



WORLD GREEN BUILDING COUNCIL

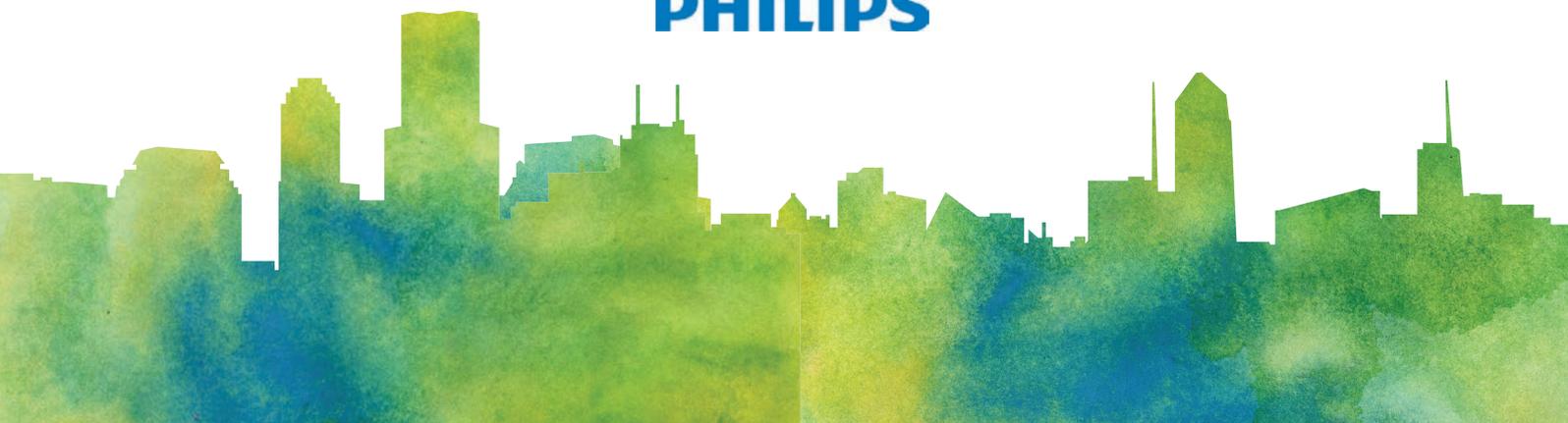
A New Era in Building Partnerships

“There needs to be a greater understanding that **partnership is the new leadership**. Although the global networks of Green Building Councils are starting to share information much more readily, and have realized that, together, they can be so much more than merely the sum of their parts, within each country there can be far more progress when Green Building Councils form lasting partnerships with other industry organizations – architects, planners, engineers, consultants, environmental groups, economists – with whom they can pursue their common objectives.”

*Robin Mellon, Chief Operating Officer,
GBC Australia and Former Chair of the Asia Pacific Network*

Our Global Partner

PHILIPS



FOREWORD

FOREWORD BY JANE HENLEY, CHIEF EXECUTIVE OFFICER, WORLD GREEN BUILDING COUNCIL

In a world of shifting paradigms, sustainability is one of the global 'mega-trends' requiring new ways of thinking in order to meet the scale and speed of the challenges ahead.

Increasingly, those driving the global sustainability movement realize that the key to this paradigm shift is to be found within the changing relationships between organizations and the roles they play. Never has the concept of collaboration been as relevant, as organizations around the world wake up to the power and possibilities of cooperation, and begin to reinvent the way they work together.

Since its birth, the Green Building Council movement has been centered on a mission to drive the built environment towards sustainability through industry collaboration, using market interventions and education. The creation of voluntary green building rating tools has had the most impact, with green-certified building space now constituting as much as 50 per cent of all new commercial construction in some leading green building markets. Rating tools are a powerful example of how market dynamics can be fundamentally altered without the need for government intervention.

However, as markets mature, it has become clear that market leaders alone cannot transform this vast and complex sector. The urgency of the task demands an ever greater focus on public policy to ensure that sufficient market pressure at all points of the building supply chain stimulates permanent and widespread change. In this climate, Green Building Councils have an integral role to play, and are increasingly working side by side with governments, academia, associations, NGOs and many others to drive sustainability.

With 98 Green Building Councils around the world facilitating collaboration between 25,000 companies and organizations, we have created a platform to enable sustainability leaders to push for the highest common denominator. Such leadership is now needed by governments to demonstrate that sustainable business is in fact simply good business.

We have written this report to inspire our global community of Green Building Councils to make partnership their new mantra. This broader, more inclusive approach means that the voice of the highest common denominator is not lost, but by pursuing common goals through cross-sector collaboration we take small steps on this important journey together, mainstreaming sustainable business practice.

Today's boldest leaders are those who couple their own distinct voice with an ability to break down silos and work collaboratively with a wide range of organizations. Tomorrow's leaders are those who fully embrace this new age in building partnerships.

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INTRODUCTION

Driving sustainability in the built environment is a challenge that is much harder to overcome in isolation. The Green Building Council model has become a successful example of why collaboration between many can achieve greater results than the leadership of a few.

The fragmented nature of the building sector is often cited as the reason why sustainability in the built environment is difficult to achieve. At the core of the Green Building Council model is the belief that effective solutions require a whole-of-sector approach: identifying all the relevant links in the value chain; bringing them together in communities and engaging them in collaborative action.

Similarly, fragmentation exists with public policy-making for the built environment. The fragmentation here is two-fold:

- i. Governments are typically comprised of a number of policy units dealing with distinct policy areas. Many of these may be relevant to the built environment, although the manner in which they interact to make policy is rarely fully joined up. Departments or ministries for the environment, economics, housing, energy, health and tax may all play a role in policy-making for a sustainable built environment, but have defined and distinct remits.
- ii. Individual stakeholders and their representative bodies have a tendency to act in their own rather than the common interest. This reinforces fragmentations in the built environment stakeholder landscape, and can mean that during public consultation, governments spend as much time simply managing stakeholders as they do usefully engaging with their expertise.

The result is a 'them and us' mentality that reinforces the idea that policy makers must take a 'top-down' or 'paternalistic' approach to policy-making, keeping stakeholders at a distance from the process.

In turn, the wealth of stakeholder expertise is not fully utilized when built environment policy and regulation is being drafted. As well as creating imperfect policy, this creates a disconnect between the policy and those who are required to deliver its aims on the ground; between the concept and the reality. In turn, this leads to ineffective policy implementation and consequently slows the progress of the sustainable development of the built environment.

However, encouraging examples of collaborative public-private policy-making are increasingly common in the green building arena. These go beyond standard forms of consultation, and join public and private stakeholders in a process of structured, meaningful engagement on policy, regulatory and practical solutions to complex problems. In doing so, they decrease the disconnect between the policy-making and delivery stages, and also strengthen both stages. Importantly, such collaborative models also increase transparency and trust between stakeholder groups, and create a crucial sense of engagement in the policy-making process.

Culture, governance structures and the maturity of the green building market play a part in where these examples are emerging and what they look like. This report reflects how partnerships are forged across multiple countries, and the diversity of how things can be done in different cultures, with no one approach taking precedent over others.

Nevertheless, Green Building Councils, governments and other stakeholders in all countries can learn from others' stories, and replicate successful models or elements of these. This report contains a series of case studies on collaborative green building policy-making from around the world, focusing on their success factors and highlighting lessons learned during the process.

Building on this learning, we have set out key principles for collaborative policy-making, which people setting out on similar processes may wish to take into consideration to better their chances of success. An overview of these is provided in the following section, with more detailed guidance following the case studies.

We hope that Green Building Councils and other readers find these useful when setting off on their collaborative journeys.

OVERVIEW OF KEY PRINCIPLES FOR COLLABORATIVE POLICY-MAKING

A full guide to these key principles is located in the concluding section of this report. See page 36.



PHASE 1

SCOPING THE ISSUE

- Avoid overlap with existing work
- Reach out to the global network of GBCs



PHASE 2

STAKEHOLDER MAPPING AND ENGAGEMENT

Industry

- Balance breadth with practicalities
- Ensure you have the right people from the right organizations
- Create valuable networking opportunities for participants
- Consider the role of the financial community

Government

- Involve government early on
- Make the link from national to local
- Map and understand key government departments, their responsibilities and their objectives
- Aim for cross-party support
- Recruit a public sector champion

Third Sector / Civil Society

- Involve other NGOs and set up clear channels of communication with other stakeholders
- Set up transparent aims with potential competitor organizations
- Engage with the demand side

The 'Unusual Suspects'

- Identify and involve the unusual suspects



PHASE 3

CREATING A COMMON MISSION

- Have an organizational vision, but be flexible
- Keep it simple and focused – talk common objectives and broad principles, not details
- Allow time for participants to have their say
- Understand your audience and tailor communications
- Ensure good quality and objective research/data plays a central role
- Focus on communications - the look and feel of an initiative



PHASE 4

STRUCTURING THE PLATFORM

- Put in place enough structure to ensure effective governance, but not ineffective bureaucracy
- Consider the need for dedicated human resource
- Group participants appropriately, ensuring strengths are built on



PHASE 5

DELIVERING SOLUTIONS

- Keep timelines focused and create targets
- Embed monitoring
- Objectivity is the key role of a chair, and the overall aim for deliverables
- Don't let the perfect be the enemy of the good
- Ensure participants are focused on delivery
- Integrate real life projects



PHASE 6

SECURING A LEGACY

- Make collaboration itself a key workstream
- Consider how your country's GBC can continue to engage members on the subject

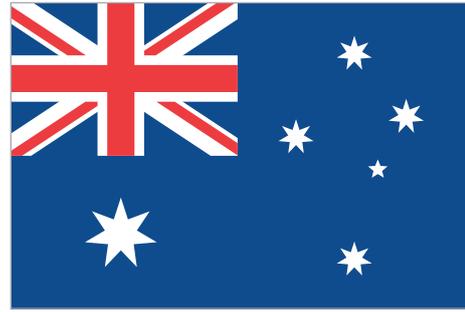
Case Studies on Collaborative Policy-Making



AUSTRALIA: Australian Sustainable Built Environment Council

MISSION: Transforming market behavior to foster a sustainable and resilient built environment

TIMELINE: 2004 to present (ongoing)



How does one organization act as the collective voice of many, develop policy, attract funding and maintain an inclusive conversation with a network of public and private stakeholders in the built environment?

The Australian Sustainable Built Environment Council (ASBEC) brings together a wide membership of industry and professional associations, non-government organizations (NGOs) and government observers to identify common issues, and create and advocate policy that supports a more sustainable built environment.

ASBEC has an elected executive body and a small staff, and is governed by the ASBEC Rules, which lay out its organizational structure, constitution and governance. The Green Building Council of Australia (GBCA) is a founding member of ASBEC and is currently represented on the executive. ASBEC works closely with its 22 organizational members and 20 observer members, with other peak bodies in the built environment and with Australian government at federal, state and local levels, through direct consultation and through the work of the ASBEC Task Groups. ASBEC is often sought out for representation on government consultations due to the diversity of its membership.

