over the course of the next project period, the GGKP will work to build the trust required for knowledge to flow freely among and between the policy, industry, and finance communities.

Annex A Project Work Plan / Activities

A detailed narrative of the activities to be undertaken in this project is provided in the Theory of Change Section under the sub-section “Project Activities” (Section 3.1).

Table 9: Project Work Plan

ID	Project Outputs & Activities	Year 1 (2018)				Year 2 (2019)				Year 3 (2020)				Year 4 (2021)			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	A) Knowledge products generated through expert working groups and institutional collaboration																
A.1	Activity A.1: Establish and facilitate expert working groups to identify and prioritize green growth knowledge gaps, catalyze coordinated responses, and develop joint knowledge products																
A.1.1	Activity A.1.1: Convene and facilitate a Natural Capital and Green Growth Working Group composed of experts from the world’s leading economic, development, and environment organizations	X		X		X		X		X		X					
A.1.2	Activity A.1.2: Collaboratively assess, prioritize and address knowledge and data gaps at the frontier of natural capital valuation and green growth policy planning	X	X	X	X	X	X	X	X	X	X	X	X				
A.1.3	Activity A.1.3: Collaboratively identify, make available and, if required, improve or develop models and tools for mainstreaming natural capital in national green growth planning processes									X	X	X	X				
A.1.4	Activity A.1.4: Organize meetings with potential donors to discuss formulation, debate findings, and develop follow-up activities of green growth and/or natural capital knowledge products			X				X				X					
A.1.5	Activity A.1.5: Launch call for papers for Trade Working Group	X	X														
A.1.6	Activity A.1.6: Prioritize themes for establishing new donor-supported expert working groups and submit to the GGKP Advisory and Steering Committees, respectively, for comment and approval				X				X				X				
A.1.7	Activity A.1.7: Prepare concept notes for potential new expert working groups and share with relevant donor organizations					X				X							
	B) Policy, industry, and finance web platforms established and populated with targeted green growth research, data, projects, learning, news, and events																
B.1	Activity B.1: Develop, launch, maintain, and improve the policy, industry, and finance web platforms																
B.1.1	Activity B.1.1: Develop industry and finance web platform concept notes and specifications	X															

