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The Bottom-Up Approach: An Integrated Global-Local Strategic Planning Process

United Nations Global Compact

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The Bottom-Up Approach: An Integrated Global-Local Strategic Planning Process

Introduction

The United Nations Global Compact is on the way to making corporate sustainability a transformative force – demonstrating how the private sector has a critical role to play in realizing a more equitable, prosperous and sustainable future. Over 8,000 companies and 4,000 non-business participants operating in 160 countries have joined the initiative and are working towards this end.

To unleash the full transformative potential of the Global Compact, action must be taken at the local level. Global Compact Local Networks in more than 85 countries, all in different stages of development, are convening companies and acting on key issues at the ground level. In an increasingly interconnected and interdependent world, Local Networks generate value for companies by enabling them to transparently engage and partner with relevant local stakeholders. These collaborations are driven by real social and market-based incentives that spur business to address sustainability challenges.

This document outlines a Bottom-Up Approach to develop a global-local strategy for the Global Compact and Local Networks to unleash the full potential of business engagement in the Post-2015 era.

Definition of the Bottom-Up Approach

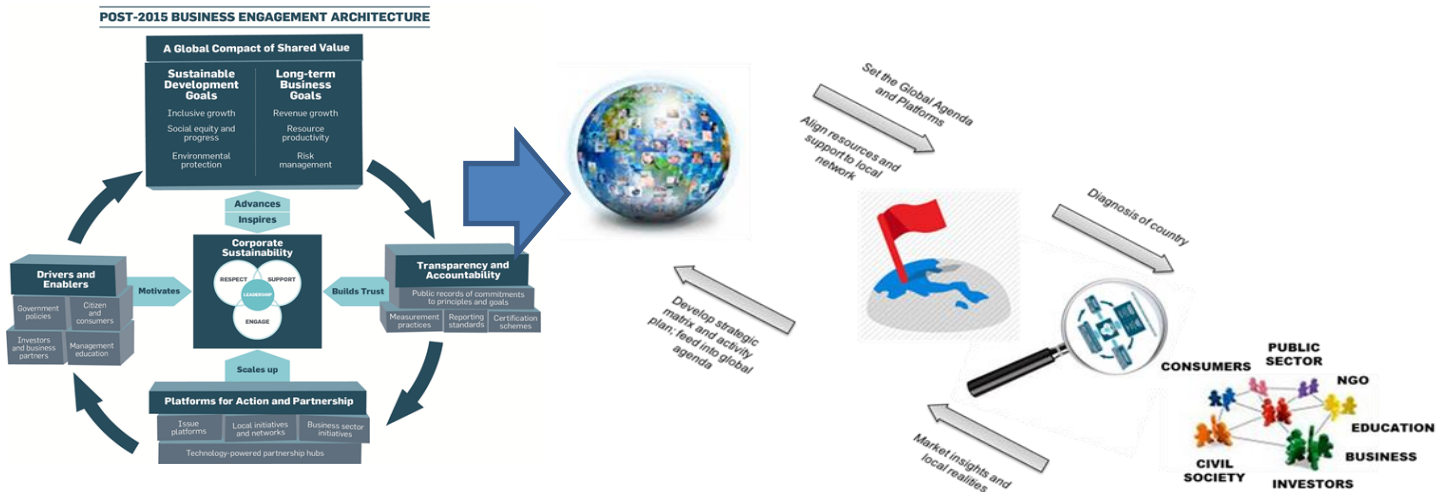
The Bottom-Up Strategic Planning Process was developed to give strategic direction to the global-local relationship between the Global Compact in New York and Local Networks. The approach calls on Local Networks to identify and capture opportunities for corporate sustainability value generation within their local context, ensuring that strategy is rooted in local realities. The process has a long-term outlook and is constantly reviewed and updated.

By promoting a common global-local mindset, the approach presents Local Networks with the opportunity to choose from the full portfolio of Global Compact platforms and issue areas, through which the global agenda, priorities and best practices are brought to the local level. This common strategic planning process – which can be advanced consistently across Local Networks – allows for more relevant multistakeholder interaction; better exchange of best practices; scaling of impact; and resource optimization and alignment to support the needs of the Local Networks.

Rationale

1. The Post-2015 Agenda: An Opportunity for Global Compact to Transform Locally and Globally

The Global Compact's Post-2015 Business Engagement Architecture (see diagram below) illustrates the main building blocks necessary to enhance corporate sustainability as an effective contribution to sustainable development, creating value for both business and society. It articulates the alignment of long-term business goals with sustainable development goals in increasingly interconnected, globalized and complex markets and societies.



It is clear that sustainable business can play a key role in both defining and implementing the Post-2015 development agenda and sustainable development goals. This is true globally and especially in local contexts. Through Local Networks, Global Compact signatories are called to engage in the Post-2015 strategic processes by:

- i) Participating in public private policy dialogues to **define and shape** local and national development plans within the Post-2015 Agenda.
- ii) Taking an active role in multistakeholder partnerships and in other collective actions as means for the **implementation** of the Post-2015 Agenda.
- iii) Participating in defining local **accountability** frameworks that promote convergence and complementarity among public and private actions to achieve common sustainability goals.

