



Strategic Vision for LEDS Global Partnership

Advancing climate-resilient low emission development around the world

This document provides a vision and a two-year strategy for the LEDS Global Partnership. It presents overarching objectives for the LEDS Global Partnership over the next two years and defines concrete strategies, actions, and performance metrics to meet these objectives.

I. Background

There is an urgent need for action around the world to slow the growth rate in greenhouse gas emissions and enhance resiliency to the impacts of climate change. In response to this need, a growing number of countries are developing and implementing strategies to achieve development goals while improving climate resilience and transitioning to low emission economies. These transformative strategic planning and implementation efforts to move towards low emission and climate resilient development are often referred to as Low Emission Development Strategies or LEDS. There are also an increasing number of bilateral and multilateral donor programs supporting and collaborating with developing countries on these low emission and climate resilient development strategies.

The Low Emissions Development Strategies (LEDS) Global Partnership was founded to enhance coordination, information exchange, and cooperation among this diverse and expanding group of countries and international programs working to advance low emissions climate resilient growth. Launched in early 2011, the LEDS Global Partnership has made significant progress advancing collaboration and learning across more than 100 developing and developed country governments, technical institutes, and multilateral organizations engaged in low emissions climate resilient development. In its first eighteen months (March 2011 – December 2012), the Partnership accomplished the following:

- 1)** Collaboratively developed a comprehensive country-led knowledge and experience exchange and learning forum on LEDS
- 2)** Partnered with other institutions to launch the Africa Climate and Development Society, Asia LEDS Partnership and the Latin America and Caribbean LEDS platform. These regional platforms are serving as ongoing forums for peer to peer learning, technical collaboration on technical resources, and delivery of training and expert assistance.
- 3)** Brought together more than 600 LEDS practitioners from around the globe for peer learning, information exchange, and collaboration sessions through a series of regional and global workshops and conferences,
- 4)** Launched working groups focused on issues ranging from analytical tools, mobilization of finance, LEDS planning, and sectoral strategies to launch collaboration across countries and programs on technical tools, on training and expert assistance using an innovative distributed leadership model to ,
- 5)** Significantly enhanced donor and assistance delivery cooperation and collaboration in the area of LEDS at both the national and international levels
- 6)** Mobilized more than \$5 million in direct and in-kind contributions from a range of donor and multilateral institutions in support of collaborative peer-to-peer learning and capacity building activities directly in support of low emissions development. Assessed