ASBEC work is driven by its Task Groups, which focus on core strategic priorities. The work recently developed by these Task Groups includes:

- The release of 'Net Zero Homes: An Industry Roadmap', outlining pathways towards a low carbon future for housing and its supporting report, 'Net Zero Emission Homes: An Examination of Leading Practice and Pathways Forward', in December 2012, by the Sustainable Housing Task Group.
- The release of the 'Drivers of Demand for Zero Emissions Retrofits' report in September 2012 by the Zero Emissions Residential Task Group, which outlines the strongest factors influencing the uptake of energy efficient refurbishments.
- Climate Change Task Group submission to the National Energy Savings Initiative (NESI) public consultation in February 2012, with submission quotes earmarked for publication in the draft report to government, currently being compiled by the NESI secretariat.
- Climate Change Task Group's release of a 'Framework for Climate Change Adaptation in the Built Environment', which is designed to stimulate the conversation on how best to take early action on climate change adaptation for the built environment.
- Cities and Regions Policy Task group (Chaired by GBC Australia's Chief Executive) development of discussion papers on 'Measuring Cities' Performance' and 'Cities: A Call to Action' for release to all political parties, leading into the federal election.

INTERVIEW



SUZANNE TOUMBOUROU
Executive Officer of ASBEC

WHERE DID THE IDEA FOR ASBEC COME FROM?

A number of rating tools were under construction, and industry was concerned about potential confusion in the marketplace. A workshop of key industry stakeholders brainstormed how to develop a coordinated industry position on rating tools. The group subsequently agreed that it would be useful to have a body to coordinate the industry's position on sustainability in the built environment.

From the first workshops in 2004-2005, we agreed that sustainability was an area that couldn't be ignored. The various industry associations and government departments involved understood that it was important to invest time and money at a leadership level.

WHY DO YOU FEEL THAT THIS COLLABORATIVE PARTNERSHIP WORKS WELL?

While ASBEC has established processes, it is also nimble and responsive. This supports industry's appetite for rapid and collaborative decision-making. We've been particularly good at stripping back bureaucracy so it's easy for members to engage and get things done.

Having Task Groups, rather than a committee structure, helps us to focus on being productive and ensures ownership of policies. Members of these groups develop their own terms of reference. Once they decide how they want to proceed with a particular policy priority, funding requirements for the work (such as research) are identified and Task Group members contribute to this funding. The beauty of this approach is that once you have a level of financial commitment, you can create real involvement and progress. If nobody commits in a meaningful way, people can talk forever.

Once work is agreed upon and funded by the members, engagement with the work begins. Ultimately, all Task

Group policy is passed through the ASBEC Executive and members for feedback and review, and eventual endorsement by Council as ASBEC policy.

We then advocate the endorsed policy both collectively, through ASBEC, and individually, through ASBEC member organizations. Member organizations can discuss the policy they have helped create when meeting with governments, and reinforce their own policy priorities as ASBEC's work is complementary.

We also have a healthy number of government observers who participate at the local, state and federal government levels. From ASBEC's beginning, government agencies were involved in the dialogue, but had a clear understanding that ASBEC was to be industry-led. Each sphere of government engages with ASBEC differently. For some, the relationship lies with various agencies, while for others, a centralized approach is appropriate. An open, ongoing conversation helps governments to understand the needs of industry and helps industry have input into policy-making.

Government agencies and departments have also funded research that forms the basis of ASBEC policy. For example, ASBEC's 2012 'Drivers of Demand for Zero Emissions Retrofits' report was produced with the help of funding from the state government of Victoria, as the report's objectives matched those of both the government and ASBEC members. ASBEC's 'Constructing Excellence and Innovation' workshop and 'Jobs & Skills Collaboration Framework' and report were both funded by the federal government.

WHAT DO YOU FEEL ARE THE MOST VALUABLE LESSONS THE PROCESS HAS TAUGHT THOSE INVOLVED?

A collaborative platform must be nimble, and ensure large-scale endorsement of policies. Often not-for-profits develop policy in isolation, and then struggle to advocate their agenda by themselves. ASBEC provides a collective voice. By handing the task of developing policy to the members, our agenda is articulated through the membership.

Maintaining an inclusive conversation is also essential. Members of the network understand that differences of opinion don't need to mean the end to a conversation, and that a diversity of views is welcome. What we're really looking for is common ground from which to work, so while differences can be noted, the focus is on similarities

SUCCESS FACTORS

- Motivate and engage members and collaborators with the cause. The demand for an organization like ASBEC must genuinely come from its members.
- Create an organizational structure that generates common understanding but avoids bureaucracy. This enables work to be undertaken quickly and easily.
- Ensure that dialogues are held at a high level – this ensures support from the chief executive officer down, a high-level focus in policy development and value in networking opportunities for member representatives.
- Create Task Groups which fund their own activity and research.
- Involve government observers who may find synergies between their policy needs and those of other ASBEC members.

LESSONS LEARNED

- Broaden your base of support to gain credibility as a peak body, and involve many different parts of the built environment industry and value chain.
- Don't dilute the messages of a collaborative organization by trying to include industry voices that do not share the same sustainability objectives.

FURTHER READING

<http://www.asbec.asn.au/>

<http://www.gbca.org.au/>

COLOMBIA: El Sello Ambiental Colombiano para Edificaciones Sostenibles

MISSION: Creating a building certification system for Colombia

TIMELINE: 2009 to present (ongoing)



How did Colombia GBC help lead a consensus-driven process with public and private sector groups to create a new national standard for sustainable non-residential buildings?

Since March 2010 the Colombia Green Building Council has been working closely with industry, government and academia on the creation of the Colombian certification for sustainable buildings.

El Sello Ambiental Colombiano para Edificaciones Sostenibles, or a 'Sello' as it is known in Colombia, is a type of certification created through a policy process in a Technical Committee led by the Ministry of Environment and Sustainable Development.

Sellos are granted by an independent party, called ICONTEC, and can be carried by products or services in Colombia that meet certain established requirements. A product which obtains the Sello indicates that it:

- Makes sustainable use of natural resources;
- Uses materials that are not harmful to the environment;
- Employs production processes involving lesser amounts of energy or that use renewable energy sources, or both;
- Considers recyclability, reuse or biodegradability;
- Uses packaging materials that are preferably recyclable, reusable or biodegradable; and
- Uses clean technologies that generate a lower relative impact on the environment and which inform consumers about their proper disposal.

Colombia GBC's Pilar Medina chairs the Sello's Technical Committee tasked with establishing requirements for the first Sello for sustainable buildings. This ground-breaking Sello focuses on the design and construction phases of non-residential buildings. Draft requirements, once established, will be submitted for public consultation before being adopted as a public (voluntary) standard. Importantly, any building looking to achieve the Sello must be 100 per cent compliant with its requirements, with no room for flexibility in terms of what approach is taken.

INTERVIEW

PILAR MEDINA
Colombia GBC



WHERE DID THE IDEA FOR THE SELLO PARTNERSHIP COME FROM?

The 'Sello' is an environmental certification system owned and operated by the Ministry of Environment and Sustainable Development. The Ministry has created various Sellos for different products and services over the years. A strict methodology and procedure is required to create a Sello, which always includes the whole industry as a key part of its genesis.

Back in July 2009, the Colombia GBC wrote to the Ministry requesting that it develop a Sello for buildings. We saw this as a key part of the policy framework we were promoting to government. We thought it best to take advantage of an existing model and process that would enable government and industry to work together to create the certification.

After consultation, the Ministry decided to proceed with the Sello for buildings. In 2010, ICONTEC, the national standards agency that works with the Ministry to create Sellos, invited the Ministry of Housing, together with industry, associations and academia, to join a working committee. Using a standard template as the basis, the group set to work.

The process, which started in March 2010, has taken time, as the committee needed to reach consensus. We are currently finalizing the public review phase and hope to move into the operational stage before the end of 2013.

WHY DO YOU FEEL THAT THIS PARTNERSHIP WORKS WELL?

Making decisions by consensus is similar to the integrated design process required for a building – it may take longer initially but it facilitates a faster construction process in the long-run. Since this

was Colombia's first real effort to define sustainable building, we identified many information gaps, particularly the policy infrastructure and data needed to promote more sustainable buildings.

The consensus-driven and inclusive policy model also brings the government insights that it doesn't normally gain, as industry and government work side-by-side. Often, when a government office needs to formulate a decree or resolution, it is undertaken locked in a room with other public officials and the industry is not consulted until a very well structured draft is ready. I think the early engagement is a very valuable attribute of the Sello process.

We did meet a lot of bumps in the road. However, we learned to deal with the interests around the table, and to protect the process from any one dominating interest group.

WHAT DO YOU FEEL ARE THE MOST VALUABLE LESSONS THE PROCESS HAS TAUGHT THOSE INVOLVED?

When you go to any meeting, you go as the representative of a particular interest. As the chair of the committee, I learned my role was to balance those interests and ensure neutrality. This was difficult at times when I had a strong opinion as a GBC representative. Explaining my technical position in favor of sustainable development, while also sitting in the role of chair wasn't always easy.

Also, I learned a lot about how to help people see other points of view. A chair's priority is to ensure that a committee is productive. Playing this central role requires the chair to step back and step into others' shoes.

At the beginning we expected the Sello to cover all building types. When we started to identify all the information gaps and the culturally-unique elements of the Colombian built environment, we recognized that we couldn't apply certification approaches from elsewhere, and we adjusted our expectations.

First, we decided to focus on non-residential buildings, and look at housing later. Then we realized we needed to address the design and construction phases first and not the operation phase, even though the two are linked. It took a while to make these decisions, but they are the right ones. We know this is just a first version. It will be updated and improved over time, but it is a first step in the right direction.

We also had to balance the desire to set the bar high

enough to achieve better environmental outcomes, but not so high that the outcomes are unobtainable. A building is very different from a mass produced product. The Sello is fairly inflexible – it has no electable credits like other rating systems around the world – so if you don't meet one credit, you don't get the certification. We have started to evaluate the process of creating the Sello itself, to find ways to increase its flexibility, depending on the type of product to which it will apply.

Lastly, it is very important to be understanding and patient when working with public administrations, while also maintaining ambitious goals. Speaking the language of public servants is vital, as they are understandably focused on meeting their internal goals. If you start taking more interest in their public policy goals rather than just your own, and articulating how your agenda helps them achieve this, then they hear you. They must see you as a key partner and not just another stakeholder trying to impose on them a point of view or yet another task.

Colombia GBC was a fairly new stakeholder in these kind of processes (only two years old when the Sello began). Being able to successfully chair the committee has secured the GBC a vital role in the meetings and has helped it to become a key reference body for all participants in this as well as other regulatory initiatives.

SUCCESS FACTORS

- Align stakeholders through a consensus-driven committee process, which helps to ensure that when the policy goes to public consultation it is well received.
- Appoint a chair willing to step back from his or her own position, and who views the role as creating agreement between the views expressed by others.
- Communicate with governments on their terms, not just those of stakeholders. Understand the goals of the public sector, and look to partner to help them achieve their goals, as well as your own.

LESSONS LEARNED

- Make decisions to push for something achievable, even when not perfect, in order to realize tangible results and set foundations for further progress.
- Understand the asset being regulated to help policy makers see how to better approach that asset, and see that a more flexible approach may be needed.
- Don't get discouraged by the difficulties a process like the Sello may face, or by dealing with varying and sometimes competing interests. It is important to be truly convinced of the regulation's benefits and understand that even the best tools start with a very first version that will evolve.

