

# GEC Strategy 2014 -2017



## Introduction

The Green Economy Coalition came together on the 1– 2 September 2014 with invited partners to discuss the status of the transition and what it means for our work together. This document is the outcome of that meeting. It describes who we are, what we believe in, why our voice is important, how we think change will happen, the partners we want to work with and the actions we will take. This is our refreshed strategy 2014-2017.

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GEC SHARED VISION: PROSPERITY FOR ALL WITHIN ONE PLANET LIMITS  
GEC GOAL: TO ACCELERATE THE TRANSITION TO A GREEN, FAIR AND INCLUSIVE ECONOMY

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## Where we are

The transition to green economies is underway but in an early adoption stage. The parameters of green economy and the actions are clearer to us but we do not think they are held by powerful institutions or understood by most people. We need to sell the story of transition to people, power and media in more compelling ways with equity as its main opportunity.

## Why our voice is important

As the largest civil society group working together we believe transformation requires us to be the guardians and champions of its fundamental principles: environmental limits, equity and inclusion. There are other players in the transition who have stronger connections to power but they are less clear on these transformative points. This necessitates that we are vocal on our vision of green and fair economies, whilst working with our partners to strengthen the ambition of others.

## How change will happen

We believe civil society leadership is critical for achieving transition. The changes we target are:

- A larger, more confident, more influential civil society movement that is clear on green economy principles, transition policies and taking action.
- Emboldened partners from other change groups who increasingly champion our principles
- Change in international policy and national action that embeds the vision and thinking of our collaborative projects.

## Who we want to work with

We will work with the leaders in this space including the Global Green Growth Institute, Global Green Growth Forum, UN PAGE, leading governments, and progressive business networks. We will also expand our network, building strength to our collaborations by increasing our presence in developing countries.

## What we prioritise

1. To tell the story of transition better
2. Ensure the principles are brought to life – equity, inclusion and environmental limits
3. Deepen and strengthen our vision through collaborative projects.



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## THE ACTIONS WE TAKE TOGETHER

1. TELL THE STORY OF TRANSITION
  2. THROUGH DIALOGUE AND ENGAGEMENT, ENSURE THAT A DIVERSE RANGE OF PERSPECTIVES SHAPE THIS AGENDA
  3. CREATE A NEW PROJECT 'PRINCIPLES OF NATURAL CAPITAL VALUATION'
  4. DEVELOP THE GEC POSITION AND INTERVENTIONS ON 'EQUITY THROUGH A GREEN ECONOMY'
  5. DEVELOP JOINT FINANCE REFORM INTERVENTION BY PARTNERING WITH NEW ORGANISATIONS
  6. STRENGTHEN OUR EXISTING PROJECTS THROUGH GREATER COLLABORATION
  7. STRENGTHEN OUR NETWORK BY SECURING CORE FUNDING FOR THE SECRETARIAT, NEW PROJECT FUNDING, REFRESHING THE STEERING GROUP, LAUNCHING A NETWORK OPERATIONS CALL AND WELCOMING MORE PARTNERS
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## Discussion summaries and actions

1. ESTABLISH GEC GROUP OF 'STORY-TELLERS' TO COMMUNICATE THE TRANSITION



**Overview:** The story of transition connects all our work. It is the positive but robust narrative that articulates the critique of existing mainstream economics, clarifies the opportunity and elements of change and is honest about the challenges and steps needed to make the change. Currently if it is told at all, it is couched in bureaucratic, technical and moral language. Our 'story telling' needs to act at different levels. First, we need to challenge the big narrative – i.e. the efficiency of markets; deregulation; globalisation, etc. and instead show how a move to more 'regenerative economies' is possible, practical and

appealing. This big picture should also be developed online through dialogue, exchange and networking across the network as well as being reflected through the GEC's website and communications. Secondly, there is a need to convert the transition into digestible, newsworthy stories that work for the media, social networks, and communities.

**Goal:** For the GEC to be the hub for global, national and local story-telling with a view to making this transition tangible and exciting to different audience types.

### Actions:

- Develop a group to launch third phase of the 'big picture' story which will encompass a revamped website (with a greater emphasis on story, narrative and people as well as the people behind the GEC network); a set of media outputs (e.g. short films telling the story of transition)
- Ensure our story articulates our vision of green economy and creates greater links to our enabling projects

- Help members scale up the story on their own websites connecting to their advocacy work, particularly in the positioning itself for key events and conferences including the WEF, UNFCCC, business fora, etc.
- Establish an informal network of green economy story tellers, journalists and media players to help collaborate with each other
- **All members** to forward a communications contact in their organisation on to Emily to that the GEC can coordinate across member activities
- **All members** commit to share and develop content for the story
- GEC secretariat to find funds to support story development activities

LEAD: EMILY BENSON (GEC)

CORE TEAM: LIZ CARLILE (IIED); NICK RANCE (TVE); CHARLOTTE MASIELLO-RIOME (A4S).