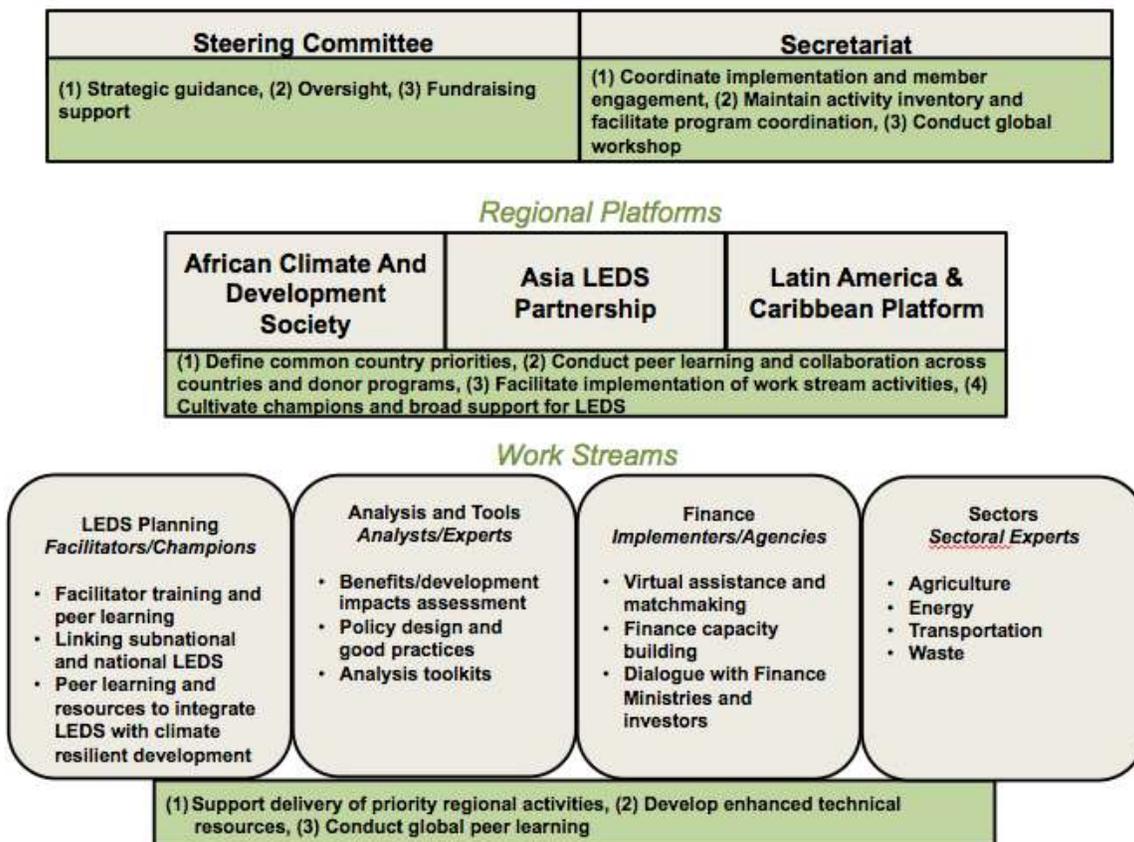


the geographic scope of LEDS support and identified opportunities for enhanced coordination in addressing country needs,

Building on the success of its first 18 months, the LEDS Global Partnership is advancing and expanding its work program of activities and focusing on developing and delivering on the work that has been identified as member priorities. The LEDS GP will expand its focus starting in 2013 to more fully support low emission development activities that also enhance climate resilience. This work will foster enhanced coordination and knowledge sharing among countries and programs advancing low emissions climate resilient development. The unique LEDS GP distributed leadership model is central to its success, with countries and institutions taking forward specific regional platform and working group activities as their resources and interests allow, with support and coordination from the LEDS Global Partnership Secretariat. Where appropriate, working group leads will report to the secretariat bimonthly on status of work plan implementation, new opportunities for collaboration, and additional resource needs.

Based on outcomes from the regional events and LEDS GP steering committee meetings held from November 14-15, 2012 in Alajuela, Costa Rica, and in Doha during COP 18, a revised vision and 2 year strategy for the LEDS GP is proposed in this document. To support the proposed vision and strategy, a revised structure for the LEDS GP is presented below and explained further in the sections that follow.

Figure 1. LEDS GP Structure



II. LEDS Global Partnership Objectives, Mission and Outcomes

The Partnership seeks to achieve the following strategic objectives over the next two years.

1. Strengthen support for low-emission climate-resilient development in all regions.
2. Mobilize capacity and advance peer-to-peer learning and collaboration on low-emission climate-resilient development across countries, international institutions and practitioners.
3. Improve and support coordination of low-emission climate-resilient development activities at the country, regional and global level.

The **mission of the LEDS Global Partnership is to provide a forum for governments, practitioners, donors and multilateral organizations to promote cooperation and coordination on LEDS initiatives and activities around the world.** This open and collaborative environment allows actors to explore opportunities to work together to improve current low emissions climate resilient development activities, tools, and resources while also enhancing coordination and leveraging resources to achieve common objectives

The LEDS GP seeks to achieve the following outcomes by the end of 2014:



1. At least 30 government agencies from Africa, Asia, Latin America, and other regions apply learning and technical resources provided through the LEDS GP to strengthen their LEDS programs in concrete and meaningful way
2. At least 15 international LEDS support programs significantly improve the quality of the assistance they provide as a result of their participation in the LEDS GP
3. At least 1000 officials and practitioners strengthen their capacity and knowledge on LEDS through participation in LEDS GP peer exchange, training, and technical collaboration activities
4. At least 100 government officials, technical experts, and other stakeholders that were not engaged in LEDS in 2011 engage in LEDS GP activities and in LEDS development and implementation in their countries.

III. Core Roles

To meet the above objectives and add value to LEDS activities occurring around the world, the Partnership plays the following five core roles.

