

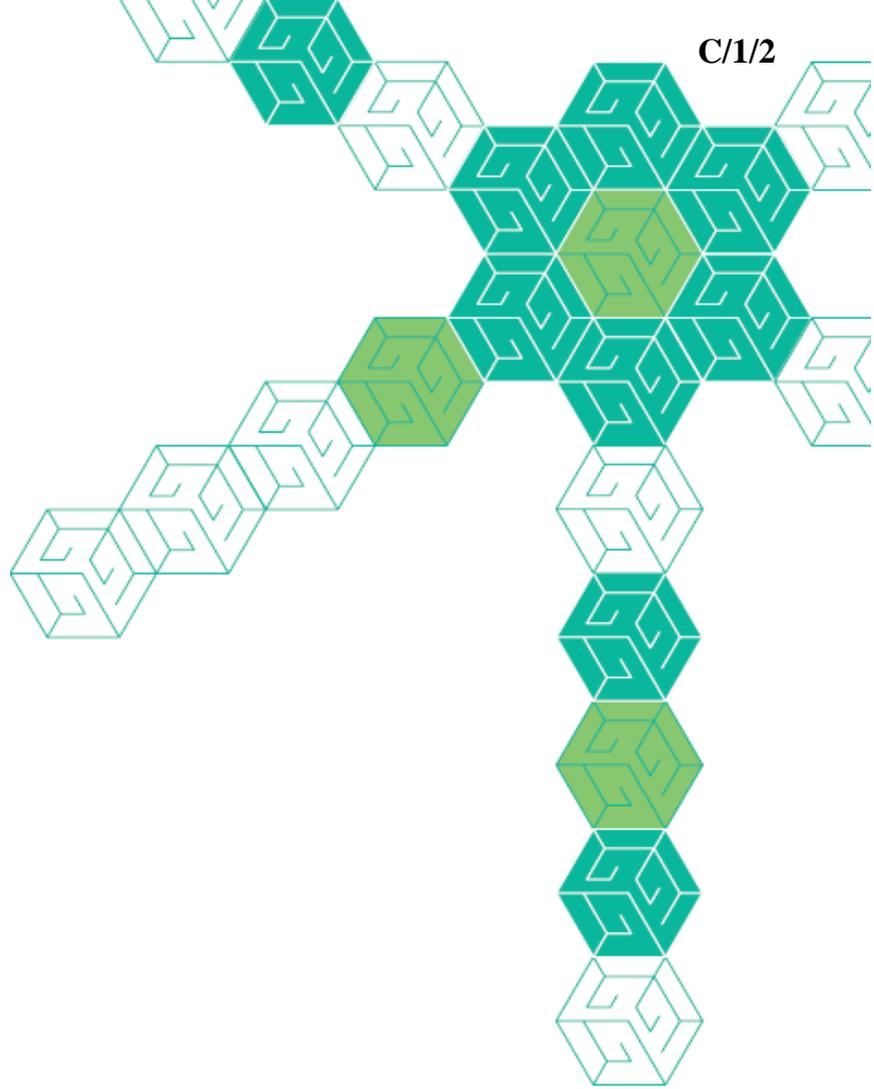


Global Green Growth Institute Strategic Plan 2012-14

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Global
Green Growth
Institute



GLOBAL GREEN GROWTH INSTITUTE

STRATEGIC PLAN 2012–14

MAY 2012

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EXECUTIVE SUMMARY

The world's wealthiest countries grew without much concern for scarcity, pollution, or waste. For emerging economies today, that is not possible; to follow the same paths to prosperity as their wealthy counterparts would imply permanent damage to the environment. But by working together, the public and private sectors in emerging economies can create jobs and reduce poverty while safeguarding natural resources. The mission of the Global Green Growth Institute (GGGI) is to support this collaboration and establish new paths to development by helping a critical mass of countries to show that green growth is both feasible and desirable.

Fulfillment of this mission will rest upon three pillars: adoption and implementation of rigorous green growth plans that form the core of national and sub-national economic development strategies; relevant, high-quality research that builds a strong theoretical and empirical basis for green growth, while providing concrete options and guidance for policymakers; and public-private partnerships that support the implementation of green growth plans. Based on the relative importance of each of these areas, as well as the level of unmet need in each, GGGI will invest 65-70% of its program resources in its Green Growth Planning and Implementation (GGP&I) program, 15-20% in its Research program and 10-15% in its Public-Private Cooperation (PPC) program.

In its GGP&I program, GGGI plans to assist at least 12-15 governments with strong political commitment to develop comprehensive green growth plans. The goal is to have 10 of these plans officially adopted through legislation or budget allocation over the next three years. GGGI will also help transform these plans into investments blending public and private capital. The GGP&I program portfolio includes a variety of regions (Middle East and North Africa, South America, South and Southeast Asia) as well as types of economies (based on agriculture, natural resources, manufacturing, forestry) in order to strengthen the persuasive power of GGGI's work. In select cases, GGGI will support sectoral strategies and project-based initiatives with the potential to become comprehensive green growth planning efforts. These projects will be limited to 20-30% of the GGP&I program in terms of resource allocation.