## 2. THROUGH DIALOGUE AND ENGAGEMENT, ENSURE THAT A DIVERSE RANGE OF PERSPECTIVES SHAPE THIS AGENDA



**Overview:** Dialogue is a core activity of the GEC. We believe it is the most effective way of empowering people to own their transitions, and give them the space to develop arguments and collaborative action. Our dialogues have now moved into becoming 'hubs' in some areas, i.e. South Africa, India and the Caribbean. In the Caribbean the work has focused on a diverse

range of 'action learning' activities, and has established a very good network of practitioners and researchers. In South Africa and India, the hubs have mapped out 'new economy' initiatives and are now trialling 'innovation labs'. All of these networks are reliant on funding to stay alive. UNPAGE is also conducting dialogues in their designated countries. The dialogue function of the GEC is crucial to its core added value and needs to be ramped up and funded. GEC should strengthen relationships with the three hubs in order to expand their voice and influence going forward.

**Goal:** For the GEC to develop dialogue hubs in all parts of the world and ensure they are connected and learning together.

### Actions:

- Pursue funding to expand and maintain our hubs
- Explicitly develop a collaboration with UN PAGE to prioritise GEC hubs in PAGE countries
- Enhance the hubs' online presence in-country and on GEC website.

LEAD: EMILY BENSON / OLIVER GREENFIELD (GEC)

CORE TEAM: STEVE BASS (IIED); NICOLE LEOTAUD (CANARI); MAO AMIS (AFRICEGE); ZEENAT NIAZI (DA); LIZ COX (NEF); DORIT KEMTER (ILO); FULAI SHENG (UNEP).

### 3. CREATE A NEW PROJECT: 'PRINCIPLES OF NATURAL CAPITAL VALUATION'



**Overview:** A new relationship with nature underpins the green economy. In this space we are clear that the main economic powers – governments, finance and business – need to acknowledge their dependence on nature and therefore their interest in helping to care for it effectively. Natural capital valuation is key in this process and is high on the business and

political agenda. There are practical questions, e.g. biases in data, as well as ethical issues that cannot be easily answered, e.g. who should be valuing natural capital? Who will take responsibility for natural capital once raised? The GEC will work with IUCN and the World Forum on Natural Capital team to support the development of a 'charter' or ethical framework (a set of principles) that addresses issues of equity and inclusivity as well as how to measure the health of our natural resource base.

4. The Natural Capital Charter will provide a set of guiding principles – an ethical framework – for the implementation of activities involving natural capital valuation
5. The Charter will be designed to provide a useful context for the Natural Capital Protocol, which is currently in development
6. Whereas the Protocol will be a detailed set of guidance for the corporate sector – a step-by-step 'how to' guide – the Charter will be an aspirational document, as close to a single page as possible
7. Timescales for the development of the Charter and the Protocol are complementary

**GEC Goal:** To develop an ethical framework on natural capital valuation to feed into the next World Economic Forum based on wide consultation with GEC and beyond.

#### Actions:

- September - October: Draft first iteration of Charter, with key questions/challenges highlighted. This has been done and will shortly be circulated for initial comments
- October - November circulate papers for IUCN's November Council meeting: seek input from those at the Green Economy Coalition Global Meeting who expressed an interest in helping to shape the draft
- November 2014: Seek sign-off of Draft Charter by IUCN Council – with key unresolved questions highlighted and opened up to wider consultation
- Between November 2014 and January 2015: launch of consultation by IUCN and World Forum partners plus the Green Economy Coalition
- Before November 2015: close of consultation, allowing time for analysis of responses
- 26/27 November 2015: Launch of Natural

**Individual member activities to be connected in:** IIED (e.g. Blue Capital research); IUCN (e.g. Natural Capital Protocol); WWF (The Natural Capital Project); Scottish Wildlife Trust (e.g. Natural Capital Forum).

PROJECT LEAD: JO PIKE (SCOTTISH WILDLIFE TRUST)

CORE TEAM: ESSAM YASSIN MOHAMMED (IIED); KOOKIE HABTEGABER (WWF); PIETER VAN DER GAAG (NATURAL CAPITAL COALITION); KAREN ELLIS (WWF); ADRIAN ELY (STEPS CENTRE); VIRGINE BONNELL (IUCN).

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#### 4. DEVELOP GEC'S POSITION AND INTERVENTIONS ON 'EQUITY THROUGH A GREEN ECONOMY'



**Overview:** The message was clear – we best sell green economy by selling the opportunity that it creates more equity: “Equity is the heartland of a civil society movement for green economies”. There is no single equity ‘project’ – the scope is too large and diverse, rather equity is central to all that we do internally and externally (projects, communications, strategy, narrative) as well as through its themes on finance, measurement, natural systems, etc. Only income inequality can be easily measured, but we need to also be looking at access to energy, natural resources and also decent work. While the meta-narrative on equity through a green economy is critical, it will hinge on smaller local stories and arguments.