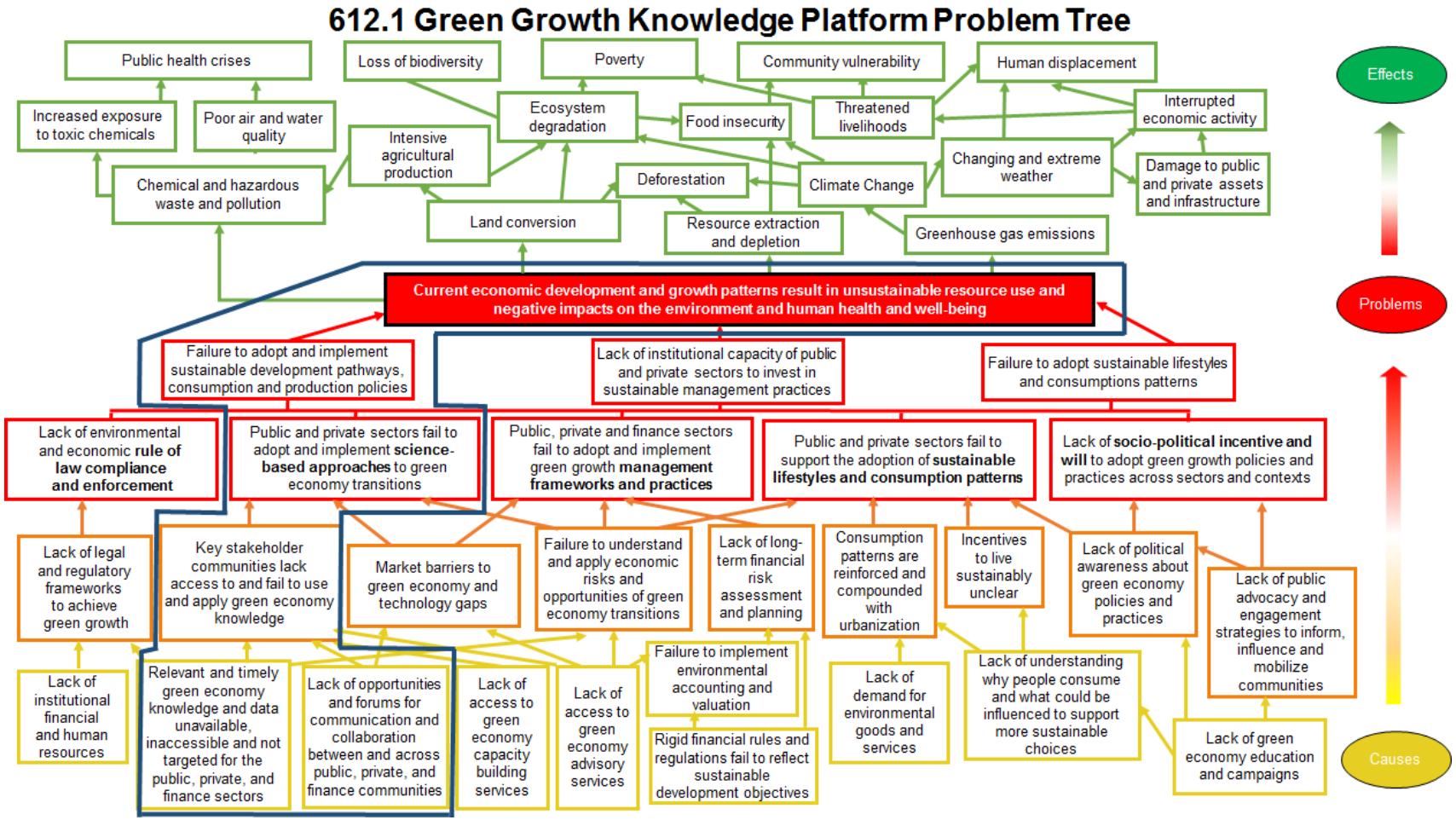
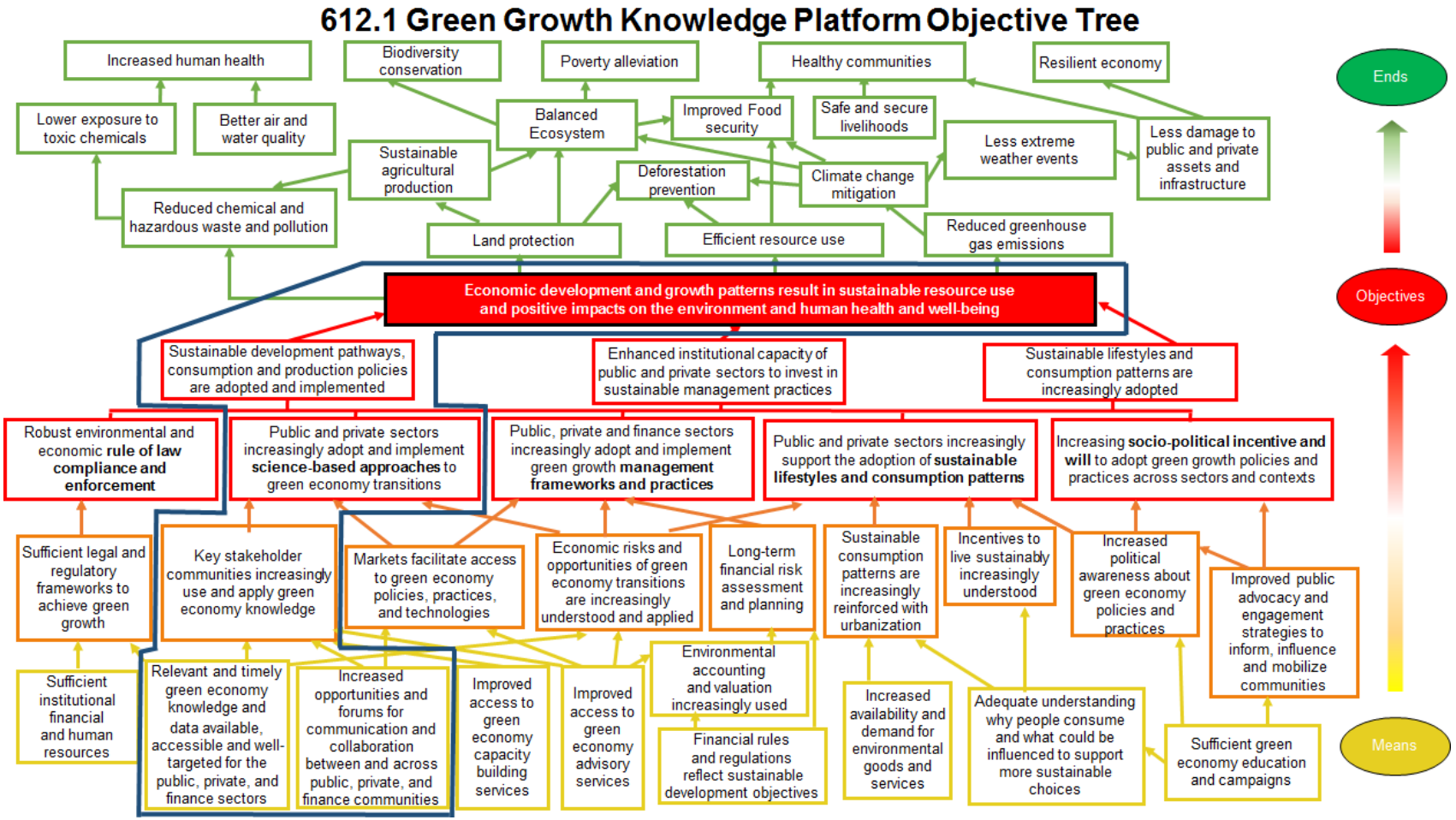
ID	Project Outputs & Activities	Year 1 (2018)				Year 2 (2019)				Year 3 (2020)				Year 4 (2021)			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
B.1.2	Activity B.1.2: Circulate concept notes to potential web platform development vendors and conduct procurement process	X	X														
B.1.3	Activity B.1.3: Manage development of web platforms with website developer and prepare concept notes for resource mobilization		X	X													
B.1.4	Activity B.1.4: Prepare content for new web platform in collaboration with partners, including country-level data and resource library, and migrate related content from policy website to new platforms			X	X												
B.1.5	Activity B.1.5: Launch beta version of websites and conduct thorough review of functionality			X													
B.1.6	Activity B.1.6: Develop outreach material highlighting functionality of new web platforms, including flyers, posters, webinars and presentations			X	X												
B.1.7	Activity B.1.7: Organize official launch of new GGKP web platforms				X	X											
B.1.8	Activity B.1.8: Track quarterly web analytics to identify highest areas of web platform usage and update web functionality based on results	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
B.2	Activity B.2: Solicit, scan, select, categorize, and upload relevant knowledge and data resources to the policy, industry, and finance web platforms (secured funding for policy platform through 2021; secured funding for industry and finance platform through 2019)																
B.2.1	Activity B.2.1: Build and regularly expand a dedicated GGKP webpage on “Natural Capital” on the policy web platform	X	X	X	X	X	X	X	X	X	X	X	X				
B.2.2	Activity B.2.2: Collect ad hoc knowledge resources through in-house review and knowledge sharing events (secured funding for policy platform through 2021; secured funding for industry and finance platform through 2019)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
B.2.3	Activity B.2.3: Scan and select relevant knowledge resources according to GGKP web guidelines (secured funding for policy platform through 2021; secured funding for industry and finance platform through 2019)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
B.2.4	Activity B.2.4: Categorize and summarize selected knowledge resources (secured funding for policy platform through 2021; secured funding for industry and finance platform through 2019)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
B.2.5	Activity B.2.5: Upload and cross-tag selected knowledge resources to the relevant GGKP policy, business or finance web platform (secured funding for policy platform through 2021; secured funding for industry and finance platform through 2019)	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
B.2.6	Activity B.2.6: Monitor and curate each GGKP database, including the library, best practices, learning resources, projects, data, and policies (secured funding for policy platform through	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X