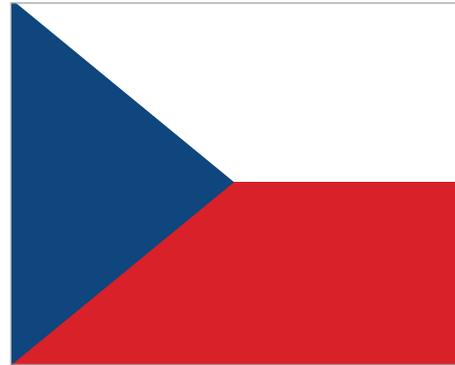
FURTHER READING

<http://www.cccs.org.co/construccion-sostenible/certificacion-de-edificaciones>

CZECH REPUBLIC: Chance for Buildings

MISSION: Implementing the EU Energy Performance of Buildings Directive

TIMELINE: 2010 to present (ongoing)



What steps did the Czech GBC take to mobilize industry and collaborate with government to implement EU legislation designed to harness the economic, social and environmental benefits of energy efficient buildings?

Chance for Buildings (C4B) advocates strong policy for energy efficient buildings in the Czech Republic.

A joint initiative of the Czech Green Building Council (CZGBC), Passive House Center, Czech Mineral Insulation Manufacturer's Association and the Czech EPS Association, C4B represents more than 200 leading companies across the entire value chain of building construction and renovation. C4B's goal is to implement relevant EU legislation to help the Czech Republic harness the economic, social and environmental benefits of energy efficient buildings.

The EU Energy Performance of Buildings Directive 2010 (EPBD) requires that a number of ambitious goals be implemented in national legislation, including that:

- By 2021, all new buildings must be nearly zero-energy (by 2019 for public buildings);
- Minimum energy performance requirements be set in law, reflecting 'cost-optimal' levels;
- Minimum energy performance requirements apply to major renovations, as well as new builds; and
- There should be greater use of building energy performance certificates, particularly as an information tool.

The expert staff hired by C4B and its cross-sector member working groups provide political leaders with qualified insight to enable full implementation of the EPBD into national law, and also act as a bridge to knowledge about best practice from across the EU. Efforts have been focused on:

- Adopting legislation to provide for a gradual transition towards nearly zero-energy by 2020;
- Ensuring that evaluation of building energy performance takes a comprehensive look at building quality, so that partial solutions do not lead to opportunity lock-out;
- Promoting and assisting in the implementation of smart financial instruments to promote energy efficient new buildings and deep renovation; and
- Mobilizing an information campaign for professionals, businesses and the general public, aimed at helping implement the EPBD, together with other professional associations and government.

INTERVIEW

ONDREJ SRAMEK

*Board Member of CZGBC,
member of C4B steering
committee*



WHERE DID THE IDEA FOR CHANCE FOR BUILDINGS COME FROM?

In 2009, the Energy Performance of Buildings Directive was about to be approved and we'd identified a number of implementation challenges. Its predecessor Directive had been passed in 2002, but had been poorly implemented by many countries, especially the Czech Republic. We knew that national implementation of the new Directive was on its way, and we knew that government was understaffed in terms of energy efficiency expertise, as it had traditionally been focused on energy supply policy.

Collaborative public-private policy partnerships are not common in Eastern Europe. Governments are rather lax in reaching out to industry to harness its expertise when setting new policy. Some associations in our industry had heard of the EPBD and wanted to work with government to achieve the objectives set out by the Directive, but very few people had relevant experience or a clear idea of how to do this. The industry had a reputation for being very fragmented and unable to reach consensus. We needed to organize ourselves to ensure we did not dilute our message and were able to meaningfully assist government officials. C4B was established as a joint campaign, and was initially led by CZGBC and the Passive House Centre.

We asked ourselves whether this platform should be an umbrella organization or CZGBC itself. At the time, CZGBC couldn't provide the dedicated staff to cover the EPBD's implementation. Also, collaboration with the Passive House Centre enabled us to pool resources and expertise. We were also lucky enough to secure grant funding from the European Climate Foundation to assist us getting C4B off the ground. Today, C4B has four member associations and we're hoping to include more partner organizations to represent a wider range of interests and expertise.

WHY DO YOU FEEL THAT THIS COLLABORATIVE PARTNERSHIP WORKS WELL?

A dedicated and long-term involvement with government is very important. Our various working groups meet regularly, and we have shown those in the Ministry that we can deliver what we promise. Creating a dedicated resource was essential, as people from our member companies have their own jobs and typically can't prioritize this work when the government reaches out.

We were also fortunate that the coordinator of C4B formerly worked in government and understands the way it works. This is critical, because industry people tend to be impatient toward bureaucracy, and this pressure is counterproductive.

Many businesses think that working with government means simply outlining what you want. But that's not enough. You must be able to connect the private interest of your business or industry with the public interest. The public interest in energy efficient buildings is clear, but has even more weight when an independent third party confirms it based on sound and well researched arguments. We commission studies that objectively assess the wider potential impacts of different policy options on the economy and citizens, so that we can steer the right course. Hard data and facts have to be at the heart of what you are doing - at least if you want to create trusting long-term relationships and sustainable results.

An example is our proposal, now law, that revenues from the EU Emissions Trading System – the EU's cap and trade scheme – could be used to help fund retrofit activity. We demonstrated the economic benefits this policy would deliver across to the entire economy, not just the benefits to our industry, through analysis provided by a respected economist and member of the Czech National Economic Council. The figures from this study have now become quoted in mainstream discourse.

WHAT DO YOU FEEL ARE THE MOST VALUABLE LESSONS THE PROCESS HAS TAUGHT THOSE INVOLVED?

Each organization always feels they are important– but recognition does not come automatically. Trust and engagement is built over the long-term.

When we were creating C4B as an umbrella organization, there were naturally concerns about branding and cannibalizing membership fees, and suspicion about aligning with other member organizations. However,

while the partners have different agendas, we also understand that more can be achieved collectively, and all members can reap the rewards.

There is also a double-edged sword to successful collaboration. The more collaborators, the more influential you are with government. However, the wider the framework you are trying to establish, the more difficult it is to reach consensus. Gigantic industry federations are typically not able to agree on much. They can be hijacked by a small number of very active stakeholders who argue that they represent everybody. Good governance and decision-making structures are necessary to anticipate these issues. Extend the partnership if you can keep it focused and agile, but do not extend if the price is diluting the mission.

SUCCESS FACTORS

- Pool funding between organizations to create a dedicated human resource, with a sound understanding of governance structures and processes, to secure long-term viability.
- Ensure delivery of any input that government requests, on time, and to a high standard.
- Objectively assess what's best for people and the economy by commissioning academic research. Ensure the relevance of messages and recommendations to the audience, not just the businesses making them.
- Secure member commitment to contribute so that the platform remains a truly representative collaboration.
- Develop a governance structure that enables progressive and fast decision making, but remains open to growth and the addition of new members within that structure.

LESSONS LEARNED

- Appreciate that government works in a different way than business. Patience and investment into long-term relationship building is essential. Sometimes less is more.
- Create good governance rules. Success can lead to a platform being too large to achieve progress or stay focused, or being hijacked by specific actors to promote a narrow set of objectives.
- Invest in human capacity, this is everything. Don't try to save money on people. You need sufficiently senior, experienced professionals if you want to achieve anything. Having someone on board who has had working experience from government is invaluable.

FURTHER READING

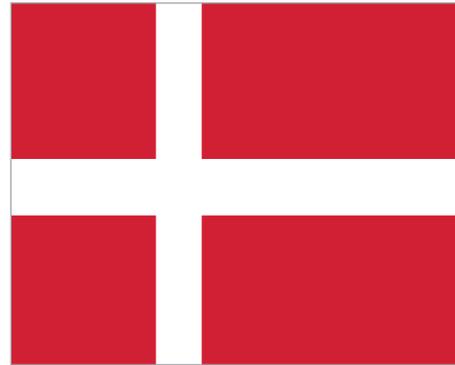
<http://www.sanceprobudovy.cz/>

<http://czgbc.org>

DENMARK: Network for Energy Retrofit

MISSION: Mobilizing a national energy renovation strategy

TIMELINE: September 2012 – May 2013



How did around 200 stakeholders agree on a catalogue of policy recommendations that will help strategically improve energy reductions in Denmark's existing buildings?

The 2012 Danish Energy Agreement aims to ensure Denmark's entire energy supply - electricity, heating, industry and transport - is covered by renewable energy in 2050.

Energy efficiency improvements are crucial if Denmark is to reach this vision. Recognizing the opportunities within the built environment, the Agreement requires a comprehensive strategy for reduction of energy consumption in existing Danish building stock to be put in place by the end of 2013.

To gain knowledge, ideas and experiences from those involved in the building industry, Denmark's Minister for Climate, Energy and Construction, Martin Lidegaard, established a 'Network for Energy Retrofit' in September 2012. This Network includes 43 key organizations, who have in turn invited further stakeholders, resulting in around 200 participating organizations, including Denmark's Green Building Council.

Participants are divided into four working groups dealing with different building typologies: single family houses; flats; public buildings; and commercial buildings. Two further working groups are examining cross-cutting issues: financing and economic security; and innovation and green businesses.

The Network has undertaken a series of meetings and conferences, during which participants created an 'Initiative Catalogue' of draft policy recommendations to promote and improve energy reductions in existing buildings. This catalogue was presented to the Minister at the end of May 2013 and will, as well as a number of analyses, form the basis for the strategy for reduction of energy consumption in existing buildings that the Ministry for Energy, Climate and Construction will present by the end of 2013.

INTERVIEW

BIRGITTE OSTERTAG AND MARIE KRING

Danish Energy Agency



WHERE DID THE IDEA FOR THE NETWORK COME FROM?

The idea came from the Minister himself. The inspiration for the Network model came from the Danish smart grid network, which was successfully created two years ago when key players were invited to develop recommendations for a national smart grid strategy. This strategy was launched recently and has

been very successful, with support from both industry and government.

At first, we were a little concerned about the idea of a Network for Energy Retrofit, because there are so many stakeholders in this field. The smart grid stakeholders are fewer and more alike, unlike the field of energy efficiency which has so many different sectors and interests. The worst case scenario would have been if the participants had each stayed in their corner expressing only their own concerns. However, thankfully, this hasn't happened!

Immediately, we thought we needed to create a working group structure underneath the main Network, to enable all stakeholders to voice their ideas within the area in which they had the most expertise.

The Minister is really dedicated to energy efficiency as a cause. Through the Network, the Minister wanted to gain input to promote energy efficiency in the existing building stock from those who work with energy efficiency in buildings on a daily basis. At the same time, the idea was that through the Network all the different interests could be brought together to create an Initiative Catalogue of policy recommendations that could be used to further this cause for years to come. All the Network's recommendations cannot be brought into the government's strategy for reduction of energy consumption in existing buildings. However, the stakeholders' agreement over many of these principles will help many of them to progress with time.

WHY DO YOU FEEL THAT THIS PARTNERSHIP WORKED WELL?

Having an important and high level political agenda driving action has been essential. There must be a common agenda that gives people a reason to meet and move things forward.

The goal was to ensure that participants committed to this process not just with their own interests in mind. That was communicated quite clearly. The participants in each working group were asked to set rules on the decision-making process, to ensure they were all working in the common interest.

Alongside this it was made clear that people would be able to express where they did not support one of the conclusions, as we knew we could not create an Initiative Catalogue of 75 ideas that had 100 per cent agreement. Participants were given the option to formally record which specific recommendations they didn't support, though very few actually chose to do this. The stakeholders have tried to stand behind all the main conclusions.