**Goal:** To leverage local experiences to impact global discourses on equity in green economies through action learning, communication and sharing.

- Explore perspectives of equity in multiple contexts (national, other dialogues); pull together into an analytic piece
- Develop learning questions on equity that could be explored in varying contexts through work implemented by different GEC members, especially projects and interventions that focus on GEC's other priority themes (energy, natural capital, finance, GE indicators)
- Gather GE “glimpses” (snapshots of experiences around the world) that have an equity dimension. Deepen the equity component of all of GEC's work based on that experience
- Develop a strong communications strategy around the emerging learning with a focus on increasing access to knowledge
- On measurement: Only equity of (income) outcomes is reasonably easy to measure quantitatively. Other avenues to explore include process related indicators (like inclusion, participation), and outcome related income indicators (like Happy Planet indicators).

**Individual member activity:** STEPS (SPRU-IDS): inequitable impacts of brown economy (political economy); potential inequitable impacts of green economy (e.g., carbon markets); equity challenges of innovation (property rights, etc.); democratic participation in defining and implementing GE (including grassroots innovation); IIED measuring the fairness of green economies; proto-principles for equity; Road to Paris campaign on equity for the CC CoP and the SDGs.

LEAD: ZEENAT NIAZI (DA)

CORE TEAM: TIGHE GEOGHEGAN (CANARI); STEVE BASS (IIED); SARAH WYKES (CAFOD); BEN GARSIDE (IIED); DORIT KEMTER (ILO); ADRIAN ELY (STEPS CENTRE).



#### 5. (INFLUENCING FINANCIAL FLOWS): DEVELOP A FINANCE REFORM INTERVENTION BY PARTNERING WITH NEW ORGANISATIONS



**Overview:** The momentum for financial system reform is gathering and the time for intervention is now. The relationship between financial system reform and the green economy needs to be articulated in more accessible yet comprehensive terms within and beyond the GEC. The broader narrative for

systemic change or 'regenerative economics' is still under-developed and requires some fresh thinking. We need a 'meta' narrative that challenges assumptions about financial efficiency and role of finance to the real economy – but we also need to ground that big picture thinking in glimpses, examples and stories of alternative financial systems in place. There are many strong interventions for financial system reform, but there is still need for greater collaboration, coordination and messaging across different groups. As the political capture of financial regulators is high in developed economies, it may be easier to influence the financial sector in emerging economies where innovation is already underway. Due to the GEC's global connections, it would be well placed to help mobilise and coordinate CSOs (north and south) for financial system reform.

**Individual member activities:** UNEP Inquiry; GFN work on sustainable stock exchanges; GSI on actuaries; IISDs on sustainable finance; IIEDs on contracts and investment principles; WWF on sustainable finance (banking, green finance, etc.).

**Goal:** To mobilise a campaign on financial system reform for green economies by connecting other CSOs and stakeholders north and south.

#### Actions:

- Project leads to convene a 'coalition of the willing' to draft a common narrative for the case/vision for financial system reform in the transition to greener and fairer economies
- All members to suggest new partnerships with southern CSOs working on financial system reform
- All members to share "glimpses" of financial system reform in action; build the stories from the ground
- Secretariat and core team to develop proposals for improving the financial literacy of its members and its network.

LEAD: OLIVER GREENFIELD (GEC)

CORE TEAM: TO BE DETERMINED

## 6. STRENGTHEN OUR EXISTING PROJECTS THROUGH GREATER COLLABORATION

### ➤ GREENING ECONOMIC SECTORS: ENERGY



**Overview:** GEC requires a position on the energy transition as well as the UNFCCC 2015 negotiations and SE4ALL. However, to avoid the political quagmire of UNFCCC we should seek to position energy/SE4ALL as the positive story and opportunity narrative. GEC extends beyond civil society so could offer to assist the multi-stakeholder national level convening and messaging that all SE4ALL partners have committed to do. GEC might want to engage existing business groups, e.g. We Mean Business Coalition and UN Global Compact COP21.

#### Actions:

- GEC to develop Core team to develop GEC energy position
- Core team to develop messaging around SE4ALL and Climate agreements

LEAD: OLIVER GREENFIELD (GEC) CORE TEAM: TO BE DETERMINED

## ➤ GREENING ECONOMIC SECTORS: SMEs



**Overview:** Supporting SMEs is a mission that many GEC members share so the principle of GreenEcoNet – a platform showcasing how SMEs are going green – offers a strong premise. But, SME sectors vary hugely between countries in definition, size, scope and purpose. There are many existing initiatives that are supporting SMEs to varying degrees of success. In developing countries, the biggest challenges for SMEs are finance, education, support and safety nets in the case of failure. While web-based platforms might be able to capture case studies and examples, they are unlikely to engage SMEs on the ground in poorer countries – there would need to be intermediaries who are collecting examples. The most useful networks are those that provide in-person exchange opportunities.