National and sub-national governments and research institutes have to own and drive green growth planning and implementation, so building the managerial and analytical capacity of these institutions is an integral part of the GGP&I program. In addition to offering on-the-job training and classroom-based workshops, GGGI plans to provide mid-level planners and policymakers with educational modules in different locations and times of the year. A Global Green Growth Academy is planned for this purpose by the end of 2013. Ultimately, GGGI seeks to create an open, global platform for sharing experiences and insights among countries that are pursuing rigorous green growth strategies, whether or not these have been prepared with GGGI's assistance.

GGGI's Research program will publish at least 10 research papers and reports per year by 2014, focusing on the economic aspects of green growth with the greatest need for additional research as perceived by senior economic policymakers (e.g., macro-modeling, sectoral approaches, resource-efficiency,

technological innovation, employment and poverty reduction). In order to deliver relevant, high-quality green growth research, GGGI will leverage the strengths of leading global research institutes and centers. At the same time, GGGI will develop strong in-house expertise on the topics of green growth planning tools and methodology and lessons from in-country green growth planning experience. GGGI will also help create an international research infrastructure, such as the Green Growth Knowledge Platform, in order to strengthen collaboration and intellectual exchange among researchers and practitioners.

Finally, one of the PPC program's primary aims is to connect 6-8 locations that have developed rigorous green growth plans with potential providers of capital and technology. At the same time, it will work at the global level to elevate the importance of public-private cooperation initiatives to strengthen the internalization of environmental externalities in core business strategies. One example of such an initiative is the Global Green Growth Forum which the PPC program seeks to build into a major, agenda-setting event on the international calendar. The program aims to catalyze or substantially expand at least six similar major global initiatives that will reduce information, policy or behavioral barriers to the scaling of green growth investment, innovation and best practice.

To deliver the targets for each of GGGI's priority outcome areas, additional staff will be required to fill out the analytical, program management and execution and research roles to support the targets and activities envisioned. To this end, GGGI plans to hire more than 100 staff over the next three years. Approximately half of the new positions envisioned are to support the GGP&I program while the majority of the remaining new recruits will be spread between the Research and PPC program. A smaller increase is also envisioned in the operations and international cooperation departments to support this surge in overall staff size.

In addition to a greater set of internal resources and expertise, GGGI is also implementing a series of measures to streamline the operations and administrative efficiency of the organization. First, staff have developed core operating processes to enable results-based programming and reporting that will be rolled out in the coming months. Second, management team members have agreed on a framework for internal collaboration and decision-making. Third, new measures on talent and financial management (e.g., standardized budgeting process, proper delegation of authority) are being put in place. Finally, in line with the Board's discussion and decision in Durban, GGGI is planning to convert from its present Korean non-profit foundation status into an intergovernmental organization pursuant to the entry into force of an agreement among founding member states by the end of 2012. This will help us mobilize and manage international funding and talent more easily, including through the establishment of a number of regional offices, and thereby more effectively promote green growth.

GGGI is building a new kind of intergovernmental organization – interdisciplinary, multi-stakeholder and driven by the priorities of emerging and developing countries. Designed with a specific theory of change in mind, GGGI is a purpose-built and results-oriented plurilateral initiative that combines North and South, East and West as well as public, private and academic competencies in a way that is distinct from and complementary to its primary multilateral partners: the Organization for Economic Cooperation and

Development (OECD), the United Nations Environment Program (UNEP), the World Bank, multilateral development banks (MDBs), and others. The utility and legitimacy of GGGI's position as the world's specialized enabling institution for green growth in developing countries has been validated by the concrete working relationships already established with these important institutions.

1. STRATEGIC PRIORITIES

1.1 GGGI'S THEORY OF CHANGE

Many, if not most, governments, businesses and people agree that the current paradigm of economic development should be replaced with a “green growth” paradigm that simultaneously targets key aspects of economic performance – such as poverty reduction, job creation and social inclusion – and those of environmental sustainability, such as mitigation of climate change and biodiversity loss and security of access to clean energy and water. Nevertheless, few governments or businesses have taken truly decisive steps to shift to a green growth path. Fears of environmental damage, or even of future economic losses, have not proved sufficient motivators. Many developing countries, in particular, see injustice in any proposition hindering their ability to follow the development paths already taken by today’s economically advanced countries.

The Global Green Growth Institute’s mission is to transform the prevailing resource-intensive paradigm of economic growth and development by supporting the emergence of a critical mass of successful country examples that convincingly demonstrate to the world that green growth is both feasible and desirable -- i.e., that achieving rising, broad-based prosperity while improving resource security and environmental quality is possible for a wide range of economies. In particular, GGGI will work to advance the practice and theory of green growth by supporting the development, implementation and diffusion of rigorous green growth plans that form the core of national or subnational economic development plans.

GGGI has crafted its theory of change to tackle three major barriers to achieving its mission. First, there is a lack of practical experience in planning and implementing green growth strategies and in generating demonstrated results. Second, there is not yet a convincing economic theory and policy agenda to explain the fundamentals of green growth and guide its pursuit. Third, while green growth requires changes in behavior by industry and financial markets – the scaled deployment of resource-efficient technologies and internalization of environmental externalities in capital allocation – too many barriers prevent engagement of the private sector in both developed and developing countries. Consequently, as shown in Figure 1, GGGI will pursue three main programs aimed at three major outcomes: adoption and implementation of green growth plans (with adequate local stakeholder support, financing and technologies); provision of relevant, high-quality research for policymakers; and engagement of the private sector in implementation of country green growth plans and global sectoral initiatives. The following sections describe the plans for each of these programs in more details, and Appendix A presents GGGI’s logical framework, including indicators for monitoring and evaluation of the achievement of the outcomes and outputs presented in Figure 1.