It was also important that the process was allocated a full nine months, as the initial stage needed time for everyone to voice their opinions, to ensure each stakeholder's case was understood. After this stage, slowly but surely, participants got deeper and deeper into the subject matter and cooperated to find common solutions.

Alongside the policy formulation, nine studies have been conducted at the request of the Danish Energy Agency, which has significantly added to the capacity of the Network.

WHAT DO YOU FEEL ARE THE MOST VALUABLE LESSONS THE PROCESS HAS TAUGHT THOSE INVOLVED?

At our concluding conference, each of the participants stood up to express how happy they were to have been included in the policy-making process. They could see that it was a truly inclusive process and they were not simply there to give the impression of being consulted. The result is a physical catalogue of their ideas.

The Network has led participants to discuss the importance of standing together on energy retrofit issues, even though they do not all agree on the detail, as this is a way for them to really push the agenda. This outcome is the result of people having time to understand each other's interests.

SUCCESS FACTORS

- Gain high level political support to drive common action.
- Commit to joint decision-making rather than acting solely with self-interest, while also allowing participants to formally note their disagreement with any decisions.
- Give participants time for all views to be aired and understood, and to allow common agenda setting.

LESSONS LEARNED

- Provide adequate time for consultation. The lengthy process taken to develop the Initiative Catalogue has had beneficial results. Significantly, stakeholders have had time to listen carefully to each other's viewpoints and gain valuable insight. This has resulted in a mutual understanding and ownership, which has helped the parties establish a common agenda.

FURTHER READING

<http://www.ens.dk/byggeri/energireoveringsnetvaerk>

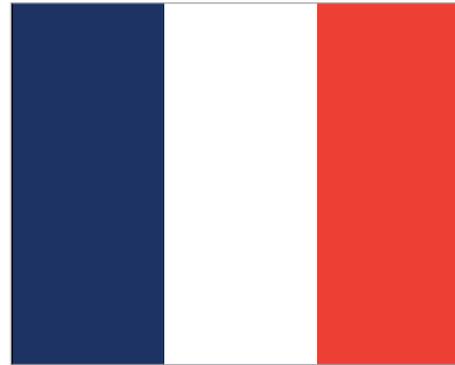
<http://www.ens.dk/byggeri/energireoveringsnetvaerk/netvaerkets-arbejde>

<http://www.dk-gbc.dk/>

FRANCE: Le Plan Bâtiment Durable

MISSION: Moving towards France's environmental goals

TIMELINE: 2009 – present (ongoing)



How did France establish a national plan for energy performance alongside action at the local level to achieve long-term, measurable results?

In 2007, the French Governmental Green Bill ('Grenelle de l'Environnement') laid down a process to bring civil, private and public sector representatives together to jointly define key points of government policy on ecological and sustainable development issues. Its aim was to combine efforts and expertise across both public and private sectors.

The Sustainable Building Plan ('Le Plan Bâtiment Durable') sits within this national process, bringing together a wide range of built environment stakeholders to help government design policy and regulation.

The Plan has a uniquely wide and inclusive governance structure, including:

- **A leader from the private sector:** Philippe Pelletier, a lawyer, is in charge of steering activities.
- **A team from the Ministry of Ecology:** A small team of public officials mobilizes and coordinates more than 1,000 stakeholders at the national level, and 5,000 at the regional level.
- **Stakeholders from four sectors:** Stakeholders are broadly organized into groups that focus on private housing; social housing; private tertiary building stock; and public tertiary building stock.

Two of the main goals of the process are to:

- Reduce energy consumption in existing buildings by 38 per cent (from 250 to 150 kWh/m²/year) by 2020, and by a further 100 kWh/m²/year before 2050; and
- Ensure France is building 'low consumption buildings' by 2012, and 'positive energy buildings' by 2020.

At the national level, more than 20 stakeholder workshops have taken place, addressing how to reach these goals. An informal general assembly brings together all participants up to four times per year. At the regional level, further networks gather members to share knowledge and experience.

Aside from generally increasing industry awareness of the importance of energy savings, and creating a new collaborative dynamic in the building sector, the Plan's work so far has included for example:

- 2011 workshops that led to proposals on how to create a form of zero interest loan for housing retrofit;
- Research into education and training needs to deliver the aims of France's energy efficient regulation;
- Proposals to link public subsidies to conditions regarding contractor and installer accreditation;
- Analysis of new business models (such as third party financing and revolving funds); and
- An event promoting energy renovation best practices in France.

France GBC and the Plan Bâtiment Durable are working closely together. Philippe Pelletier is an honorary member of France GBC.



WHERE DID THE IDEA FOR LE PLAN BÂTIMENT DURABLE COME FROM?

Le Plan Bâtiment Durable was set up in 2009, by a letter from the French President to Philippe Pelletier, who had been the Chair of a committee on existing buildings under the Grenelle process ('COMOP 2') since 2007. The COMOP 2 had previously recommended the creation of a structure like Plan Bâtiment Durable to engage industry action on sustainability. The new government renewed this mission in September 2012, under the direction of Cécile Duflot, Housing Minister, and Delphine Batho, then Ecology, Energy and Sustainable Development Minister.

The aim of the platform was to engage with the building and real estate industries, taking into account the important stake that these sectors represent in transforming the market. In France, buildings are the most energy intensive sector, representing nearly 43 per cent of national energy consumption.

The Plan was initially created to organize dialogue with the different stakeholders, in order to provide public authorities with the necessary information and policy proposals to help them achieve energy savings across their building stock. Its original aims were the identification of the key drivers to promote sustainable construction and encourage low energy renovation. Today, its mission is wider: the Plan is also in charge of participating in the definition, management and implementation of new policies created by the government.

WHY DO YOU FEEL THAT THIS COLLABORATIVE PARTNERSHIP WORKS WELL?

Importantly, this stakeholder process was set in law, to set a common vision, and unusually it was a unanimous political decision supported across all parties. A key

success factor is the strong political will to work together with industry to ensure coordinated action. This common approach allows a richer comparison of different perspectives and proposals between public and private stakeholders, and allows us to identify common goals and common commitments.

Setting up focused thematic working groups of stakeholders knowledgeable in these fields has enabled us to produce policy proposals for government that were feasible and could really be implemented. The fact that the government has accepted our proposals and implemented some of them demonstrates their relevance.

Importantly, we also took into account the important role that local authorities and regions could play in helping the Plan implement policy. As well as being important to set a national plan for France's energy transition, it is also fundamental to work at the local level to achieve implementation of concrete projects.

From fuel-poverty to the energy performance of multi-owner residential buildings, the consideration of a diverse range of interconnected issues was a key factor in meeting our challenge: changing attitudes by educating all the relevant actors, and helping them to understand the objectives and action needed.

WHAT DO YOU FEEL ARE THE MOST VALUABLE LESSONS THE PROCESS HAS TAUGHT THOSE INVOLVED?

We believe that concerted action and cooperation between all type of public and private stakeholders is the key to building a successful energy strategy for France's building sector.

By gathering partners with diverse professional origins, skills and experiences, it was possible to collect rich feedback and real-life examples that allowed us to propose realistic and effective policy for government.

This type of approach also allowed consideration of the economic situation of the country. It was important to find the policy drivers that would be realistic to implement, to create jobs and to preserve our planet.

SUCCESS FACTORS

- Appoint a respected and influential private sector leader to drive the project. Having a vision set by the President was also essential.
- Create stakeholder communities by identifying relevant 'colleges' at national and regional level, and connecting all the actors under structures reflective of the political governance system.
- Systematically identify market barriers and structure working groups around these.
- Establish a regular reporting system.

LESSONS LEARNED

- There is still work to do to ensure that recommendations are progressed politically, so more engagement with the public could be done.

FURTHER READING

http://www.legrenelle-environnement.fr/spip.php?page=sommaire_plan_batiment

<http://www.francegbc.fr/>

GHANA: Eco-Communities Rating Tool

MISSION: Establishing an eco-communities national framework

TIMELINE: 2012 to present



How did the Ghana GBC overcome the challenges of political cycles, funding and competing agendas to create a rating tool for sustainable communities?

In March 2012 the Ghana Green Building Council launched the Eco Communities National Framework. This Framework is a visionary set of guiding principles that are aimed at the development of a rating tool for the assessment of the environmental, social and economic impact on communities' development in Ghana. In this framework, the term 'communities' refers to any neighborhood, suburb, district, city or regional development.

The Eco-Communities project has two stages namely: (i) the Framework development; (ii) the rating tool development.

The first stage has established five national best practice principles to guide all sustainable communities' development in Ghana, both new development and redevelopment. These principles include:

- **PRINCIPLE 1:** Creation of Livable Developments - Create communities that enhance social interaction and provide diverse, affordable and appropriate housing and attendant supportive community facilities and services.
- **PRINCIPLE 2:** Creation of Opportunities for Economic Success - Create efficient and effective systems for business creation, diversity and innovation, and foster opportunities for investment attraction and support the growth of local businesses.
- **PRINCIPLE 3:** Environmental Responsibility - Create structures for the reduction of ecological footprint using buildings and infrastructure; respect natural environmental values.
- **PRINCIPLE 4:** Encourage Design Excellence - Place emphasis on effective planning and encourage integrated design approaches eventually leading to the creation of distinct character and identity.
- **PRINCIPLE 5:** Demonstrate Visionary Leadership and Strong Governance - Develop transparent, adaptable and accountable systems through the participation of all stakeholders; encourage partnerships for capacity building.

The second stage establishes a rating tool, which provides best practice benchmarks informed by the framework and used for assessing Eco-Communities in Ghana.

In developing the Framework the Council has been collaborating with the Ministry of Environment, Science and Technology, Ministry of Local Government and Rural Development, Ministry of Water Resources Works and Housing, Ministry of Energy, among other government departments and agencies, as well as universities, professional bodies and building/construction industry organizations, developers, and others.

INTERVIEW



FOSTER OSAE-AKONNOR
CEO of Ghana GBC

WHERE DID THE IDEA FOR THE ECO-COMMUNITIES PROJECT COME FROM?

Having attained a lower middle income level, Ghana's economy continues to achieve positive growth. This growth has attracted multinational investors approaching the government of Ghana with all sorts of proposed schemes for green developments of communities in Ghana. Against this backdrop, the Ghana Green Building Council felt the need to collaborate with Ghana's government and other stakeholders to develop a framework and rating tool which is internationally recognized and locally acceptable, to guide these developments.

In developing such a framework, we looked at work done by other GBCs such as LEED for Neighborhood Development developed by the US Green Building Council and Green Star - Communities developed by the Green Building Council of Australia, among others.

In addition, the GBC drew on experience and expertise through the preparation of a local context report for office buildings in Ghana using the Green Star rating tool, with assistance from an Australian volunteer - Ms. Monique Alfris.

Based on this development and many other considerations, the GBC decided to adapt, to an extent, the principles of Green Star – Communities, since they are in sync with Ghana Green Building Council's objectives for developing the Eco-Communities Framework.

The development of the Eco-Communities Framework was therefore based on accrued knowledge from industry players and other stakeholders, including government and other external materials.

Having decided on a way forward, we approached the government of Ghana through the Ministry of Environment, Science and Technology; Ministry of Water Resources Works and Housing; Ministry of

Energy; and Ministry of Local Government and Rural Development.