**Individual member activities:** EcoUnion (e.g. research and advice for SMEs), CANARI (e.g. SME action learning group), Development Alternatives, UNIDO (e.g. SME clusters), ILO, IIED (e.g. Forest Dialogue networks, research on small and informal players), GRI (e.g. reporting framework for SMEs).

**GEC Goal:** To connect SME networks in a global exchange of practices, solutions and dialogue that complements government and UN led initiatives.

### Actions:

- Secretariat to follow up with UNIDO on their work with SMEs with view to developing country 'chapters' of green SME networks
- Secretariat to follow up with CANARI, Development Alternatives and EcoUnion on the possibility of building SME networks in different regions
- Lead and core team to develop proposal, based on experience of GreenEcoNet, on taking GEC network function global
- Secretariat to dedicate a communications 'home' on the website for SME work and outreach.

LEAD: EMILY BENSON (GEC)

CORE TEAM: ERWIN HOFMAN (JIN); CORRADO TOPI (SEI); HELEN MARQUARD (SEED INITIATIVE); CLAUDIA LINKE-HEEP (UNIDO); LUISA NENCI (ECOUNION); JEREMIE FOSSE (ECOUNION); LOÏZA RAUZDUEL (CANARI).

## ➤ Measuring What Matters



**Overview:** Measurement unites the strands of the green economy transition and will be key to connecting it at different levels. Measurement is also very politically and technically challenging. There are methodological questions, for example how to measure equity beyond the Gini co-efficient. There are also practical issues, for example the vast data gaps in



existence in developing countries. The Measure What Matters project is a good premise and needs to be linked to NetGreen, as well as to UNEP's work on metrics and the Millennium Institute's modelling.

**Goal:** To strengthen the corporate reporting, national reporting and SDG implementation agendas with the goals of the GEC (i.e. planetary boundaries and equity).

### Actions:

- **All members** to put forward their research and suggest 'experts' to contribute to the Measure What Matters dialogues on water, biodiversity, equity and employment
- **All members** to use MWM as a vehicle for engaging with the SDG discussions on implementation : #MWMATTERS; WWW.MEASUREWHATMATTERS.INFO
- Project leads to link MWM, with NETGREEN, UNEP and Millennium Institute's work on modelling.

LEAD: OLIVER GREENFIELD (GEC) / MELANIE SIGGS (A4S)

CORE TEAM: EMILY BENSON (GEC); KAREN JEFFREY (NEF); PIETRO BERTAZZI (GRI); CHARLOTTE MASIELLO-RIOME (A4S); LUCAS PORSCH (ECOLOGIC); FULAI SHENG (UNEP); PATRICIA CARVALHO (GRI); JESSICA FRIES (A4S); CHRIS WEST (SEI); TOM BIGG (IIED).

## 7. STRENGTHEN OUR NETWORK BY SECURING CORE FUNDING FOR THE SECRETARIAT, NEW PROJECT FUNDING, AND WELCOMING MORE PARTNERS

### Operations and funding

**Overview:** GEC strengths: It's global reach, it's inclusivity to different agendas (i.e. not insisting on a single position); it's convening power; it's horizon scanning of the GE agenda; it's ability to respond quickly; it's ability to bridge very different agendas "it is a super-brain or organism". GEC weaknesses: Projects detract from key functions of networking, advocacy, communications; difficult for members to know what is expected of them; members can feel disconnected from each other and what the GEC is doing; the GEC is too northern both in profile and in agenda.

**Goal:** To become the most vibrant, nimble and diverse network on a green economy transition.

### Actions:

- GEC Secretariat will target core funds for network activities
- GEC Secretariat will re-launch refreshed steering group
- **All members** to nominate two other partners, particularly those in developing countries and the BRICS to join the GEC so that we can expand our networks in the south
- GEC events should be hosted in the south and piggy-backed onto other large conferences to enable greater representation from the south
- Secretariat will trial an emailed digest every two weeks to inform the membership of what is going on and how to contribute
- Secretariat will work with the Steering Group to refresh membership
- Secretariat will launch a new monthly 'operations call' for any member wishing to dial in and find out new opportunities / what is going on. This will include funding news and collaboration opportunities
- Secretariat will launch a new internal communications working group to ensure maximum impact of our work going forward. Please alert secretariat if you would like to take part or nominate someone from your organisation
- **All members** should email Emily by the 20<sup>th</sup> of each month to ensure that their news and updates are included in the newsletter
- Secretariat will pursue constructive but challenging partnerships with GGGI, 3GF, UN PAGE