2. Optimize the Global-Local Potential of the Global Compact

The optimal global-local strategy is based on a robust governance infrastructure and a shared objective to integrate the Global Compact’s agenda locally. Achieving a shared mindset can facilitate Local Network ownership and empowerment to be the Global Compact’s means of taking action in each of the country contexts to fully deliver its transformative value.

3. Set an integrated Global-Local Framework for Transformative Action at the Country Level: The Bottom Up Approach

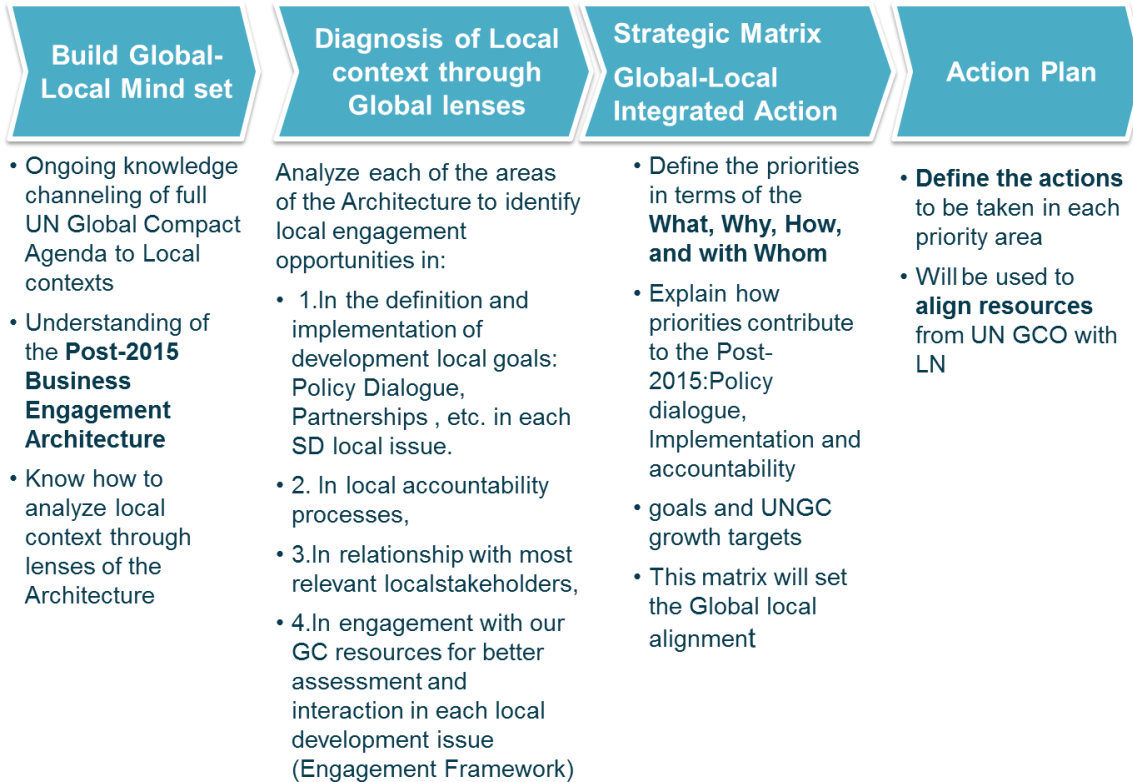
The Bottom-Up Approach is oriented to seize the opportunities that local realities offer for Global Compact companies to, through their respect and support of the ten principles, engage actively in local sustainable development issues with relevant local actors. Local Networks must be well-positioned to identify the local opportunities for business engagement across each issue the Global Compact works to advance globally.

To achieve consistency and a common global–local mind set, Local Networks will select their local priorities using the same global lens of the Post-2015 Business Engagement Architecture: a common methodology designed for this purpose. As Local Networks set their strategic priorities, the Global Compact will work to align issue platforms in order to achieve the most impact, improving the effectiveness and efficiency of resources. The prioritization for alignment will operate bottom-up rooted in local realities and will work in a systematic, ongoing and process-oriented way, vested in a consistent global-local narrative.

