

Global Green Growth Institute

Fourth session of the Council
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Organization and Delivery Unit

Organization and Delivery Unit (ODU) is a new unit created under the Management & Administration (M&A) Division.

ODU has three main responsibilities: (i) Monitoring & Evaluation (M&E) and Reporting; (ii) Sustainability Management & Safeguards; and (iii) Procurement/Consulting services.

M&E and Reporting

ODU will monitor, evaluate and report on GGGI's organization and delivery. A critical tool in ODU's work will be enterprise resource planning (ERP), which will provide a common organizational information platform to capture and report on the key indicators and information that ODU's various audiences need. Those audiences include donors, GGGI management, program managers, M&A, cooperative partners and – importantly – GGGI staff, so they know what is going on and how they fit into the overall picture.

A briefing paper is being prepared for the Program Sub-Committee (PSC) scheduled on 4 December 2013 describing ODU's roles and reporting functions, which will support the Monitoring and Evaluation activities described in GGGI's Strategic Framework and provide an alignment of results between Corporate and Project levels by nesting the results framework for the different levels. ODU will also become the focal point for monitoring adherence to requirements under funding agreements, earmarked memorandum of understandings (MOU), and other mechanisms that provide funding to GGGI.

The briefing paper for the PSC will also propose that the ODU support the PSC's management of external evaluation. While ODU would not be involved in an external evaluation, it appears to be best placed within GGGI to provide to the PSC lists of projects to select for external evaluation and draft terms of reference (TOR) for the PSC's consideration.

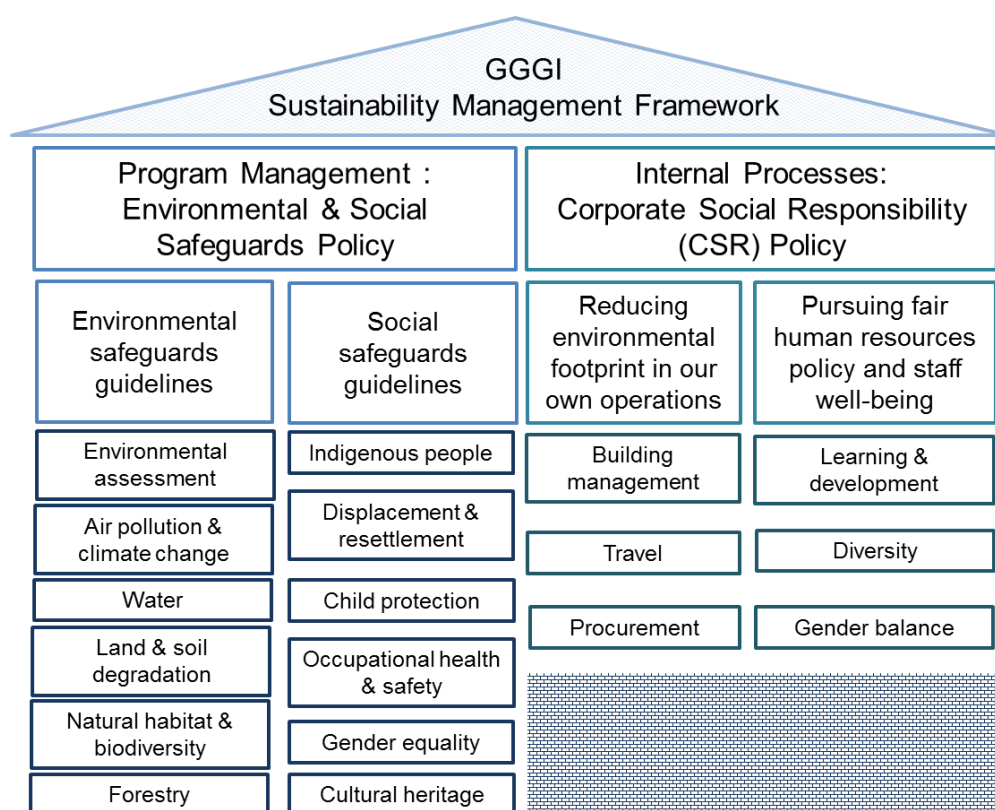
Sustainability Management & Safeguards

GGGI's Sustainability Management Framework includes policies and guidelines on safeguards and operational sustainability. The main objective of this framework is to prevent or mitigate adverse impacts of GGGI's programs, projects and operations on people and the environment.

The Framework consists of two elements:

- Program management: Environmental and social safeguards policy supports including economic growth and environmental sustainability for the GGGI's three core work streams: Green Growth Planning and Implementation (GGP&I), Knowledge Development and Management (KDM), and Public-Private Cooperation (PPC).
- Internal operational processes: GGGI strives to exercise corporate social responsibility (CSR) through operationalizing internal processes that are designed to manage the organization's environmental footprint and staff well-being.