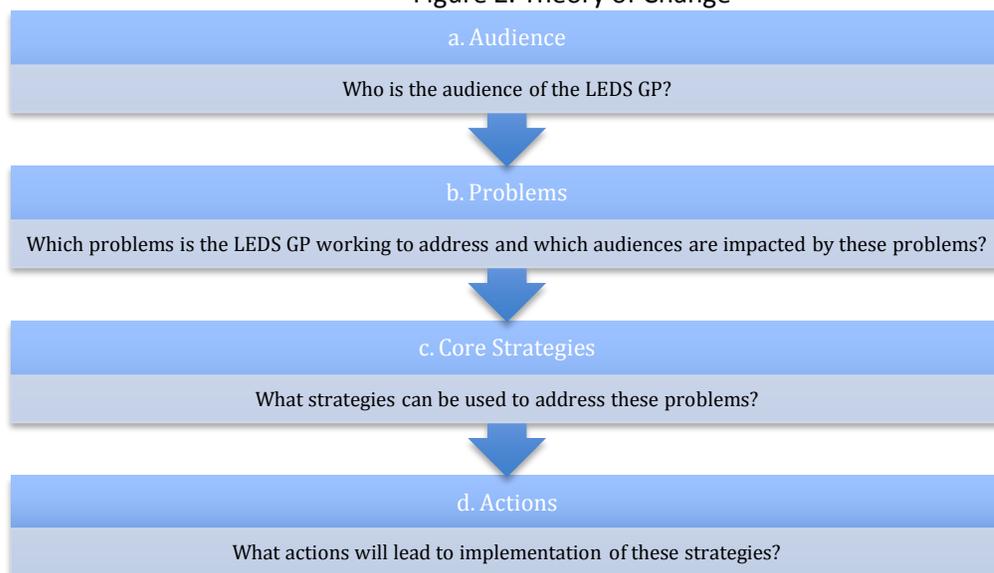
1. Advance Action – Advance action on the ground through broadening support for low-emission climate-resilient development through the following.
2. Peer Learning and Knowledge Sharing – Conduct peer learning and knowledge sharing at the South-South, South-North, and North-South levels.¹
3. Collaboration – Strengthen technical resources and services and pilot innovative approaches to support low-emission climate-resilient development activities.
4. Coordination – Share information, links country needs with current programs, and fosters enhanced coordination across countries and donors.
5. Communication – Document the benefits and value of low-emission climate-resilient development and communicates these benefits to key stakeholders.

IV. Theory of Change for the LEDS Global Partnership

Building on outcomes from the 2012 annual and regional platform meetings, the LEDS GP steering committee met in Alajuela, Costa Rica during November 14 – 15, 2012 to discuss and map out a vision for the LEDS GP to 2014. The strategy was further refined during a Steering Committee dinner in Doha at COP 18. Figure 2 presents the outcome of a process to chart the vision and strategy for the LEDS GP and shows how the following subsections, a to d, build off of each other to provide an integrated vision for the LEDS GP going forward.

¹ The role the Partnership could play in supporting North-North peer learning is also being considered.

Figure 2. Theory of Change



a. Audiences

Key audiences engaged with low-emission climate-resilient development inform and shape the strategy and activities of the Partnership. Practitioners, government leaders, and international institutions are the primary audiences of the Partnership. Limited engagement has occurred with the private sector and civil society and there is interest in expanding this engagement in the future. The LEDS GP Secretariat will explore opportunities to more actively engage these audiences.

Audiences
Practitioners– Practitioners include the government planners and facilitators who drive LEDS design and implementation, along with the technical experts (in government agencies and technical institutes) that support these planners. They are a key audience for the LEDS Global Partnership. They impact change through coordinating LEDS design and implementation, facilitating and leading dialogue with stakeholders, integrating LEDS with current development programs, performing analysis, informing policymaker decisions, and actively coordinating and securing support and resources for implementation.
Government Leaders – Government leaders in both crosscutting agencies (e.g. Finance, Planning, Environment, etc.) and sector agencies (e.g. Agriculture, Forestry, Energy, Transport, Water resources, etc.) are integral in designing and implementing the policies necessary to support low emissions development. The LEDS GP will initially focus more on mid-level government policy officials while seeking to build up engagement with senior-level government officials and political leaders over time.
International Institutions and Knowledge Hubs – A number of international institutions and knowledge hubs are supporting low-emission climate-resilient development around the world. To support collaboration across these programs, leverage current activities and learning, and avoid duplication, the LEDS GP actively engages this community as a key audience and contributor to LEDS GP activities.
Businesses – Making the business case for low emissions development actions is a necessary step to ensure plans move from a static document to implementation. The LEDS GP will ramp up efforts to



support dialogue with the private sector related to low emissions development and seek to engage this audience further.