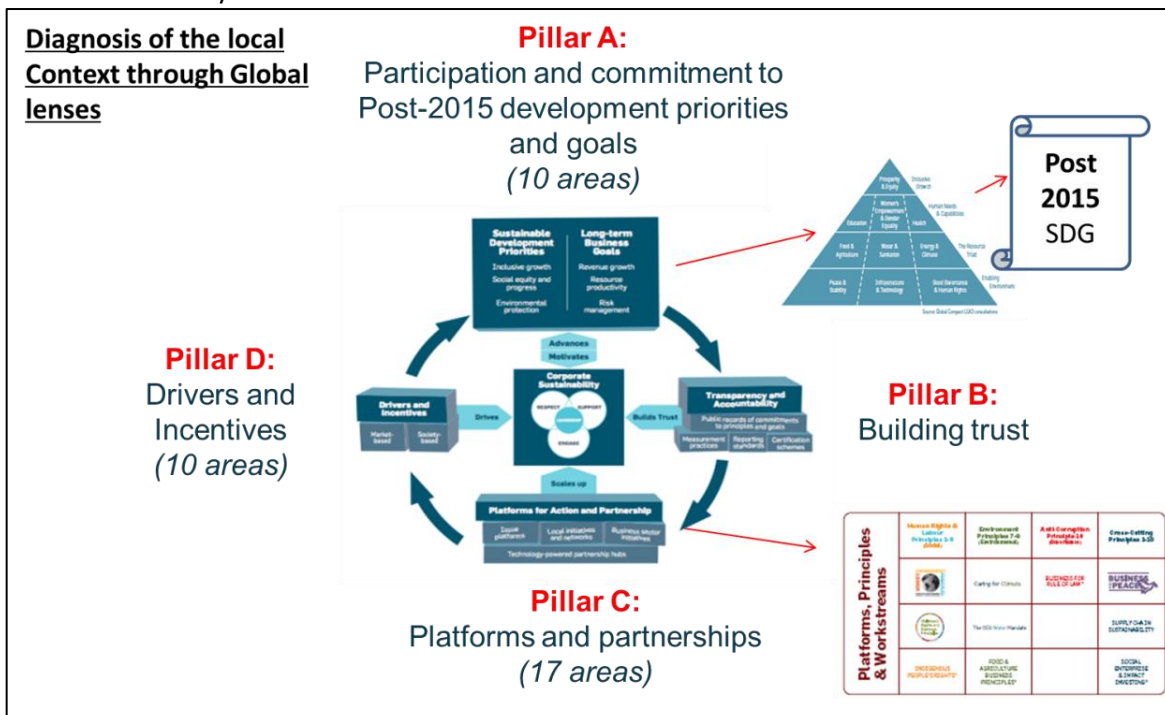
This consistent approach to identifying local priorities will improve the ability to exchange good practices and track value generation. In addition, feedback from local practices can flow to the global level, including discussions of the interconnection between responsible business practices and global sustainable development goals.

Bottom-Up Approach Methodology

A methodology has been developed to enable Local Networks to identify the opportunities for engagement in each post-2015 issue in their local context. The process is defined in 4 steps:



1. The global lens of the Post-2015 Business Engagement Architecture is used to look at local realities in a consistent way.



2. The strategic matrix below is used to set the global-local alignment:

WHAT	WHY	HOW	WITH WHOM	Global Local / Local/Local articulation	How it contributes to the Post 2015 Architecture	How it contributes to the GC Growth Strategy
Issue prioritized within the Post 2015 Business Engagement Architecture in the country in each of the 4 pillars	Strategic Reasons identified in the diagnosis of the local context	How to Engage in each issue prioritized: <ul style="list-style-type: none"> Strengthen capacities at local network and learning Policy dialogue Partnerships Private Resource mobilization for sustainability Creating awareness etc 	Strategic Partners: Collaborative multi stakeholder public private component	Sinergies from: <ul style="list-style-type: none"> Global Local Alignment From other networks 	<ul style="list-style-type: none"> Definition of Local Post 2015 Agenda Implementation of the Post 2015 Agenda Definition of Post 2015 local accountability frameworks Building trust Triggering social and/or market based incentives Scaling up impact by engaging in GC platforms 	<ul style="list-style-type: none"> Contribution to the growth targets, and building critical mass Contribution to Global Local funding targets

This matrix allows for priority setting through the analysis of the local context and the identification of most relevant actors and engagement opportunities in each area of the Post-2015 Agenda. Engagement opportunities include multi-actor public-private policy dialogue, implementation opportunities through strategic partnerships, mobilizing private finance resources for sustainability and other means of implementation, as well as opportunities to participate in the definition of local Post-2015 accountability frameworks incorporating the contribution of sustainable business.

3. The strategic matrix will be used to define an action plan and calendar to facilitate efficient and effective global-local alignment of resources and the engagement of other stakeholders.

Feedback to the Global Agenda from the Local Transformative Action

The Bottom-Up Approach has been designed to be systematic, ongoing, strategic and built on a consistent narrative at the global and local level. It aims to multiply the ability of global level know-how flow top-down to inform the local level, share success stories among Local Networks and provide feedback from the local level to the global agenda, multiplying exponentially the potential capacity of the Global Compact to learn and grow.

Issue managers at Global Compact Headquarters in New York will learn about local best practices of Global Compact companies as part of a consistent narrative of initiative’s involvement in the Post-2015 process across issue areas. This information will be most valuable to feed into global discussions of the ten principles and the role of the Global Compact and corporate sustainability in advancing global sustainable development.