The 11 member Technical Committee we put together included representatives from the Ghana Institute of Architects, the Ghana Institution of Engineers, Ghana Institution of Surveyors, Town and Country Planning, representatives from the four government ministries above, Building and Road Research Institution, private sector developers among others currently working on the review and customization process of the Office Building Rating based on the Green Star SA rating tool and the Eco-Communities tool development.

WHY DO YOU FEEL THAT THIS COLLABORATIVE PARTNERSHIP WORKS WELL?

Personal relationships are of course key in the initial phase. However, we worked to create a culture of collaboration. Each institution represented on the Technical Committee had shown enough commitment through nomination of their representatives for a successful partnership. In addition, there is some financial commitment on the part of the GBC in the form of honorarium to members of the Committee.

I think in our part of the world, it takes a long time for people to truly come on board with these sorts of projects, but so far the collaboration is working out well. Members of the Committee understand the need to come together to support the council's activities through the development of the framework, because of the bigger picture – the eco-development of Ghana. We all understand the mission of the GBC and are committed to make sure the project succeeds.

WHAT DO YOU FEEL ARE THE MOST VALUABLE LESSONS THE PROCESS HAS TAUGHT THOSE INVOLVED?

For me, the main thing is that when an initiative like this comes from the private sector, it is much more difficult to drive it forward. In our part of the world, such set ups are much easier when the drive comes from the government, because being backed by legislation helps to capture a wide range of interested parties.

The Committee is of the view that these sort of standards and tools need to be mandated – actually legislated by the government to be a requirement for all projects – to be truly effective in terms of ensuring their application on private sector, government/donor funded projects.

SUCCESS FACTORS

- Gather materials and international expertise from within the WorldGBC community. We also ensured that local expertise led the project and communicated with local stakeholders – local expertise is very important in the successful delivery of the project.
- Build a leadership team with a commitment to succeed – both the Ghana Green Building Council and the Technical Committee members wanted to do something positive for Ghana.

LESSONS LEARNED

- Time things with an eye on the political calendar. The project started in an election year, hence the attention of the government plus its resources were focused on the election and the aftermath.
- Be aware that political and administrative bureaucracy can cause the project to encounter problems and uncertainties.
- Understand the need for advocacy: intensive and effective education of all stakeholders.
- Secure the needed funding prior to the commencement of the project.
- Work in tandem with legislation, if possible. Support from concrete legislation has been lacking and has slowed down the process of the tool's development.

FURTHER READING

<http://www.ghgbc.org/eco-communities>

ISRAEL: IS 5281

MISSION: Creating an Israeli green building standard

TIMELINE: Summer 2010 - Summer 2011



What approach did the Israeli GBC take to secure government funding and the goodwill of industry to create a new national standard for sustainable building?

During 2010-2011, much of the Israeli Green Building Council's (ILGBC) work focused on the revision of the Israeli Green Building Standard (IS 5281). ILGBC had previously identified the need for a clear and comprehensive assessment tool, in line with international standards, as a critical foundation for the adoption of green building practices in Israel.

The collaborative process to create the tool was sponsored by the Ministry of Environmental Protection, and involved around 100 stakeholders – businesses, professionals and NGOs – brought together under the structured consultative processes of the Standards Institution of Israel (SII). The SII is a government body which produces technical standards for Israel, but also has a private arm which works on evaluations of and compliance with its standards in the marketplace.

There were about 16 committees run by the SII as part of this process. Eight were structured according to subjects in the standard (energy, water, products etc.). Eight more were focused on different building typologies (residential, hospitals, schools etc.). ILGBC was on six of these committees, and provided technical input to assist throughout the process, supported by the expertise of its members.

ILGBC was a key partner throughout the process, beginning with its comparative study of leading green building standards from around the world, which helped shape the revised standard. During the process, ILGBC's CEO Hilla Beinisch sat on the strategic steering committee for the standard, along with the SII and representatives from the Ministries of Environmental Protection, Interior, and Construction and Housing.

The need for the standard to be accessible was emphasized by stakeholders from the start. To meet this goal, ILGBC prepared a comprehensive Technical Guide for the revised standard. The Technical Guide is a practical tool to help people navigate the standard, and includes explanations of the environmental significance of each section of the standard, a lexicon of terms and concepts, explanations of the planning stages to which each section applies and details on how each section is applied to different building types.

Working with the Ministry of Environmental Protection, the SII and leading academic institutions, the ILGBC has also helped to establish the framework for accreditation of green building professionals. To date 120 professionals have already received accreditation to work with the revised standard.

ILGBC will continue to promote and develop the standard by collecting feedback on its implementation in the field and will work on two further standard categories: industrial buildings and green neighborhoods.

INTERVIEW



HILLA BEINISH
CEO of ILGBC

WHERE DID THE IDEA FOR THE PARTNERSHIP COME FROM?

In 2009, we were reflecting on the Israeli buildings standard, which was created in 2005. We shared the feeling of many other stakeholders: that it wasn't mature or green enough for the present market or where we wanted the market to be.

ILGBC was just emerging, and we realized we had two options: either to take the lead and create a voluntary standard with and for industry, or to take the existing Israeli building standard and upgrade it in light of the best knowledge on green building rating tools from around the world.

Fortunately, our Minister for Environmental Protection understood that the green building market offered significant opportunities, and saw developing a more progressive standard as a good opportunity to invest in Israel's capacity. ILGBC convinced the Minister of the need for investment, and he instructed us to do the groundwork and come back with a game plan.

We consequently produced a structural and systematic comparison of various international green building rating tools (LEED, BREEAM, Green Star etc.) with the current Israeli standard. After presenting our findings, the Ministry subsequently granted the budget for the standard to be revised, built around the process we had devised. This funding was crucial. Israel's green building market was relatively immature, and Israeli companies were hesitant to fund this work. However, there was a great deal of good will in industry to work on making the standard live up to expectations.

The partnership we formed was founded on the understanding that, in a small country, the new standard had to involve collaboration between all players. The SII was the perfect guide for this process, as it already had a series of well-established committee procedures.

WHY DO YOU FEEL THAT THIS COLLABORATIVE PARTNERSHIP WORKS WELL?

A very tight time schedule was set by the Minister, and the project was well managed with adequate financial support from government behind it. Importantly, this was seen as an investment by government. The SII knew that this was a space in which there was a chance for green building growth that was good for industry and people, and subsequently, revenue growth for them.

The public really have faith in the SII, which acts as a hallmark of quality. At the beginning of the process, the SII team was perhaps a little wary of our intentions, as they were the creators of the existing standards so perhaps thought we were looking to intrude upon their territory. However, while we wanted to bring our vision and knowledge to the process, we wanted the SII to own the standard to ensure take up in the Israeli context. Equally, the fact that the SII is part public, part private itself helped it to steer the right course through the complex dynamics of all those involved (around 200 stakeholders or so in total).

We also had a well-defined and clear set of aims on which all parties agreed before setting out on this journey, namely that:

- i. There will be a standard;
- ii. It will be for new and existing buildings;
- iii. It will have accompanying training, and a series of informative case studies on a website;
- iv. There will be technical manuals; and
- v. There will be a revision process every two years.

WHAT DO YOU FEEL ARE THE MOST VALUABLE LESSONS THE PROCESS HAS TAUGHT THOSE INVOLVED?

It's always best to form coalitions rather than pursue your aims as a series of outsiders. We could choose to stand outside the process, and fight for what we want, or collaborate from within the process, and decide what we all want. The importance of coalition building is all the greater in a relatively young market like the green building market; you don't want to leave the wrong lasting public impressions through constant infighting when you are trying to create a movement.

Our membership contributed a lot of vision and expertise to the process, which helped make the standard more ambitious, but also helped get buy-in from those who had to deliver the standard's aims.

Every different actor can play a role, and the

unhealthy sense of competition that is often found at the beginning of these projects can be overcome. Each actor's role must be defined, to allow them to participate fully and play to their strengths. This creates transparency, and ensures that everyone is being fully utilized to achieve the common aims of the whole process. It also means that each and every one of these actors become your ambassador for the finished policy, which only happens if they can say that they were a part of it.

SUCCESS FACTORS

- Ensure vision and strict timeline are set (in this case by the Minister).
- Unlock adequate public funding by helping the public sector to understand the business opportunities.
- Embrace publicly-trusted processes. This project was steered by a public-private entity with a statutory committee process, and which was already trusted by the public.
- Outline a well-defined and clear set of aims that all parties agreed to at the start.
- Ensure each participant has a defined role which allows it to play to its strengths, and ultimately become an ambassador for the resulting policy.

LESSONS LEARNED

- Avoid infighting among green building market actors, which creates bad PR. Having a market characterized by coalition-building creates a good image.

FURTHER READING

<http://www.ilgbc.org/template/default.aspx?PageId=114>

MAURITIUS: Maurice Ile Durable Project

MISSION: Turning Mauritius into a model of sustainable development

TIMELINE: 2.5 years



What lessons can we learn from the Maurice Ile Durable Project, which has been challenged by information asymmetries and preconceived strategies?

The Maurice Ile Durable (MID) Project aims to integrate sustainable development concepts and norms into the Mauritian Government's overall policies.

As part of the Government Programme 2012-15, the MID was established to define 'the vision of a modern and sustainable society by being implemented in a participative and democratic manner, reflecting the aspirations of the population and creating a strong sense of belonging to the nation.' The aims and processes of the MID Project were defined at an initial workshop in April 2012. Project coordinators observed that sustainable development strategies sit somewhere on a continuum. While the ideal was 'a fully integrated process of strategic decision-making for sustainable development, involving institutionalized cycles of choice, planning, implementation, monitoring, and reassessment' and entailing meaningful public participation, many sustainable development strategies were 'entirely devoid of political and administrative relevance' and simply collate 'a series of strategies and actions that essentially represent what is planned anyway.'

The initial aim of the MID Project was to reduce dependency on fossil fuels by increasing energy efficiency and renewables, but the scope has since widened to include economic, social and environmental aspects of development. The project focuses on '5Es': Energy, Environment, Education, Employment and Equity. The project's goal is now much wider: for Mauritius to become self-sustaining and sustainable.

The Energy working group is made up of 60 key stakeholders representing the private and public sectors, academia, civil society and NGOs including GBC Mauritius.

INTERVIEW



TONY LEE LUEN LEN
founder of GBC Mauritius

WHERE DID THE IDEA FOR THE MID PROJECT COME FROM?

In 2009, the Prime Minister decided to move Mauritius towards being a sustainable island. So, in a public statement, he announced the 'Maurice Ile Durable' Project. A professor from a French university, a Mauritian, worked with the Prime Minister to create a framework for what they saw was required to make Mauritius sustainable.

Stakeholder involvement started with the drafting of a high level, public 'green paper' through a National Consultation Process. International consultants were

appointed to draft this document, in which ideas were enumerated with the intention of initiating further debate and consultation. For the second step in the policy process, the government turned to consultants to create the more detailed 'white paper'. The process was largely inspired by the Plan Bâtiment Durable / Grenelle process in France.

WHY DO YOU FEEL THAT THIS COLLABORATIVE PARTNERSHIP WORKS WELL?

Unfortunately, the process got off to a difficult start. Through the stakeholder consultation process we created a great deal of common understanding, but the data used as the basis for discussion was a little old and far too detailed to be a useful tool for dialogue. Many meetings took place without participants having read or understood the large amount of background material.