Civil Society – Engaging a broad range of civil society stakeholders in LEDS processes is necessary to ensure all interests are understood and achieve broad support and success with plan implementation. The LEDS GP will continue to engage civil society with a particular focus on partnerships with universities and technical institutes to build long-term in-country capacity and with NGOs and community groups who play critical roles in LEDS development and implementation.

b. Problems

The LEDS Global Partnership seeks to address a number of problems related to country-led and donor-supported low-emission and climate-resilient development programs.

Problems
Lack of and access to sufficient information and options regarding LEDS development and implementation
Lack of and access to convening spaces for collaboration and peer learning
Lack of practitioner capacity to develop and implement LEDS
Lack of informal donor coordination forums at global and regional levels
Need to influence leaders of change to incorporate climate change and LEDS considerations into key decisions

c. Core Strategies

To address these key problems in a way that meets the needs of the target audiences, the LEDS GP will conduct the following core strategies:

Problem	Core Strategies
Lack of and access to sufficient information and options regarding LEDS development and implementation	Conduct knowledge management and dissemination and support selective knowledge creation (for key gaps identified as priorities by the LEDS GP)
Lack of and access to convening space for collaboration and peer learning	Create forums for open collaboration on common problems
Lack of practitioner capacity to develop and implement LEDS	Deliver capacity building, light coordination and matchmaking of capacity needs with programs, and collaboration on common resources
Lack of informal donor coordination forum at global and regional levels	Foster informal donor information sharing, coordination, and learning at global and regional levels
Need to influence leaders of change to incorporate climate change and LEDS considerations into key decisions	Inspire, convince, and support leaders (longer term priority for the LEDS GP)

d. Actions



The LE DS GP implements the following actions to achieve each of these core strategies. These actions were consolidated and narrowed down by the LE DS GP Secretariat based on available resources and alignment with current activities.

Strategy	Actions
Knowledge management and selective knowledge creation (for key gaps)	<ul style="list-style-type: none"> • Compile and share information on LE DS activities through activity inventories at global and regional levels • Compile and share technical resources (tools, library of resources, transformational approaches, best practices) through web platforms, workshops, newsletter, and other means • Synthesize and refine messages and stories on the value of LE DS and effective LE DS approaches (for selected topics) • Define common priorities, needs and interests at the regional and global levels and map and match member needs/interests with existing information and resources • Develop new best practice information and strengthen databases and tools
Create and support forums for open collaboration and peer learning on common problems	<ul style="list-style-type: none"> • Convene topical collaboration and peer learning sessions at regional and global workshops and through virtual meetings • Establish ongoing groups to collaborate in addressing common technical needs and challenges • Support peer matching and exchange programs for collaboration and learning on topics of common interest • Broaden participation in LE DS GP forums through outreach, more effectively communicating the value of the LE DS GP and refining processes for joining the LE DS GP, regional platforms, and working groups
Deliver capacity building and light coordination and matchmaking of capacity needs with programs, and collaboration on common resources	<ul style="list-style-type: none"> • Conduct training sessions on priority topics defined by regional platforms at regional and global events and through virtual means • Maintain inventory of LE DS capacity building programs and facilitate matching of unmet capacity needs with current programs • Foster coordination of planned training delivery • Share training resources and jointly develop enhanced training resources (coordinated curriculum and training materials)
Foster informal donor and country information sharing, coordination, and learning at global and regional levels	<ul style="list-style-type: none"> • Compile and maintain inventories of donor and country activities • Convene dialogues on donor and country activities and plans at LE DS GP regional and global events • Convene working group to share ideas on future directions for LE DS and evaluate approaches to strengthen linkages with other related programs
Inspire and cultivate LE DS champions (at both the practitioner level and higher levels, with more initial focus on practitioners)	<ul style="list-style-type: none"> • Convene peer learning sessions on LE DS facilitation and on building support for LE DS at workshops and virtually • Share information on innovative solutions and transformational approaches for LE DS with champions and practitioners • Seek to expand participation of additional countries and emerging country leaders in LE DS GP events and forums