Several assumptions are implicit in GGGI’s theory of change. First, GGGI assumes that political will exists or can be generated to pursue green growth strategies. GGGI has some control in this regard, in that it will work only in countries where there is genuine political support for green growth and genuine

demand for GGGI's assistance. In order to generate support in developing countries, GGGI will need to pay attention to economic development and to issues of social equity. Second, GGGI assumes that sufficiently skilled people are available and can be retained in institutions important for green growth. Third, GGGI assumes that once a critical mass of key countries implement green growth plans and evidence of the benefits becomes clear, the rest of the world will be influenced. Last, GGGI assumes that global public opinion will shift in favor of green growth as gains are delivered by green growth plans and initiatives. Over time, GGGI will need to adjust its theory of change if any of these assumptions proves to be inaccurate.

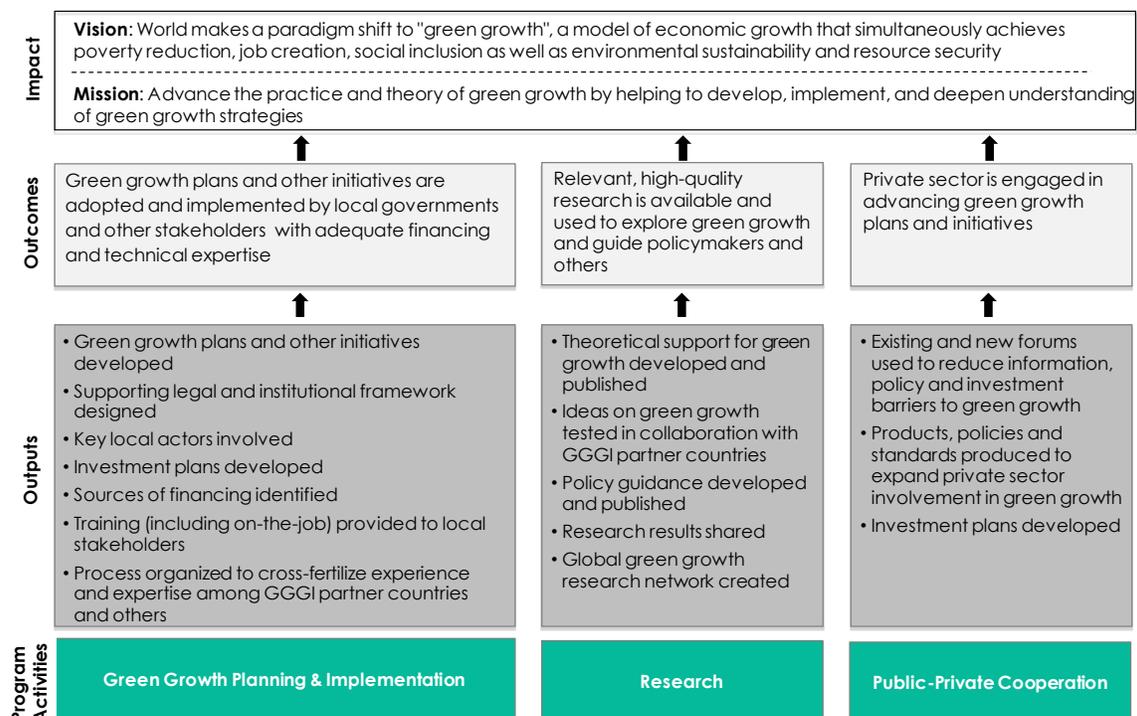


Figure 1: GGGI's theory of change.

1.2 BALANCE OF EFFORT ACROSS PROGRAMS

GGGI does not plan to place equal weight on each of its three program areas. GGGI believes successful examples of green growth plans are the most important way of stimulating the paradigm shift called for in its vision, and believes the greatest unfilled need today is for governments – especially in developing and emerging countries – to obtain support for developing and implementing green growth plans. On the other hand, GGGI recognizes that there are many researchers already investigating green economy topics and other organizations seeking to promote public-private cooperation. GGGI's role should be to complement their work by focusing on driving green growth into fundamental economic policy and business strategy, as well as economic growth theory and international economic cooperation. None of

these challenges is being addressed satisfactorily by other organizations or initiatives at present, in part because, unlike GGGI, they have not been constituted to do so.

Reflecting the relative importance of and “unmet need” in each of its three areas of planned work, GGGI proposes to invest 65-70% of its program resources in its Green Growth Planning and Implementation (GGP&I) program, 15-20% in its Research program, and 10-15% in its Public-Private Cooperation (PPC) program, as illustrated in Figure 2.