The figure below illustrates the key elements of GGGI's Sustainability Management Framework.



Environmental and social safeguards policy

From a program management perspective, GGGI's environmental and social safeguards policy will help to ensure that environmental and social soundness of programs and projects are considered from the outset and throughout their cycle. For GGP&I, for example, the project cycle consists of scoping, set-up, green growth plan development and implementation through partnerships. An evaluation of the environmental and safeguards component of a country program or project will be conducted once it is completed, which will document lessons learned for review by other country programs.

The table below illustrates the integration of environmental and safeguards in the GGP&I project cycle in the form of a checklist. This is currently included in the safeguards review

section of the Quarterly Implementation Status Report (QIR) which needs to be completed and submitted by all country programs managers on a quarterly basis.

Stage	Environmental & social safeguards	Responsibility
Scoping	<p>Understand the environmental and social policy and legal setting and identify key environmental and social issues.</p> <ul style="list-style-type: none"> • Is the country signatory to multilateral environmental agreements? • Is there a national framework for environmental protection and social cohesion? • Is leadership is committed to improving environmental and social sustainability? • Is the country vulnerable to climate change? • Is the country within a water-stressed region? • Is the country susceptible to pollution (air, water, soil)? • Does the country have social issues such as indigenous peoples, displacement and involuntary resettlement, child labor and gender equality? If so, list top three social issues that need to be addressed. 	Country program manager and safeguards specialist (mainly a desktop review)
Set-up	<p>High-level review of main environmental and social pressures identified in the scoping phase for consideration in the green growth plan development.</p> <p>Environmental pressures: Climate change vulnerability, water scarcity, air pollution, biodiversity, land and soil degradation, etc.</p> <p>Social pressures: Displacement and resettlement, indigenous peoples, child protection, gender equality etc.</p> <ul style="list-style-type: none"> • Has an assessment been carried out at the national level to better understand the main environmental and social pressures as well as potential solutions? • Have relevant departments been consulted in understanding the overall national environmental and social pressures and key stakeholders that can potentially be involved in project implementation? 	Country program manager, safeguards specialist and in-country expert

Stage	Environmental & social safeguards	Responsibility
Green growth plan development	<p>Ensure that appropriate environmental and social management framework is incorporated in the overall green growth plan, taking into account the pressures identified during the set-up phase.</p> <ul style="list-style-type: none"> • Does the country program include activities that review partner country’s key environmental and social pressures with government officials and discuss ways to incorporate environmental and social safeguard measures in the green growth plan? If so, specify the activities planned or carried out. 	Country program manager, safeguards specialist, and partner country’s inter-departmental green growth committee
Implementation through partnerships	<p>Environmental and social assessment of implementation plan and mitigation plans.</p> <p>Indicative list of potential environmental and social issues include:</p> <ul style="list-style-type: none"> • Agrochemicals, biodiversity, coastal and marine resources management, energy efficiency, pollution prevention and abatement, forestry management, hazardous and toxic materials, natural hazards, etc. • Cultural heritage, dams and reservoirs, indigenous people, occupational health and safety, child labor, displacement and resettlement, gender equality, etc. 	Country program manager, safeguards specialist, and partner country’s inter-departmental green growth committee

Corporate social responsibility policy

GGGI’s internal operational policies will reflect its commitment in “walking the talk” by managing the organization’s own environmental footprint and staff well-being.

To reduce GGGI’s environmental footprint, focus will be given to building management and official travel where the greatest impact is expected. Environmentally friendly procurement practices will also be encouraged through purchasing green products where possible and influencing our suppliers in following GGGI’s commitment to the environment.

With regard to our social responsibility, GGGI will strive to operationalize fair human resources policy and staff well-being through implementation of a staff learning and development policy, respect for diversity and gender balance programs. In addition, through the establishment of GGGI’s Staff Association, staff engagement and well-being will be regularly assessed, managed and communicated.

Provisional Work Plan for 2014

Activity	Expected Results	Timeline	Resources
1. Develop GGGI Sustainability Management Framework Policy and strategy document consisting of Safeguards Policy and Corporate Social Responsibility (CSR) Policy	Sustainability management and safeguards issues are embedded in the GGGI's programs, business processes and organizational culture	April 2014	In-house staff
2. Communicate policy to all staff through series of internal meetings and workshops		June 2014	
3. Develop environmental and social safeguards guidelines for programs		September 2014	
4. Develop guidelines on implementing CSR policy		November 2014	
5. Provide inputs to the ERP development process		As needed	