The importance of good and recent underlying data has really been emphasized by this process. Stakeholder dialogue came to a bit of a stalemate, as the discussions were qualitative rather than quantitative. As a result, no specific common agreement around well-founded and totally credible data could be reached, for instance, in terms of setting meaningful targets.

Government cannot produce good policy without looking to stakeholders and citizens, so it is important that government comes to the table without too many preconceived ideas about the end result. This is difficult as government is somewhat constrained by already having policies and strategies in place. The MID process hit some speedbumps in the early stages, as government participants already had preconceived policy roadmaps, and discussion suggesting any significant deviations resulted in disagreements which sometimes impacted upon the collaborative environment the process was trying to create.

The underlying message seemed to be that government would not set aside their conclusions to listen to other possibilities, even if the recommendation was to elevate our aspirations. However, I'm pleased to say that the government has now released some of the initial policy results from the process and an action plan for implementation, and is definitely moving in the right direction. There are compromises for sure, but it's a good start.

Despite the difficulties in the early stages, it was great to have government bringing 60 diverse participants to the table in the Energy working group so that people could come to a more developed perspective on the problems to be overcome. I can see how this could be a successful way of developing a policy if the direction

of travel is a little more flexible at the start – it's very democratic and gets voted or decided after everyone has taken on other stakeholders' perspectives. It is good that we worked together towards a policy and strategy.

WHAT DO YOU FEEL ARE THE MOST VALUABLE LESSONS THE PROCESS HAS TAUGHT THOSE INVOLVED?

You need a really good moderator to manage the group dynamics. People coming to the table need to have rules of engagement. The discussions and process of working towards consensus was great. It is important to talk about technical subjects and solutions – but ultimately the process is about people and the dynamics between them. Sometimes people shut down due to ego and it is important to have a good moderator who is able to keep the discussions flowing constructively.

Also, the process could have been more focused to ensure a smoother ride. Processes with a defined time limit and scope work better in my view.

The process also needs to outline how everyone – both public and private sector – will remain accountable, and how we will measure and verify the results. Even if some results can be measured and verified, there is no 'compliance mechanism' to ensure that the targets are met. A recommendation is that the same group works on keeping an eye on the implementation and review. Unfortunately, our mandate stopped at the recommendations to be used to draft the policy and strategy.

SUCCESS FACTORS

- Identify and bring all the relevant stakeholders and expertise to the table to improve consensus.

LESSONS LEARNED

- Obtain good data and communicate this to stakeholders in a manageable format.
- Include strategic government participants. In this case study, there was a feeling that some parts of government were always bound to follow preconceived plans.
- Appoint a good moderator and outline rules for conduct.
- Ensure clear focus without trying to cover too much ground.

FURTHER READING

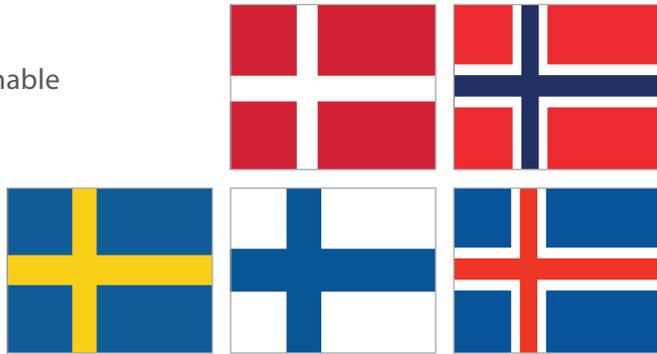
<http://www.gov.mu/portal/sites/mid/index.html>

<http://gbcm.mu/files/index.php>

NORDIC COUNTRIES: Nordic Built

MISSION: Strengthening the Nordic sustainable building model

TIMELINE: 2011-2014



How can cross-country collaboration deliver competitive, sustainable and energy-efficient solutions, reduce duplication and inspire innovation?

Nordic Built aims to demonstrate that the region can deliver competitive, sustainable and energy-efficient solutions and concepts for the built environment, and benefit from the substantial trade opportunities that this market offers.

Nordic Built is an initiative of Nordic Innovation, an organization which aims to promote cross-border trade and innovation between the Nordic Countries of Denmark, Norway, Sweden, Finland and Iceland. Its board members are selected yearly by the five Nordic governments, with an alternating chair.

Over the period 2012-2014, Nordic Innovation is driving the Nordic Built program. Commencing in February 2012 with 65 scientists and industry leaders in the sustainable building sector, an initial two day workshop gave birth to the Nordic Built Charter.

From there, three modules of work were identified:

- **The identity:** The principles within the Nordic Built Charter define the ambitions and the strengths of the Nordic building sector. The Charter provides a platform for cooperation in a fragmented sector and sets high ambitions for the future built environment.
- **The challenge:** A competition, the Nordic Built Challenge, aims to bring forward ideas, show the potential and demonstrate the principles of the Nordic Built Charter in action.
- **The change:** Through a joint Nordic funding program for innovation, R&D and demonstration projects, this module will bring about wider change by accelerating and supporting the use of new concepts for sustainable construction.

The Nordic Built Charter is relevant in both new and old buildings, but Modules 2 and 3 address the area where the potential for improvement is highest: existing building stock. Recognizing that the Nordic building sector shares important values, similarities in culture, language and tradition, the Nordic Built model aims to capitalize on the region's common strengths to deliver sustainable solutions to the Nordic region and the world.



WHERE DID THE IDEA FOR NORDIC BUILT COME FROM?

The idea came from the political sphere. The Nordic Council of Ministers met in 2010 and decided to focus a substantial part of the Nordic cooperation program on sustainable construction. Whilst some countries were clear leaders, everyone agreed we had common interests and ambitions. A very broad framework aim was agreed – to promote Nordic sustainable construction. Nordic Innovation was then tasked with the detail.

We initially commissioned a study to define the status of sustainable construction in each country. We aligned ourselves with the GBCs in each country, and did five workshops with their members and other stakeholders, helping to pinpoint the relevant issues. The GBC network proved a very useful platform for us, helping us identify the expert group of stakeholders dedicated to this area. This stage included conducting many bilateral meetings with the various stakeholders groups.

Based on all this input we concluded that there were a number of issues on which our efforts needed to focus:

- There was very little cooperation both across borders and also across the value chain;
- Costs were consistently cited as the reason people were not building more sustainably;
- Existing buildings were identified as an opportunity, but there weren't a lot of government programs to promote innovation in renovation; and
- The 'usual suspects' applied for R&D funding all the time, and those outside this circle of companies either weren't aware of or capable of benefiting from funding. We wanted to connect with the 'unusual suspects'; because we knew there were innovative companies out there.

We set up a steering group with one person from

each country, each representing different stakeholder groups (government, materials, construction etc.). They had overall responsibility for implementation of the program, and help defined the three modules of Nordic Built.

The Charter was a key stage. We were inspired by the 'New Nordic Food Manifesto', which has been a huge success in terms of helping Nordic talent promote itself abroad. The success isn't the manifesto itself, but the fact that people can use its principles in their own way to achieve a common goal. We wanted to use the Charter to help create an identity: a vision of what we're good at and what we want to be good at. The aim was to prove to everyone that we have common ground, and to create a good foundation for the whole program.

There is a risk that when you create a bold vision it remains just words on a page and doesn't convert into action. This was why we created the Nordic Built Challenge to ensure there was a 'doing' phase after the 'dialogue' phase. We sought owners of buildings that needed renovating, and were willing to invest. We asked for proposals which would show how the Charter can work in practice. The response we have received has been very positive.

The funding that forms Module 3 would usually be the first step taken by government – to just announce it. However, the first two steps were crucial to connect this funding with the 'unusual suspects'.

WHY DO YOU FEEL THAT THIS COLLABORATIVE PARTNERSHIP WORKS WELL?

We needed very thorough preparation and a strategy to determine how to proceed right from the start. We ensured that the things we talked about were the things that both governments and businesses cared about. This means collecting intelligence on what is going on.

We also want to stress that the way you package your vision shouldn't be underestimated. The feeling people get when hearing about it and being involved with it is important. We invested quite heavily in the communications side of this project. Maybe not everyone agrees, but we feel confident that this is why we got so much interest. We are trying to inspire quite technical solutions, but the way to inspire them is not by talking technicalities. Principle Number 1 in the Charter is that the built environment should be made for people.

We focus on so much else, but we needed something that everyone can relate to at the centre of this.

WHAT DO YOU FEEL ARE THE MOST VALUABLE LESSONS THE PROCESS HAS TAUGHT THOSE INVOLVED?

In the Nordic region, the building sector is still relatively conservative. Simply sending people to meet their colleagues in other countries was a real eye opener for most participants. In most other sectors everything is internationalized. People were blown away by the fact that similar things were being done in other countries. We must avoid duplication, and cross border collaboration allows us to do this.

Also, one of the values of international dialogue was to get us out of the details of discussing specific issues with national building codes and getting stuck in technical detail. This kind of dialogue between the political and business sectors needs ground rules. We found it extremely useful to start by talking about principles, as this allows a common understanding and strong dialogue to be established. Then - and only then - are you ready to move onto the details.

SUCCESS FACTORS

- Seek top level support. Nordic Built was driven at the ministerial level.
- Establish a strong common identity and understanding built around high-level principles, which can avoid detailed conversations slowing down progress in initial phases.
- Set strategic aims from the very beginning, and ensure communication with different stakeholders is grounded in a solid understanding of what matters to them.
- Ensure a strong focus on communication, at a human level as well as at a technical level.
- Use real projects to bring forward ideas and demonstrate agreed principles in action.

LESSONS LEARNED

- Look to reduce duplication. We are often unaware of the amount of duplication occurring within the building sector due to a lack of dialogue, particularly across country borders.
- Embrace new ideas. The building sector has a tendency towards conservatism and is missing opportunities to become more international and collaborate more effectively.

FURTHER READING

<http://www.nordicinnovation.org/nordicbuilt/>

<http://www.dk-gbc.dk/>

<http://figbc.fi/>

<http://www.vbr.is/>

SINGAPORE: Singapore Green Building Council

MISSION: Inspiring a greener Singapore as a green beacon of Asia

TIMELINE: October 2009 – present (ongoing)



How did Singapore's sustainability leaders work with the public to gain the government's support for the green building agenda?

Officially launched in October 2009, Singapore Green Building Council (SGBC) is a non-profit private-public sector partnership aimed at achieving a sustainable built environment in Singapore. The Council's logo symbolizes this policy partnership, with its two leaves representing the public and private stakeholders in Singapore's sustainable development sphere.

Key areas of SGBC's focus include:

- **Public education and industry promotion:** SGBC promotes Singapore's role as a leading sustainable hub in the tropics through public education and industry promotion. This includes a pro-active program of public education and industry promotion, through events such as the annual Singapore International Green Building Conference (IGBC) and BEX Asia, as well as awareness raising with IBM and the Ministry of Education through 'Project Green Insights', in which students capture and analyse energy performance data.
- **Certifying green building products and services:** SGBC launched its first certification scheme for green building products in January 2011, and is the first dedicated certification body for green building-related products and services in Singapore to support the Building and Construction Authority's (BCA's) Green Mark scheme.
- **Enhancing professionalism and knowledge:** SGBC supports knowledge creation and industry research, and regularly organizes industry seminars, such as the SGBC Green Trends Seminar.

INTERVIEW

TAI LEE SIANG
*past President of
Singapore GBC*



WHERE DID THE IDEA FOR THE SINGAPORE GREEN BUILDING COUNCIL COME FROM?