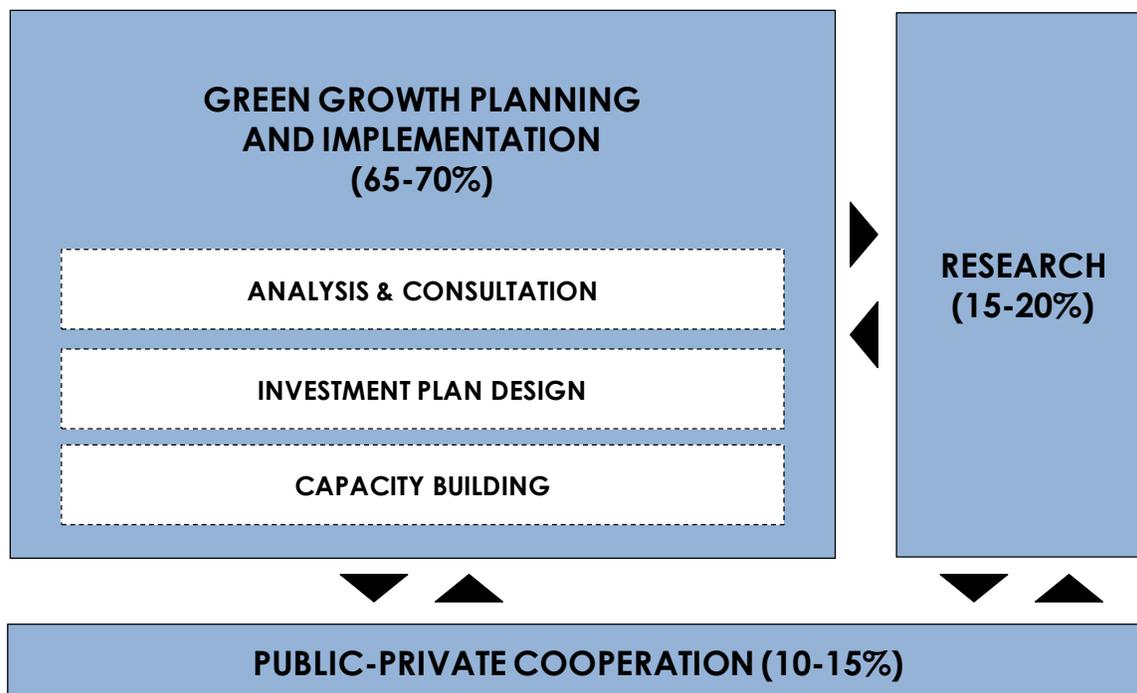


Figure 2: GGGI's strategic priorities and resource allocation.

2. GREEN GROWTH PLANNING AND IMPLEMENTATION PROGRAM

The Green Growth Planning and Implementation (GGP&I) Program will provide direct and customized support to governments in developing and emerging countries as they design, adopt and implement green growth strategies. GGP&I activities fall into three mutually reinforcing categories: green growth planning, green growth technical and institutional capacity building, and green growth implementation. GGGI will also support South-South policy dialogue and experience sharing as part of the capacity building activities.

2.1 OBJECTIVES AND TARGETS FOR GREEN GROWTH PLANNING AND IMPLEMENTATION

Over the next three years, GGGI plans to help create at least 12-15 national or subnational green growth plans and aims to see 10 of them officially adopted (through legislation or other means). GGGI also hopes to have an additional 4-6 green growth plans and supporting legal and institutional frameworks under development by 2014. All of these green growth plans will be developed and designed in coordination with local actors. GGGI believes that if, by the end of 2014, ten economically and geographically diverse developing countries are beginning to implement green growth plans meant to accelerate poverty reduction while strengthening resource security and environmental sustainability, then the international community will be at a transformative point of redefining development politics and economics, as well as providing a possible solution of addressing environmental public goods such as global warming.

GGGI will support implementation of green growth plans, and specifically aims to have supported development of 10-15 investment plans in at least 6-8 different locations by end of 2014, which successfully identified and secured more than 50% of their target finances. These investment strategies may include changes to regulations to promote investment, and will take advantage of concessionary finance to improve the risk and return profiles of specific sectors and regions.

GGGI will support the development of local institutions in its partner countries and regions, by providing training on the theory and practice of green growth to at least 1,000 stakeholders by the end of 2014. These stakeholders will be mainly employees of government, relevant non-governmental organizations, research institutes and universities. GGGI will also organize forums to encourage collaboration and the sharing of information and experiences across ministries, regions and countries. GGGI aims to have 300 people per year participating in such forums by 2014. GGGI expects these activities to yield a 50% improvement in green growth capacity within national implementation and planning bodies by 2014, with trainees retaining the information they were taught and 75% applying it on a regular basis.

2.2 PROGRAM PORTFOLIO AND PRIORITIES

GGGI prioritizes programs supporting comprehensive green growth planning and implementation, which should represent 70-80% of resources devoted to the GGP&I program. Many support programs will be at national levels, but GGGI will also work at the provincial or municipal levels, since many provinces or cities offer a larger scale and potential impact than some countries. The remaining 20-30% of the GGP&I program resources will go toward support for planning and implementation of strategies for specific sectors (e.g., transport, energy use, water management) that will be central to green growth in many parts of the world, and thus are very important sectors for GGGI. GGGI expects that many governments will be interested initially in starting work on specific sectors, prior to pursuing comprehensive green growth planning.

When deciding the locations of its activities, GGGI will prioritize countries, provinces or cities with:

- Strong, high-level political commitment, preferably from the head of government or minister for finance or economy, a clear domestic partner with which GGGI can develop a long-term relationship for analysis and institutional capacity building, and willingness to view green growth as an element of its core economic strategy;
- Potential to become an example that guides the development and dissemination of green growth strategies both regionally and globally;
- Potential for significant impact on the global economy, thereby furthering the economic case for green growth planning and implementation; and
- Particular needs that correlate with GGGI's strengths, especially its analytical capabilities.