ID	Project Outputs & Activities	Year 1 (2018)				Year 2 (2019)				Year 3 (2020)				Year 4 (2021)			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	2021; secured funding for industry and finance platform through 2019)																
B.2.7	Activity B.2.7: Review and implement improvements to streamline search capabilities and improve accessibility				X				X				X				X
B.3	Activity B.3: Provide knowledge management and expert support to partners																
B.3.1	Activity B.3.1: Facilitate mainstreaming of natural capital in green growth policy actions	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
B.3.2	Activity B.3.2: Facilitate the development of institutional strategies for mainstreaming natural capital in green growth capacity building activities	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
B.3.3	Activity B.3.3: Outreach to GGKP partners and UN Environment Regional offices to explore opportunities to support national and regional activities	X	X			X	X			X	X						
B.3.4	Activity B.3.4: Support UN Environment Europe Office with outreach and communications for UNDA project					X	X							X	X		
B.3.5	Activity B.3.5: Support UN Environment Latin America and Caribbean Office with development of dedicated webpage for Pacific Alliance	X	X	X													
	Activity C: Web-based green economy expert exchange established and knowledge sharing cultivated through online engagement, state-of-the-art communications, virtual meetings, and in-person events																
C.1	Activity C.1: Develop and launch the online Expert Exchange																
C.1.1	Activity C.1.1: Develop concept note and specifications for the online expert exchange	X	X														
C.1.2	Activity C.1.2: Manage development of online expert exchange including additional resource mobilization and agree wireframes with web developer			X	X												
C.1.3	Activity C.1.3: Launch beta version of online expert exchange and conduct thorough review of functionality					X	X										
C.1.4	Activity C.1.4: Organize official launch of GGKP online expert exchange including outreach materials							X	X								
C.2	Activity C.2: Cultivate online knowledge sharing through the Expert Exchange and Expert Connect service																
C.2.1	Activity C.2.1: Plan and launch partner outreach campaign for the Expert Connect service to support national capacity-building	X	X														
C.2.2	Activity C.2.2: Track, analyse and improve the Expert Connect service through expert and partner feedback				X				X				X				
C.2.3	Activity C.2.3: Plan and launch broad outreach campaign to build membership in the online Expert Exchange across the policy, business,					X	X	X	X								