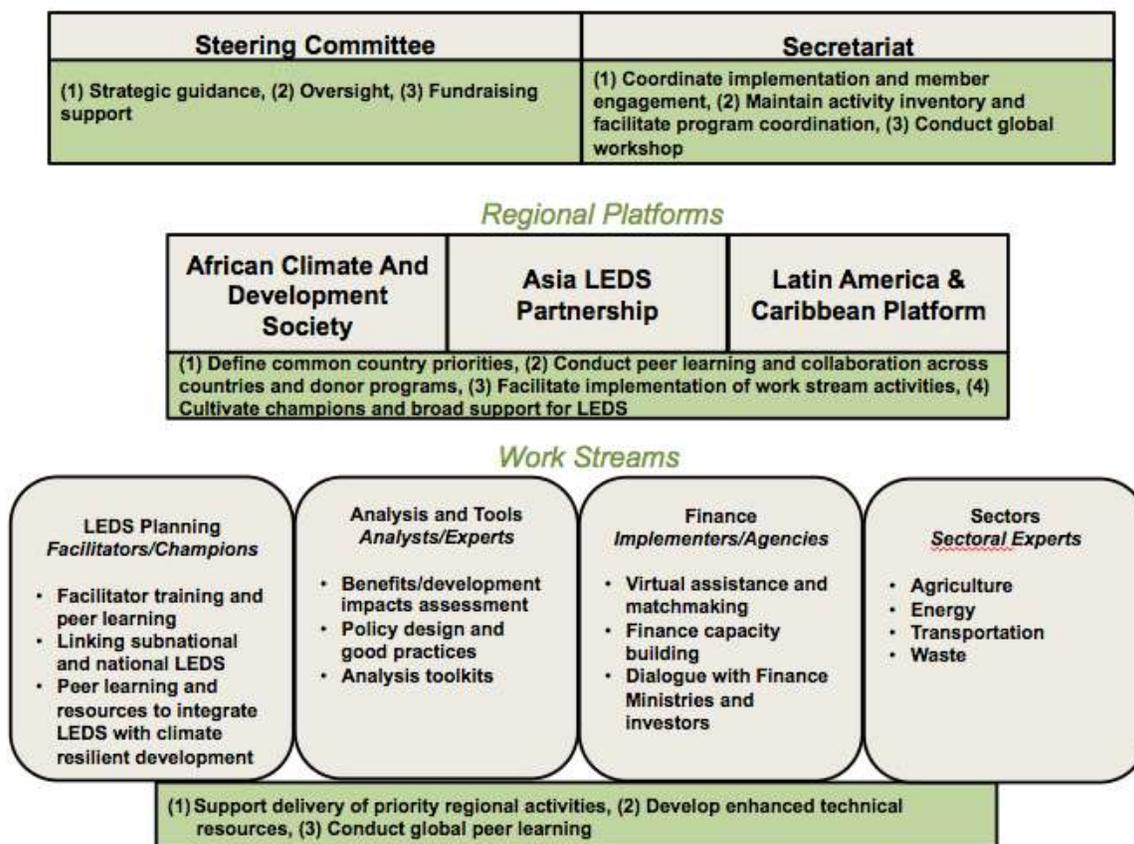


V. Aligning Actions with the LEDS Global Partnership Structure

The organizational structure presented in Figure 3 is designed to effectively support implementation of these strategic actions. Under this structure, regional platforms define country priorities for peer learning and collaboration. The global work streams focused on LEDS processes, analysis and tools, finance, and sectors provide technical support for activities that respond to the regional priorities and that are implemented through the regional platforms, supplemented with global activities where appropriate. The LEDS GP steering committee with representatives from developing countries, regional platforms, and international institutions provides guidance, oversight, and support. The LEDS GP Secretariat coordinates implementation of all activities across the regional platforms and work streams, provides centralized knowledge management, manages member engagement and partnerships, and convenes global events.

The regional platforms and work streams of the LEDS Global Partnership provide focused ways to more deeply investigate and improve understanding of low emissions development at different geographic, topical and sectoral levels. The broader Partnership brings this knowledge together at the global level to ensure that common themes and synergies are captured.