In order to maximize its learnings, and to produce examples which will be seen as relevant to many different countries, GGGI will develop and test green growth plans in a variety of regions (e.g., Middle East & North Africa, South America, and South & South-East Asia), income levels (e.g., low-income countries, frontier markets, and big emerging economies) and types of economies (e.g., economies primarily dependent on agriculture, economies driven by large industry or manufacturing, economies rich in oil, natural gas, and other natural resources). Figure 3 below shows the geographical and economic diversity of GGGI's current and planned portfolio¹.

But while the goal is to support a number of successful examples in different types of economies and regions, GGGI will place a priority on the quality and depth of country engagements rather than the quantity of them. GGGI's mission of helping to integrate rigorous green growth analysis and capacity building into core economic development strategy will require its engagements to be time-, resource- and relationship-intensive. The Institute will seek to strike an appropriate balance between the depth and breadth of its Green Growth Planning and Implementation program by ensuring that there is a

¹ The current and planned portfolio includes low-income countries such as Cambodia, Ethiopia and Rwanda, frontier markets such as Kazakhstan, Mongolia and UAE, and big emerging economies such as Brazil, China and India.

manageable and relatively balanced flow of projects through the different phases of the methodological progression of its work.

Since 2010, GGGI has scoped and launched green growth planning programs in six locations: Brazil, Cambodia, Indonesia (East Kalimantan), Ethiopia, Kazakhstan and UAE. Ethiopia and East Kalimantan are now transitioning to implementation phases. Regions where new engagements are being scoped and may be launched in 2012-13, include the Amazon Basin, China (Yunnan), India (Karnataka), Mongolia, the Philippines (two cities), Morocco, Peru, Thailand, Rwanda, Vietnam and South Africa. In addition, GGGI anticipates another 3-5 will be scoped and possibly set-up by the end of 2014, as several of the preceding group move from the analytical to implementation phase.

For each of these locations or projects, GGGI will be conducting one or more of the following four activities: green growth planning, green growth technical and institutional capacity building, green growth implementation via investment planning, and South-South policy dialogue and green growth experience-sharing.

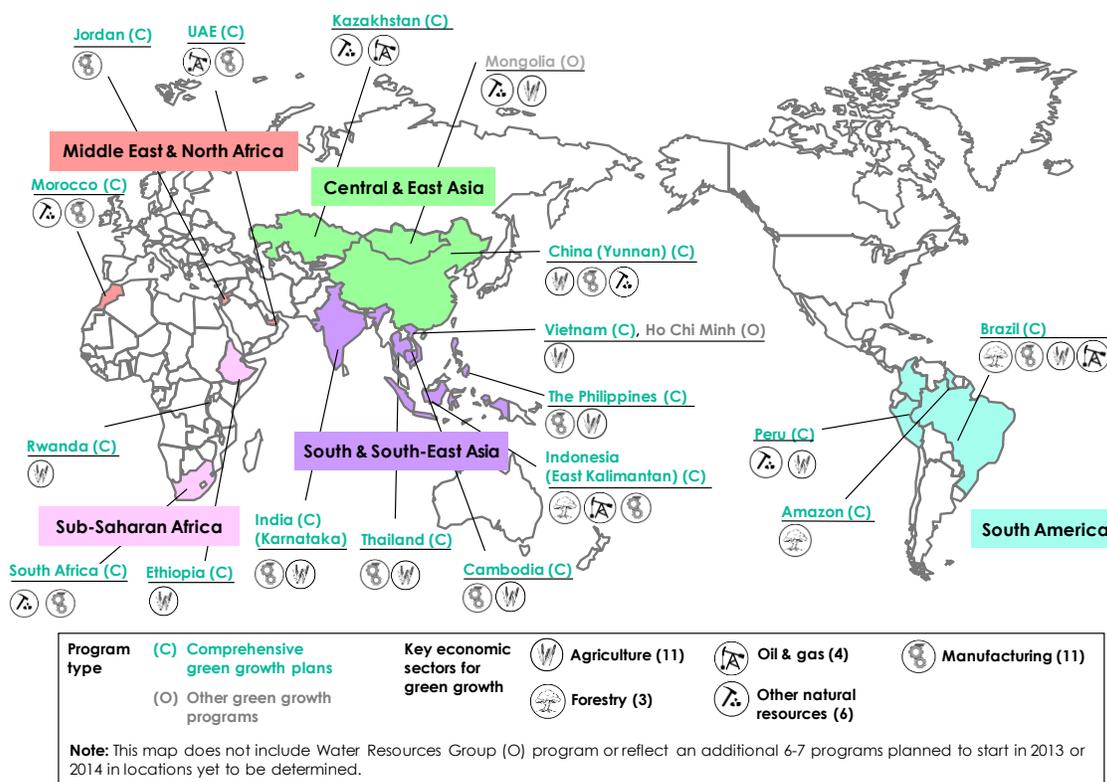


Figure 3: GGGI’s portfolio of comprehensive and other green growth programs already underway or undergoing scoping (2012-2014).