Industry players and government converged around the concept of a Green Building Council in 2008 to help steer the green building movement within Singapore. However, the idea of an independent association did not appear as useful when compared with the global network offered by the World Green Building Council. The government represented by the Building Construction Authority (BCA) understood that such an organization should be an industry-led NGO rather than a state-run body.

BCA initiated the formation of Singapore Green Building Council with a group of industry players, including developers, architects and engineers, to form an interim committee. BCA also suggested that the leadership be held by non-government representatives, but promised to give its full support. Assistance came in the form of secretariat support and seed funding. Senior officials were seconded to assist in forming the founding Board, and seed funding was extremely useful when managing the start-up costs. This powerful support meant SGBC could embrace its mission without delay.

WHY DO YOU FEEL THAT THIS PARTNERSHIP WORKS WELL?

We undertook a thorough process to ensure balanced representation on the board. We identified the need for majority representation from industry associations and from academia - and this requirement is built into the constitution. The minority is then comprised of individual businesses, ensuring that objective interests always come first. This means people know we are not just a self interest group – we represent the interest of industry and government.

The open-mindedness of the team at the BCA has been incredibly important; they saw and understood the importance of such collaboration and together we can continue to push for policy improvements. The National Environment Agency and Public Utilities Board were also supportive. As we progressed, we gained the backing of industry associations such as the Singapore Institute of Architects and the Singapore Contractors Association. After four years, we have more government agencies collaborating with the Council, notably the Urban Redevelopment Authority (URA) that is Singapore's planning agency. Initially, the URA was not on the board of SGBC, even though it is well known for good green policies. Because of this absence, we had to knock on the URA's door to explain why the GBC was not just about buildings, but about an overall holistic sustainable built environment. It was very important that we weren't confrontational but persuasive.

GBCs must be very patient when seeking government support. The government came on board partly because we had public opinion on our side. In Asia this is tricky. Public opinion is not yet focused on sustainability, it is more focused on bread and butter issues, such as basic economic well-being, and sustainability is really in its infancy in the public realm. To sway public opinion and therefore gain government's support we had to work from the demand side rather

than supply. This meant engaging the next generation to show government that endorsing sustainability is something PEOPLE want. It is not just industry focused and business motivated.

'Project Green Insights' is a good example of this engagement strategy. Our initial objective was to educate students. The project was funded by IBM, and we simply installed energy meters in schools and taught students how to take readings and modify their behavior accordingly. A simple exercise, but a couple of really positive things evolved out of it. One was that the students were incredibly enthusiastic, and interested in presenting back to industry what they had learned. Another was that they went beyond the initial scope of the exercise and came up with their own initiatives on how to green their schools. On witnessing the enthusiasm of the students and the industry, the Ministry of Education agreed that we should embark on the comprehensive journey to green all schools!

WHAT DO YOU FEEL ARE THE MOST VALUABLE LESSONS THE PROCESS HAS TAUGHT THOSE INVOLVED?

As a Council, we have shifted our focus to changing the public mindset and encouraging the public to voice their support for green buildings. This has been central to convincing government to work alongside us. Operating from the demand side to change public opinion requires a lot of patience, but you must not act in an impatient, confrontational manner with government. Once you have the public on board and have proved your mission is a matter of public policy, then they will follow.

Industry often forgets that if we don't change the mindset of end users, we aren't going to get very far with green building. During Project Green Insights we saw an untapped potential resource here. The school teachers, retired professionals and mums and dads who got involved were a pool of volunteers from the public who actually wanted to help us out – to organize workshops and visits for students. Without programs to engage with everyday people we are missing out on a big pool of resources that can help us to change public perceptions.

Our public engagement is now formally comprised of three activities. Firstly, feeding back to government the public perceptions of green building. Secondly, working with industry to educate future professionals. Thirdly, harnessing the volunteers who are not from government or industry to lend their support.

SUCCESS FACTORS

- Look for advocates. Very strong support and open-minded senior staff at a key government agency was central to SGBC's success.
- Focus on the demand side to change public opinion about green buildings by engaging directly with them as key stakeholders.
- Be patient and non-confrontational with government agencies, and keep in mind that only when you succeed in making your issue resonate with the public will it become an issue for public servants.

LESSONS LEARNED

- Build a movement. There is still a long way to go in changing public opinion, and we must be patient and keep trying to get citizens to be champions of our cause.

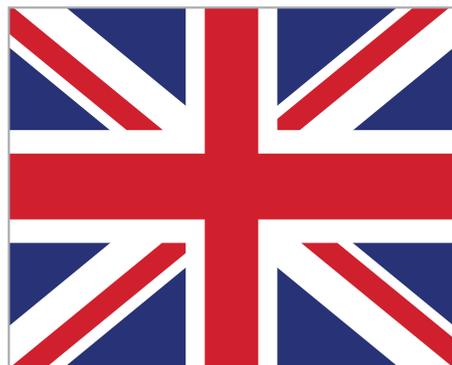
FURTHER READING

<http://www.sgbc.sg/>

UK: Zero Carbon Hub

MISSION: Defining a pathway to zero carbon homes by 2016

TIMELINE: Established June 2008 (ongoing).
Initial recommendations to government made November 2009



How has the UK's Zero Carbon Hub created a new shared space for all stakeholders to define and deploy zero carbon homes, through effective communication, education and the establishment of trusted relationships?

The UK is on a pathway to building zero carbon homes from 2016. The Zero Carbon Hub was established in June 2008 to remove barriers and obstacles on this journey, principally by refining the definition of 'zero carbon' and how this would be delivered in practical terms.

The Hub is a public-private partnership and non-profit company, with a number of dedicated staff who collaborate with experts seconded from organizations involved in supporting its work. It is governed by a board, chaired by Paul King, CEO of the UK Green Building Council, and includes representatives from both government and industry. Government provided operational and financial support to the Hub initially, with further support provided by the building industry.

The central achievement of the Hub has been agreeing to a framework for how zero carbon for homes should be achieved; recommendations from which were fed into government's review of building regulations. This framework comprises a hierarchy of three main elements:

1. **Energy Efficiency:** The foundation for any zero carbon home is ensuring good energy efficiency to minimize energy demand. The Hub delivered a 'Fabric Energy Efficiency Standard' which will require that homes of the future are sufficiently well insulated and adequately air-tight.
2. **Carbon Compliance:** The overall on-site contribution to zero carbon (including energy efficiency above) is called 'Carbon Compliance'. This could include on-site low and zero carbon energy such as PV and connected heat such as a community heating network.
3. **Allowable Solutions:** The remaining emission reductions can be achieved via Allowable Solutions although, at present, there is some uncertainty about exactly what these might be and how much they might cost.

A study by the 2020 Public Service Hub found that the three primary areas where the Hub created additional value in the policy-making process were:

- **Context:** The scene for zero carbon homes was set;
- **Vision:** A clear and consistent policy framework emerged; and
- **Collaboration:** The Hub provided the space for many different stakeholders to work together.

The study notes that *'The Hub created a new 'shared space' for all stakeholders (including those with traditionally polarised views), which was at arms-length from Government. It communicated effectively with the sector, facilitated*

learning and the establishment of trusted professional relationships. The collaborative approach taken by government brought together a diverse sector and environmental pressure groups to contribute to designing new building regulations and achieve broad consensus. This inclusive or collaborative policy development model has worked well in an area where change was previously hampered by very different points of view on the desired outcomes.”

INTERVIEW



PAUL KING
CEO of UK GBC

WHERE DID THE IDEA FOR THE HUB COME FROM?

Myself and others had been talking to the Housing Minister about the feasibility of a zero carbon homes policy for some time. Accompanied by the Minister and representatives from the house building industry, we went on a fact finding mission to Scandinavia to look at house building practices there. We returned with a feeling that industry might buy into a radical target if clarity on regulation was given back in return. The idea of having a clear timetable was hugely appealing to industry, and the Minister subsequently took the decision that the UK would aim to be building zero carbon homes from 2016.

A task force was set up to oversee implementation of the policy. The task force met quarterly but made little real progress. A turning point came when one of the house builders involved produced a report recommending that these discussions needed to be held through some kind of ‘delivery hub’. A colleague and I undertook detailed scoping work on what would be involved to get such an operational entity off the ground. Who were the priority stakeholders? Who would make it work? Who would pay for it?

The task force decided that setting up a legal entity, a public-private partnership, was the way forward. A key element was that this was to be independent of both the house builders and the government. A schematic was used to help define the workstreams needed to meet our mission, and a small executive team was hired to ensure there were some neutral parties in charge of proceedings. We made sure that we had the right balance of expertise and interests on the board.

WHY DO YOU FEEL THAT THIS COLLABORATIVE PARTNERSHIP WORKS WELL?

The Zero Carbon Hub was set up with a very clear objective. There are always risks of ‘mission creep’ when setting up less well-defined government-industry task forces. I have been involved with other collaborative exercises that didn’t adequately define their mission. With too wide a scope, there is always a risk that little progress will be made. Having a set end date for the process also serves to really focus minds and energize people.

Equally, the Hub has always managed to stay independent, and has resisted the urge to lobby. We did ask at the beginning whether we really needed to set up and fund another organization in this space, and we explored whether existing organizations should ‘host’ the Hub, but as soon as this was mentioned, every stakeholder wanted to host it! Equality of ownership and neutrality was decided as the best way forward.

The majority of the private sector funding has come from the National House Building Council (NHBC), which generates revenue from providing warranties on new homes built. This means the revenue is collected very equitably from large and small house builders, and the money is invested to fund research and innovation that benefits the whole industry.

WHAT DO YOU FEEL ARE THE MOST VALUABLE LESSONS THE PROCESS HAS TAUGHT THOSE INVOLVED?

Achieving a feeling of equality of ownership regarding the collaborative vehicle used to steer policy has been incredibly valuable. This was key to getting full industry buy-in and ensuring people were really motivated to work towards a common goal, rather than simply feeling they were working to the requests of officials. The Hub has continued to be seen as independent of any particular interest and therefore objective in its recommendations.

The collaborative space that the Hub created meant that everybody understood the journey which was undertaken to arrive at the answer. The result is a transparency and understanding you don’t get with less collaborative processes.

SUCCESS FACTORS

- Determine strict timelines. In this case, the vision and strict timeline were set by the Minister.
- Establish independence. The Zero Carbon Hub was founded as a separate legal entity, jointly funded by government and industry but independent of both. As a result, there is a sense of joint ownership, but with neither party in a dominant position. This also enabled industry participants to provide funding in kind by way of employee secondments as well as financial contributions.
- Agree to a well-defined and focused mission to concentrate efforts.

LESSONS LEARNED

- If you set too wide a scope for a multi-stakeholder platform, it can just become a talking shop.
- Cross-party support for related policy is key.

FURTHER READING

<http://www.zerocarbonhub.org/>

<http://www.ukgbc.org/>

Key Principles for Collaborative Policy-Making



KEY PRINCIPLES FOR COLLABORATIVE POLICY-MAKING

From the case studies of collaborative partnerships and dialogue with other policy experts, we've developed this series of key principles to consider when establishing collaborative policy-making partnerships. These are grouped into six phases to guide you through each stage of the process.