Figure 3. LEDS GP Structure²



VI. Roles for LEDS GP Components

Steering Committee

- Provides strategic guidance and oversight for all LEDS GP activities
- Supports fundraising for priority LEDS GP activities

Secretariat

- Conducts outreach to broaden membership and maintains regular communication with members
- Develops and coordinates overall work program for the LEDS GP based on input from the regional platforms, work streams and steering committee
- Connects regional platforms to technical work streams based on priorities identified at the regional level
- Coordinates activities across work streams where there may be connection points and common areas of technical support

² Please note that Figure 3 does not imply hierarchy.



- Convenes regional platforms, work streams and other LEDS GP members at annual event and through webinars and related forums
- Maintains activity inventory and centralizes all knowledge management for the LEDS GP and plays light role in coordinating efforts across LEDS programs
- Develops partnerships with other international programs

Regional Platforms

- Develop regional LEDS networks and maintain communication and coordination across regional networks
- Identify country priorities and opportunities for regional peer learning and collaboration
- Provide information to the Secretariat and work streams on regional priorities, interests and needs
- Convene regional peer learning and collaboration events
- Coordinate technical collaboration with work streams at the regional level
- Facilitate delivery of technical collaboration and support activities of key LEDS GP global or regional partners, including those supporting specific work streams

Works Streams

- Respond to needs and interests identified by the regional platforms (Secretariat facilitates connection)
- Develop enhanced technical resources based on broad demand across regions
- Conduct global peer learning based on interests across regions

VII. 2013 Priorities

Based on feedback from the steering committee and outcomes from the regional platform meetings, the following 2013 priority tasks for the LEDS GP have been defined. The priority tasks are broadly organized under Regional Platform Operations, Work Stream Operations (LEDS Planning and Implementation Processes, Analysis and Tools, Finance, and Sectors), and Secretariat Operations.

Regional Platform Operations

- Create steering committees with (co-)chairs to provide strategic advice to platforms in each region
- Establish work plans in each region based on outcomes from the 2012 regional workshops, and describing regional platform technical activities, management structure, and operations
- Establish secretariat for LAC LEDS Regional Platform to support implementation and operations of the platform;
- Maintain and strengthen regional secretariat operations in Asia and Africa
- Implement 2-4 priority activities in each region based on outcomes from the 2012 regional workshops
- Convene fall 2013 regional workshops



Work Stream Operations

LEDS Planning and Implementation Processes

- Convene facilitator training and peer learning sessions at 2013 global and regional forums
- Conduct peer learning dialogues and enhance tools and approaches for integrating low-emission and climate-resilience plans
- Broaden participation of LEDS GP planners from other countries, including developed countries
- Convene sessions for exchange between national and state and local planners and launch development of resources to support national and sub-national LEDS integration
- Team with the Green Growth Best Practices initiative on the evaluation and dissemination of proven practices with LEDS and green growth planning

Analysis and Tools

- Convene peer learning to share LEDS analysis methods and tools at regional and global events
- Strengthen tools for development impact assessment and share tools and provide training and technical support to countries in partnership with regional platforms
- Partner with the World Bank on the Climate Smart Planning Toolkit to make broad portfolio of tools and guidance and assistance on use available to LEDS countries and to provide input and information to support portal development.
- Partner with the Green Growth Best Practices initiative and the World Bank Institute to support identification and outreach on analysis, planning, and policy good practices

Finance

- Inventory Existing Finance Resources and Assistance Mechanisms – Identify currently available climate funding, technical assistance programs, and existing organizations and initiatives which could be potential partners for other LEDS-GP finance tasks; prepare and disseminate summary information on these available resources and programs to assist LEDS teams in tapping into these resources and to support coordination across international programs.
- Remote Finance Expert Assistance and Matchmaking – Conduct virtual assistance service to provide advice on financing strategies, policies and programs to countries developing and implementing LEDS and to increase country awareness of the different types of available financing support and provide assistance to countries on how to tap into these resources and engage with existing programs.
- National Financing Strategies and Platforms – Develop pilot studies to demonstrate the feasibility and opportunities for low carbon and resilient development; share results of pilots at the regional workshops and annual LEDS GP conference.
- Capacity Building for Climate Finance Readiness - Share and disseminate tools and approaches as well as identify best practices for building the capacities of developing countries to plan for, access, deliver, monitor, and report on climate finance in ways that are catalytic and fully integrated with national development priorities; conduct a



series of web-based training and peer learning forums on public and private financing and investment mechanisms and their nexus with government policies.