Plans for additions to GGGI’s portfolio of program locations will be approved by its Board on an annual basis, as part of the organization’s annual plan and budget. The GGGI management team will pursue programs in the planned locations, and report to the Board on its progress. It is to be expected that some programs will not proceed following initial scoping efforts and that management will have the flexibility to deploy and redeploy resources accordingly within the approved portfolio of locations in order to achieve maximum impact in line with its mission. It is also to be expected that new opportunities will arise from time to time, in which case GGGI’s management would seek approval from the Board to pursue such opportunities for new locations either at the next regular meeting of the Board or through the Board’s Program Subcommittee.

2.3 APPROACH TO GREEN GROWTH PLANNING SUPPORT

GGGI’s role will be that of a government’s trusted, neutral partner, helping to explore green growth opportunities in the context of the country’s own growth and development aspirations. GGGI will not be an agent of any individual or group of donors, nor will it espouse any particular planning tool or methodology. Rather, it is a platform for gathering different resources and technical capabilities for the purpose of serving developing country governments, and for sharing knowledge and experiences in order to serve partner

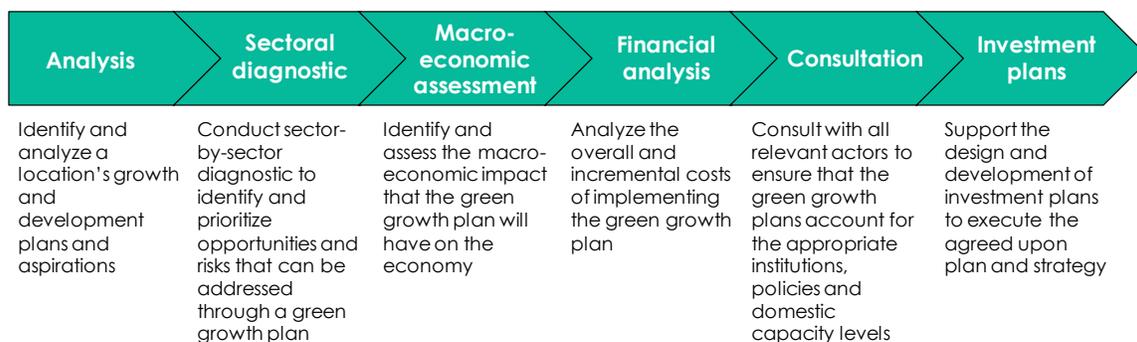


Figure 4: Methodological flow of green growth planning.

governments and cross-fertilizing learning from these experiences in order to serve these and partner governments even more effectively.

GGGI’s green growth planning work will be to support the analysis and structuring of green growth plans; the design of legal and institutional frameworks; the involvement key stakeholders; the creation of domestic technical and institutional capacity; and the conduct of financial analysis that facilitates access to capital and technology to support plan implementation. The general structure of GGGI’s

methodological approach to green growth planning is designed to ensure that such plans are as effective, data-driven and implementation-friendly as possible, as shown in Figure 4.

At the same time, GGGI's approach to its work will remain flexible in order to adapt to the specific needs and concerns of its government counterparts. In general, GGGI will strive to employ certain key principles when conducting its work. First, GGGI will always begin its work based on the country's existing growth and development aspirations and plans. Second, GGGI will develop rigorous analyses – macroeconomic, sectoral and institutional – to inform the green growth strategy. Third, GGGI will devote time and effort to training and developing country counterparts throughout the analytical process. Fourth, GGGI will engage actively with relevant inter-ministerial and inter-agency members and stakeholders in order to test and refine the legal and institutional framework that best fits the context of the political economy. Finally, GGGI will focus on developing investment pathways in key sectors which can help activate investors and donors. These principles will help ensure that GGGI's work is responsive to the needs of its government counterparts.

2.4 APPROACH TO GREEN GROWTH IMPLEMENTATION SUPPORT

GGGI will provide technical assistance to governments as they mobilize funds needed for plan implementation. Far too often, general donor and private sector interest in funding green infrastructure and industry fails to be translated into disbursements and deals because concrete, actionable investment analysis is lacking. One way to overcome this hurdle is by making this kind of analysis a *bona fide* part of the green growth planning process (albeit recognizing that this requires a different set of professional skills than economic analysis and institutional capacity building) and framing it as a roadmap for how public funds could be structured in the manner most likely to “crowd in” private investors, both domestic and foreign.

Once a green growth plan has been adopted by a government, GGGI will deploy a team of investment experts to work with those responsible for plan implementation. The team will help conduct the financial analysis necessary to developing regional and sectoral investment plans or frameworks outlining opportunities for public and private investment. Besides creating a pipeline of high-quality, investable projects, these analyses will highlight opportunities for the optimal use of public funds, in the form of grants, concessional financing, loan guarantees and other risk mitigation products, to attract private funds. These regional and sectoral investment plans will be intended for the government's own finance ministry, multilateral and bilateral development finance institutions, private financial institutions both domestic and foreign, sovereign wealth funds, and dedicated climate funds and facilities.