There is, of course, no set formula to creating a successful collaborative platform, and these principles reflect the diversity of the case studies rather than a single model that must be followed. Who should participate, what shape the platform should take, and how the public and private sector interact are all factors decided by the specific problem being tackled and the regional dynamics. Nevertheless, a great deal can be learned from other successful collaborations taking place around the world.

It is worth drawing a rough distinction here between different types of collaboration. Some may involve a number of sustainability focused partners looking for the most sustainable solution to a policy issue. Here a GBC's role as a collaborator will be less complicated as there is a common level of ambition. Others may include a number of more generalist organizations, and it is here that a GBC's role may be both as a collaborator and advocate for a more ambitious solution than other collaborators are seeking. These distinctions are not drawn in the principles below, but clearly the application of the principles will be affected by which form of collaboration is involved.

The role of a GBC within its stakeholder community will always be to try to seek the most sustainable solutions that the market can deliver, and advocate these.



PHASE 1

SCOPING THE ISSUE

Avoid overlap with existing work

Ensure you have thoroughly researched what is already being done by others. This avoids unnecessary overlap and repetition, and also avoids creating competition with a potential partner organizations.

Reach out to the global network of GBCs

Look beyond country borders to see what others are doing.

Experience from other countries can be invaluable in deciding how to best approach an issue, and may provide an objective viewpoint. However, ensuring that local expertise leads any action is crucial to ensure relevance and stakeholder buy-in.

You may even find there is scope for cross-border collaboration.

See case studies from Colombia, Ghana, Mauritius, and Nordic Countries.



PHASE 2

STAKEHOLDER MAPPING AND ENGAGEMENT

INDUSTRY

Balance breadth with practicalities

Involving a broad range of expertise and interests helps improve credibility, objectivity and usefulness with government in terms of generating stakeholder consensus.

However, ensure that achieving consensus or progress doesn't become too difficult. Objectives risk being diluted by organizations that do not share the same sustainability goals.

Caution must also be taken so a small number of vocal participants do not use the collaborative platform to serve narrow interests.

See case studies from Australia, Colombia, and Czech Republic.

<p>Ensure you have the right people from the right organizations</p>	<p>Partnering with industry associations can ensure views of a whole sector are represented, rather than a particular business.</p> <p>Nevertheless, ensure representatives have technical knowledge and up-to-date experience of the industry so policy and reality are connected.</p>
<p>Create valuable networking opportunities for participants</p>	<p>The networks created by collaborating to solve a particular issue are as valuable as the solution itself. Structure your network to ensure participants make valuable connections, and devote time to networking, not just working.</p> <p><i>See case studies from Australia, and Denmark.</i></p>
<p>Consider the role of the financial community</p>	<p>Unlocking finance is often key to deploying solutions. Collaborative platforms in our sector rarely seek to involve the financial community or understand their objectives when designing policy. There is room to improve this dialogue, and including this stakeholder group should not be an afterthought.</p>
<p>GOVERNMENT</p>	
<p>Involve government early on</p>	<p>While you may need to build up a certain level of industry and wider support before proposing a meaningful partnership to government, it is a missed opportunity to start work and then present your findings to government later. Starting an early dialogue with government, potentially inviting them to play an observer role, can help to ensure the outcomes of your work have taken into account their stance, meaning it is more likely to gain government support.</p> <p><i>See case studies from Australia, Israel, and UK.</i></p>
<p>Make the link from national to local</p>	<p>When working on matters of national policy ensure relevant regional and local governments are included in early dialogue to ensure direct relevance of policy at the local level. This also creates local ambassadors to ensure the policy is delivered effectively on the ground.</p> <p><i>See case studies from France.</i></p>
<p>Map and understand key government departments, their responsibilities and their objectives</p>	<p>Understand the specific responsibilities of all relevant departments, and ensure they are invited to participate in the areas most appropriate to them.</p> <p>Make sure you understand the objectives of specific departments to ensure you achieve both public and wider stakeholder objectives in a complementary way.</p> <p><i>See case studies from Australia, and Colombia.</i></p>
<p>Aim for cross-party support</p>	<p>While it is not always easy or possible to gain cross-party support, your strategy for collaborating with government should consider transparently engaging with other major political parties. Without their in-principle support the work you are doing could fall apart at the next election.</p> <p><i>See case studies from Ghana, and UK.</i></p>
<p>Recruit a public sector champion</p>	<p>Having senior level support within government is important to aim for, not just because it will generate support at other levels, but will also ensure the issue you are dealing with is part of public dialogue. Top down and bottom up are equally as important.</p> <p><i>See case studies from Denmark, France, Israel, Nordic Countries, and UK.</i></p>
<p>THIRD SECTOR / CIVIL SOCIETY</p>	
<p>Involve other NGOs and set up clear channels of communication with other stakeholders</p>	<p>Governments and businesses are sometimes wary of collaborating with campaign-driven NGOs. Having clear channels of communication and an outcome-focused mission will build trust and ensure all parties work together.</p>

Set up transparent aims with potential competitor organizations

Organizations that cover similar issues often see one another as potentially competitive, especially in terms of attracting members. However, if transparent aims between parties are established, then there is often far more value to be delivered to your respective members and market in working collaboratively than working in competitive silos.

See case studies from Czech Republic, and Israel.

Engage with the demand side

Citizens and building users are a crucial but often forgotten group of stakeholders to engage in the formulation of green building policy.

If government collaboration is not forthcoming, examine whether there is really a public demand to address the issue you are trying to tackle. If there is a lack of public demand or awareness, ensure you engage the public to raise awareness and demonstrate that this is an issue for public policy.

See case studies from Singapore, and France.

THE 'UNUSUAL SUSPECTS'

Identify and involve the unusual suspects

Always give thought to who should be involved from outside the pool of 'usual suspects'. Broadening pre-existing networks as well as formalizing their collaboration is of significant value.

The 'unusual suspects' might be smaller companies not widely known but who are innovators in their field, or organizations outside the building sphere who may have a shared interest in advocating your solutions (such as an organization representing older people which may have an interest in energy efficient homes in terms of their affordability and comfort for the elderly).

See case study from Nordic Countries.



PHASE 3

CREATING A COMMON MISSION

Have an organizational vision, but be flexible

If you are looking to inspire potential collaborators to action, it's useful to develop a vision to help start meaningful discussions. However, to create a collaborative environment it's important that you allow your collaborators to redefine this vision to fit the whole group's objectives if needed.

Once a set of mission objectives is agreed upon, ensure that the group sticks to these and do not be tempted to pursue interesting ideas that are not core to your mission.

See case studies from Mauritius, and UK.

Keep it simple and focused – talk common objectives and broad principles, not details

Ambitious visions are good things to have 'behind the scenes', but wide visions are rarely useful as communications tools. Be clear, simple and precise about the objectives you are commonly looking to achieve, and avoid a scope so wide that it risks losing focus. It may be best to engage in dialogue about common principles, removed from the details of building regulations etc., to facilitate early stage dialogue more easily without getting lost in the detail.

See case studies from Israel, Mauritius, Nordic Countries, and UK.

Allow time for participants to have their say

Before participants commence a joint-work program or similar, make time for each to understand the views of others. Everyone should be invited to explain their organizational mission before being expected to realign with a common mission.

See case studies from Denmark, and Mauritius.

Understand your audience and tailor communications

It is important to invest time in truly understanding what matters to different participants. Different groups of stakeholders will require communications tailored to them. This will foster understanding about why the mission is crucial to them and why they should be actively involved. This will also help you to define roles as you are structuring the platform, to allow participants to play to their areas of strength and interest.

See case studies from Israel, and Nordic Countries.

Ensure good quality and objective research/data plays a central role

Common understanding is easier to achieve when all participants are starting from an objective base. Ensuring that good quality, objective research underpins early discussions is a way of ensuring that participants can engage in meaningful dialogue about the present state of play.

See case studies from Czech Republic, Denmark, and Mauritius.

Focus on communications - the look and feel of an initiative

Communications and how an initiative is made to 'feel' (via its website or any other communications platforms) should not be relegated to matters of secondary importance. Communication, both internally among participants and externally when deliverables are published, is very important.

See case study from Nordic Countries.



PHASE 4

STRUCTURING THE PLATFORM

Put in place enough structure to ensure effective governance, but not ineffective bureaucracy

Having ground rules and regulations for the collaborative process ensures transparency and common understanding about the conduct and involvement expected from participants. However, it is sometimes important to have a governance structure that enables progressive and quick decision making.

In some instances, the process may be housed within the decision-making structures of a public body, in others legal entities are founded with specific aims, and in some cases, informal arrangements are appropriate.

Ideally, participants should arrive at conclusions about how they will collectively make decisions, so that nobody feels aggrieved by the process. Consider a mechanism that enables participants to express their views when they do not align with the general group.

See case studies from Australia, Colombia, Czech Republic, and UK.

Consider the need for dedicated human resource

Collaborative platforms work best when they are genuinely driven by participants rather than staff. However, creating dedicated human resources (potentially by pooling finances) to act objectively on behalf of all participants often works well.

See case studies from Australia, Czech Republic, and UK.

Group participants appropriately, ensuring strengths are built on

The focus of your issues and deliverables will define how you organize participants. Various approaches have been taken in the countries surveyed by this report, including:

- Grouping by stakeholder type (France)
- Grouping by property typology (Denmark, France)
- Grouping by theme/issue (Mauritius)
- Grouping by deliverable (Nordic Countries)

Participants should have clearly defined roles related to their grouping, which ensure they are playing to their strengths.



PHASE 5

DELIVERING SOLUTIONS

Keep timelines focused and create targets

Clear timelines and targets help to focus minds and deliver solutions. They are crucial tools for communicating what is expected of participants, and how progress will be measured.

See case studies from Mauritius, Israel, and UK.

Embed monitoring

Measurement of progress and robust evaluation frameworks are equally important to regularly track progress and report on outcomes.

Objectivity is the key role of a chair, and the overall aim for deliverables

The role of a chair or moderator is crucial to ensure progress is made between different stakeholders. If your organization has a role as chair, this may mean putting aside your own organizational interests for the sake of finding common ground between participants.

See case studies from Colombia, and Mauritius.

Don't let the perfect be the enemy of the good

It is important to push for something achievable against your set timeline, even if this means falling short of the ideal outcome at the first attempt. Imperfect progress that can be built upon is better than no progress. Pushing for more is a long-term project.

See case studies from Colombia, and Israel.

Ensure participants are focused on delivery

Self-funded task groups and 'member commitments' are two examples of how to focus participants on delivery. Once an issue and proposed solution is identified, having participants fund any necessary research and work needed to progress can ensure buy-in.

See case studies from Australia, Czech Republic, and Denmark.

Integrate real life projects

Using real life examples to inspire solutions, or even sourcing potential projects for testing or demonstrating the policy at design stage, may prove useful.

See case studies from Nordic Countries, and UK.



PHASE 6

SECURING A LEGACY

Make collaboration itself a key workstream

Having workshops on collaboration can ensure delivery and leave a lasting legacy. If only the technicalities of building policy are the focus, then this essential common skill-set and culture will not be nurtured and improved to help overcome future policy challenges. Using innovative workshop formats that put participants into groups to work through collaborative exercises is far better than a PowerPoint followed by a question and answer session.

Consider how your country's GBC can continue to engage members on the subject

Once the collaborative platform delivers a workstream, GBCs can provide a platform for members to informally collaborate around the shared understanding. This could be through events, education courses or other activities.

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WORLD GREEN BUILDING COUNCIL

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