- Conduct forums to bring together LEDS practitioners with finance ministries, banks, and other investors to foster learning on effective financing strategies and building support for investment in LEDS priorities.

Sectoral Activities³

- Energy – develop information resources on development benefits of energy measures, provide expert consultation services on energy measures, and convene peer learning sessions on LEDS energy measures at global and regional events
- Transportation – provide toolkit on LEDS transportation measures, deliver peer learning and training sessions at regional and global events, provide expert advisory service to countries
- Agriculture – provide information and facilitate access to analysis tools, provide expert assistance and advice on low-emission and climate-resilient agricultural measures
- Waste – provide expert assistance and advice and convene virtual peer learning and training sessions

Secretariat Operations

- Coordinate implementation of 2013 work program to reflect revised strategy and structure
- Convene global event and web based meetings and dialogues
- Expand membership and refine membership procedures
- Expand strategic partnerships

VIII. Performance Metrics

The LEDS GP Secretariat proposes the following performance metrics to achieve tangible outcomes for each of the core strategies proposed above. The Secretariat will provide an annual update on achievement of these performance metrics to Steering Committee members.

Metric	2013	2014	Measurement method
Number of government agencies in Latin America, Africa, and Asia applying learning and technical resources provided through the LEDS GP to strengthen their LEDS programs in concrete and meaningful way	15	30	Regional platforms and work streams document application of LEDS GP learning events and resources by countries Surveys and interviews with countries to track tangible applications and learning by country governments and to evaluate quality Develop short case studies to

³ Regional platforms may choose to pursue additional sectoral activities.

			document country experiences in applying tools and capacity building achieved through LEDSGP
Number of international LEDSGP support programs with significantly improved quality of assistance provided as a result of their participation in the LEDSGP	5	15	Interviews and surveys to track and evaluate improvements to LEDSGP support programs that can be linked to the LEDSGP
Number of officials and practitioners with strengthened capacity and knowledge on LEDSGP through participation in LEDSGP peer exchange, training, and technical collaboration activities and Diversity of officials across regions, gender, national vs. sub-national levels, and across segments of society	500	1000	Tracking of participation by country officials and practitioners in workshops, peer exchange programs, and other types of technical collaboration activities. Evaluation of diversity of participants in LEDSGP activities and identification of gaps in LEDSGP reach and impact
Number of government officials and practitioners that launch new work on LEDSGP development and implementation in their countries.	50	100	Tracking by regional platforms and through the Secretariat of additional LEDSGP members or partners engaged in LEDSGP planning in their countries



Annex 1: Latimer House Principles

The Latimer House Principles provide a guiding structure for activities of the LEDS Global Partnership. They can be categorized into two areas:

Principles Relating to LEDS Content and Approaches

1. Place development priorities first and design LEDS activities to advance climate-compatible development, including enhanced climate resilience
2. Ensure that LEDS support is country-led and builds lasting capacity in partner institutions
3. Integrate LEDS with current sectoral development programs
4. Encourage broad stakeholder engagement in LEDS processes, including a range of government departments, the private sector, and NGOs
5. Design LEDS to accelerate and scale up flows of private and public investment in development priorities

Principles Relating to How the Partnership Functions

1. Enable the exchange of and engagement with diverse perspectives
2. Tap the power of collaboration as a force multiplier in achieving common goals
3. Recognize and support developing country leadership
4. Foster open peer to peer learning and exchange, including sharing and collaborating on development of methods and tools, and delivery of training, and technical assistance
5. Encourage and support innovative approaches to climate compatible development, including consideration of new methods, broader dialogue with new players, experimentation, and incorporation of lessons learned
6. Build complementary linkages with current related activities and programs
7. Promote cooperation and learning at regional and sectoral levels in addition to a global forum
8. Establish relationships with international business and investment groups, donor programs, and NGO networks that can be sources of support for implementation of LEDS