GGGI's main contribution to plan implementation will be through the mobilization of the financial analysis and capacity building necessary to enhance the country's access to sources of finance and technology. It will not seek to become a broker or supplier of finance or risk mitigation instruments. However, as feasible and appropriate, GGGI will also use its networks and institutional partnerships to connect potential investors to projects and to facilitate the flow of information and communication

between governments and financiers. Staff and resources in the PPC program area will lead this work. Once the connections have been facilitated, GGGI will draw on the expertise of institutions such as large multilateral development banks to actually structure the transactions with the appropriate mix of public and private financing and ensure they are successful.

2.5 GREEN GROWTH TECHNICAL AND INSTITUTIONAL CAPACITY BUILDING

GGGI considers capacity building an integral element of its green growth planning services, and every such engagement will include a medium-term capacity building component in addition to analytical assistance. To this end, GGGI will ask partner governments to identify a domestic institution, such as an economic research institute or planning ministry, with whom GGGI can work to build permanent technical and managerial capacity in green growth.

GGGI offers three ways to build capacity. First, participants in green growth planning working groups are offered continuous on-the-job training on both technical and managerial aspects of green growth planning. These participants, identified in consultation with the government partner, will typically include people from relevant ministries, research institutes and universities. Second, GGGI organizes customized, classroom-based training for participants in the green growth working group, on the specific topics most relevant to the location's needs². Third, in response to governments' growing demand for capacity-building programs, GGGI plans to establish a Global Green Growth Academy that offers educational modules to mid-level planners and policymakers at various locations throughout the year. The Academy will operate as a virtual entity with physical hubs at various GGGI bases, such as Abu Dhabi, and will partner with two to three other institutions. Tentative plans have been made for the Academy to be operational by the end of 2013.

2.6 SOUTH-SOUTH POLICY DIALOGUE AND EXPERIENCE-SHARING

In addition to its individual country activities in the form of providing support for green growth planning and implementation within individual countries, GGGI will create an open, global platform for the sharing of experience and insight among countries that are pursuing rigorous green growth strategies, whether or not these have been prepared with GGGI's assistance. GGGI seeks to build an ongoing, mutually beneficial community of senior policymakers (e.g., vice ministers, directors general) responsible for the design and implementation of green growth plans within their countries. This community of green growth leaders will serve as a forum for the exchange of peer advice, a global pool

² GGGI's work in Ethiopia is an example of the organization's capacity building efforts. There, GGGI helped create a Ministerial Steering Committee to enable alignment across ministries, buy-in for the facts at the highest level, and accountability for progress. A technical committee was set up to monitor day-to-day progress of the project. In addition, a set of sub-technical committees were assembled to develop sector-specific green economy strategies. GGGI's team conducted workshops to share with these sub-technical committees, green growth planning tools, expertise on emissions data and GHG abatement lever evaluation methodologies; these groups are now able to carry out complex analysis independently, or with minimal support from, GGGI.

of expertise for other policymakers whose countries are contemplating green growth, a feedback mechanism for the comparative analysis and continuous improvement of green growth planning methodologies, and an informal group of global ambassadors for the new development paradigm being forged out of their collective experience. The group will also be invited to help guide GGGI's research agenda, thereby helping to ensure that our work is the greatest possible relevance to those operating at the cutting edge of the field. The annual Global Green Growth Summit will be an important opportunity for peer exchange as well as public dissemination of country experiences.

2.7 PLANNED TIMELINE FOR GGP&I WORK IN 2012-14

Over the next three years, the green growth planning and implementation portfolio will likely include 22 to 26 projects, including three new, and as-yet unspecified, projects to be started in 2013, and three or four in 2014. Figure 5 presents these projects and their anticipated progress. The current pipeline includes:

- Two country programs (Ethiopia and East Kalimantan, Indonesia) are moving quickly into the implementation phase;
- Five programs (Brazil, Cambodia, Kazakhstan, the Philippines and UAE) are currently in the green growth planning phase;
- Five programs (Indonesia (central government), Yunnan, China, Karnataka, India, Mongolia and Amazon Basin) are in the advanced scoping phase; and
- Seven programs (Peru, Jordan, Morocco, Vietnam, Rwanda, South Africa and Thailand) are in the early scoping phase.

It is important to note the possibility that a portion of these projects may not materialize into comprehensive green growth plans once the scoping phase has been completed, as the political will, technical skills or institutional capacity may turn out not exist to take them forward.

