



GBEP Modus Operandi

“Working together to promote Bioenergy for Sustainable Development”

Proposals for Discussion in the 2nd Steering Committee Meeting

What is a Partnership

A partnership is constituted by the joint pursuit of common objectives through co-operation and/or collaboration.

Suggested principles for the GBEP Partnership:

- Information sharing;
- Coordination of relevant Partner activities with those of other partner organizations;
- Joint implementation of projects/activities selected by the Steering Committee;
- Joint pursuit of awareness-raising activities for bioenergy
- Maintain Partners’ individual identities within partnership activities where appropriate.

Specific partnership arrangements and rules can be developed and adjusted as implementation experience of the Partnership evolves.

Proposal for GBEP: Start experimenting with different types of cooperation to assess what works best.

Partnership Mechanisms to consider under GBEP

Partnerships can use a wide array of different mechanisms with diverse implications for the commitment of financial, human and technical resources:

- *Joint funding agreement/cost share:* Partners agree on a joint project/programme and schedule for implementation and jointly fund the agreed activities. Partners assume joint responsibility for the output of the activity and share the risks.
- *Work Share:* Partners agree on a joint project/programme and schedule for implementation and on separating (independent?) tasks between Partners to reach the common objective. No funds are transferred between the Partner agencies, but

staff may be seconded by Partners to the GBEP Secretariat, to other Partners or project specific executive committee.

- *Data Exchange*: Each Partner produces standardized products (e.g. statistics, maps) or services which are compatible for comparison/aggregation. These products are then exchanged between the Partners (no funds transferred).
- *Cooperative R&D agreements*: To allow technology transfer (and adaptation) the responsibility of all involved national government research institution scientists and give the national agencies the authority to enter into agreements with the commercial sector.
- *Full repay*: An agreement whereby one or more of the partners provide products and services (e.g. advisory services, maps, laboratory/monitoring services) to its partners and is fully reimbursed for its expenses.
- *Compatible and/or joint evaluation of results*: Partners agree to a common approach for measuring outcomes and results from activities relevant to the partnership. This could include agreeing common indicators and measurement approaches.

Modalities for collaboration on joint projects/programmes (Action 3)

The Technical Working Group (TWG) proposed three types of collaboration:

1. exchange of information on results and lessons learned from projects with related thematic focus (through virtual networks);
2. co-implementation of specific projects mutually agreed upon by Partners (co-funding and/or workshare);
3. creation of GBEP Programmes on specific themes agreed upon by Partners within which different Partners carry out individual projects which together contribute to a common objective.

In order to proceed with (1.) Partners should identify priority project themes for exchange of information. A more comprehensive account of relevant Partner project activities (also relevant to Action 1) will facilitate the identification of joint areas of interest and aid process of sharing information/results on specific themes. This type of collaboration does not strictly amount to the concrete implementation of joint project activities envisaged in Action 3 but can yield important benefits in increasing the effectiveness and impact of individual partner operations.

For the co-implementation of projects (2.), Partners would need to agree on a project document, implementation and financing schedule and commit to make human, physical and financial resources available in line with the agreed joint implementation schedule.

GBEP Programmes (3.) are an attractive approach in order to allow partners to align their individual activities related to a specific theme with those carried out by other partners where such co-ordinated implementation yields greater results than individual approaches. Programmes could be created around specific themes, and Partners may, for instance, choose to carry out similar thematic projects in different geographic areas. Partners would retain individual authority over their own operations, but in order for

Programmes to be successful, it would be essential that Partners agree on well defined common objectives, a broad implementation schedule accommodating individual partner activities and a common approach for the measurement of results. Programmes may be co-ordinated through Programme specific committees made up of representatives from participating partners.

The role of the Steering Committee and other Partnership institutions

According to the Terms of References of the Partnership the Steering Committee (SC) which should “meet at least once a year”, will “govern the overall framework, policies, procedures and activities of the Partnership. It will provide strategic guidance to the Partnership and periodically review the program of collaborative activities”. Partners should appoint a representative (member) and alternate to the SC to achieve a “balanced representation of policy makers and experts with economic, environmental, social, scientific background”. Other experts can be co-opted to SC meetings as deemed appropriate by the appointed representatives.

In order to run coordination between partners between SC meetings and oversee day to day collaboration, the TWG proposed that each Partner designates a *Technical Focal Point*. This person will be the main point of contact for the GBEP Secretariat and other partners.

The TWG further proposed that *technical focal points* and other technical experts nominated by the SC members will act as a *Technical Working Group* (TWG) which supports the Steering Committee at a more technical and operational level. The TWG may be requested to prepare the SC meetings (as in the case of the 2nd SC meeting). TWG may not need to meet regularly, but would act predominantly as a virtual contact and consultation group. Meetings would only be held at the request of the SC if a specific need is identified.

Specific partnership activities, in which some but not all partners may become involved, could at this early stage in the Partnership be coordinated through *ad hoc and informal task forces/working groups* as is currently already the case for collaboration on Action V on methodologies for the measurement of greenhouse gas reduction from bioenergy.

Collaborating with the Private Sector

In addition to welcoming representatives from private sector associations as Partners, GBEP should also consider collaborating with individual private sector partners at the project level (Action 3).

Activities of the GBEP Secretariat

The role and activities of the Secretariat in the implementation of specific activities under the five short mid-term actions will be defined in the annual workplans.

Beyond these specific tasks, the Secretariat will also undertake the following activities on behalf of the Partnership:

- Establish and maintain the GBEP website and implement other knowledge management strategies/tools as decided by the Partners, including standard leaflets and presentations for the use of Partners;
- Promote policy dialogue among Partners and between GBEP and non-partner countries and institutions by establishing contacts by email, phone and visits;
- Suggest joint evaluation and progress review of partnership activities;
- Raise awareness of GBEP and its activities through participation in international events;
- Gather information about on-going relevant activities from Partner institutions, web-searches and participation in technical meetings and inform Partners;
- Provide updates to Partners on the progress of GBEP activities through regular communications by email and a newsletter.

Where GBEP Secretariat should take on substantive technical assignments in response to specific requests by Partners in the work programme, Partners should identify and contribute financial or in kind/personnel resources (secondments) commensurate with the added responsibilities.