ID	Project Outputs & Activities	Year 1 (2018)				Year 2 (2019)				Year 3 (2020)				Year 4 (2021)			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	and finance communities																
C.2.4	Activity C.2.4: Track through quarterly analytics, analyse and improve the online Expert Exchange functionality and use	X	X	X	X	X	X	X	X								
C.2.5	Activity C.2.5: Actively link GGKP partner meetings and launch events to the Expert Exchange to build stable, long-term conversations on priority green growth themes	X	X	X	X	X	X	X	X								
C.2.6	Activity C.2.6: Actively explore partnering opportunities to provide online support to a wide range of national and local green growth activities through the Expert Exchange and Expert Connect service	X	X	X	X	X	X	X	X								
C.3	Activity C.3: Disseminate knowledge through Annual Conferences, workshops, webinars, blogs, social media, newsletters, and outreach campaigns																
C.3.1	Activity C.3.1: Launch a GGKP partner outreach campaign to increase awareness, build momentum, and establish consensus around integrating natural capital into national green growth planning processes		X	X			X	X									
C.3.2	Activity C.3.2: Support GGKP Founding partners convene Annual Conferences and engage in extensive outreach activities through social media channels during event			X	X			X	X								
C.3.3	Activity C.3.3: Organize ad-hoc side event on GGKP at green growth and/or natural capital related conferences and workshops		X		X		X		X		X						
C.3.4	Activity C.3.4: Prepare, test, and run GGKP webinars on green growth and/or natural capital, including in partnership with UN Environment Regional Offices	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
C.3.5	Activity C.3.5: Prepare, test, and run GGKP webinars on green growth inclusiveness themes, including gender, poverty & equity, non-discrimination, and/or indigeneity		X				X										
C.3.6	Activity C.3.6: Reach out to experts and GGKP partners to submit blogs on green growth themes (natural capital, gender, etc.)	X	X	X	X	X	X	X	X	X	X	X	X				
C.3.7	Activity C.3.7: Prepare and circulate monthly GGKP newsletters	X	X	X	X	X	X	X	X								
C.3.8	Activity C.3.8: Implement communications strategy including both internal and external communications activities, including social media, blogs, web platform updates, and inter-partner communications coordination	X	X	X	X	X	X	X	X	X	X	X	X				
	D) Operations and Evaluation																
D.1	Activity D.1: Monitoring and evaluation																
D.1.1	Activity D.1.1 Conduct survey of GGKP partners to understand use and application of GGKP knowledge							X						X			

ID	Project Outputs & Activities	Year 1 (2018)				Year 2 (2019)				Year 3 (2020)				Year 4 (2021)			
		Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
D.1.2	Activity D.1.2 Six monthly monitoring and reporting in UN Environment PIMS system		X		X		X		X		X		X		X		X
D.1.3	Activity D.1.3 Preparation and publication of GGKP Annual Report and Impact Report			X	X			X	X			X	X			X	X
D.1.4	Activity D.1.4 Development of quarterly web analytics reports	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X
D.1.5	Activity D.1.5 Finalize mid-term assessment and terminal evaluation TORs								X						X		
D.1.6	Activity D.1.6 Mid-term assessment and terminal evaluation undertaken								X	X					X	X	
D.2	Activity D.2: New project development																
D.2.1	Activity D.2.1 New project document development															X	
D.2.2	Activity D.2.2 PRC review process															X	X

Annex B Problem Tree



Annex C Objectives Tree