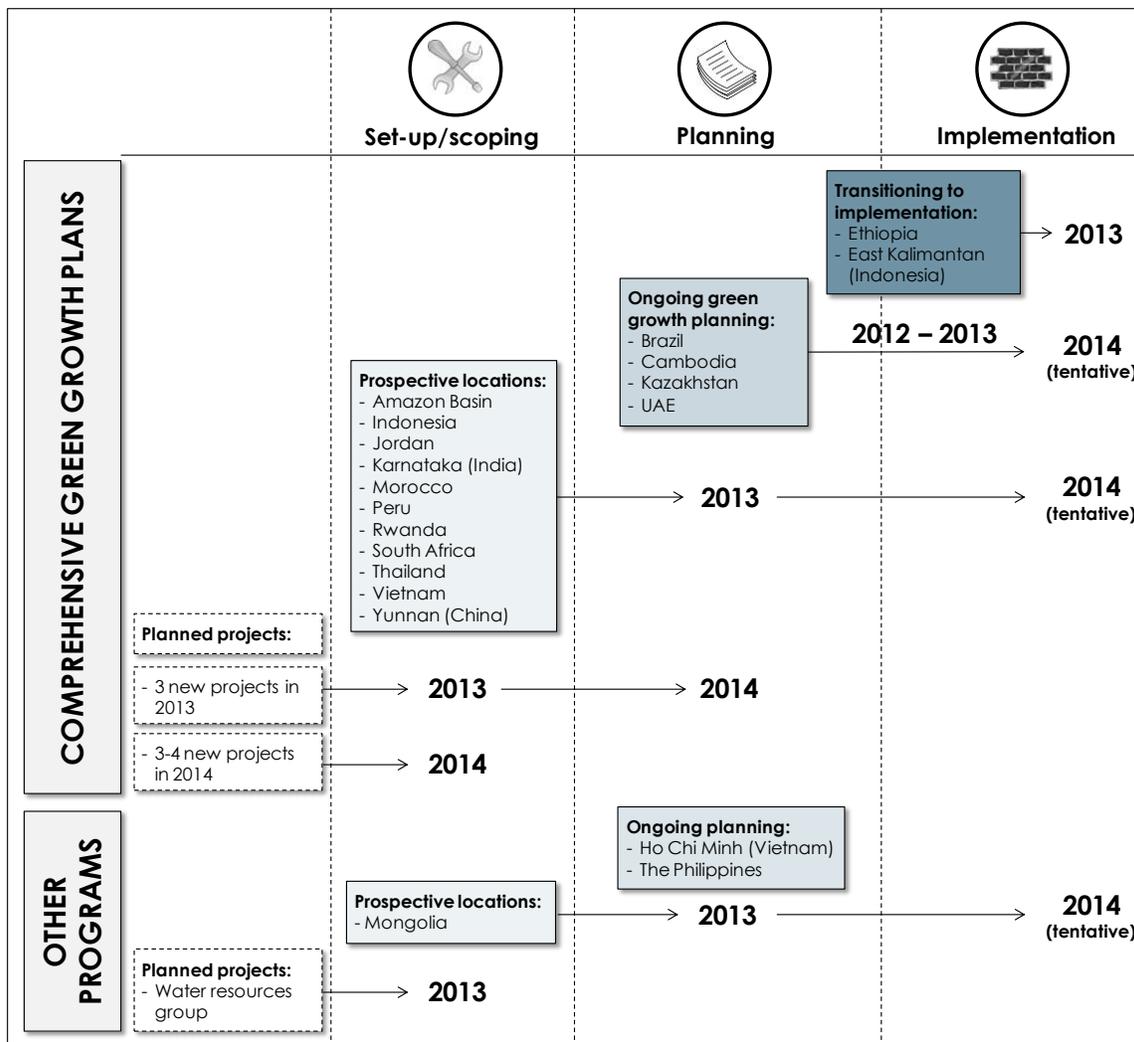


Figure 5: Estimated timeline for GGP&I programs.

2.8 DELIVERY MODEL FOR GGP&I WORK

GGGI will deliver its work in green growth planning and implementation through an integrated hybrid team, which enables GGGI to draw the best from each of the three, available sets of human resources. The first set of resources is the local government counterparts critical to ensuring the sustainability and long-term impact of the project. They will be incorporated at all levels of the project and will be asked to act as national liaisons of the project and they will be able to benefit from the sectoral and green growth expertise that GGGI can bring to the table. The second set of resources is the staff of GGGI, who will be asked to provide significant sectoral expertise (both in green growth-specific content areas, as well as project financing/investment support) and to support the project's management and relationships. The third set of resources is external consultants that provide specific technical expertise on issues where the organization does not have the relevant expertise. GGGI aims additionally to learn from the external consultants and use their knowledge and participation to inform the structure and analysis for future projects.

While only a few projects currently use this staffing model, GGGI aims to introduce the integrated hybrid team model to the majority of its comprehensive green growth planning projects by 2014. GGGI is currently on a trajectory to build its internal expertise and it will increasingly look to leverage this set of resources. Under the integrated hybrid model, GGGI aims to have 50% of a project budget be dedicated to funding the contribution of internal staff expertise. Teams will likely be composed of 3-5 full-time staff members of varying levels supervised by a Director. In addition, the majority of the entire team will be located in-country to the fullest extent possible in order to transfer knowledge and skills directly, to support local capacity building, and to ensure that tailored, contextual solutions are being developed.

The remaining 50% of a project team will comprise external resources. This will include specific technical consultants, but as GGGI develops its internal expertise, the need for such consultants will diminish so as only to require highly specialized professionals. Instead, the focus will shift to using local institutional partners wherever possible (such as relevant research institutions, universities, civil society organizations) that can help support the national green growth planning and implementation agenda.

Overall, the integrated hybrid team model will enable GGGI to play a more active role in country planning and to move beyond project management and project funding and serve as a global source of green growth knowledge and expertise for local and international players.

2.9 SKILLS REQUIREMENTS FOR GGP&I WORK

GGGI already has a well-established staff that actively conducts work in the GGP&I area. Nevertheless, the organization will require a significant expansion in both the number of GGP&I staff and in the scope of their skills, if it is to take on all of the planned GGP&I and to expand the role played by GGGI staff in integrated hybrid teams.

GGGI will need *sector and economic analysis experts* of three kinds. First, additional expertise is required across the various sectors related to economic growth and climate change such as agriculture, urban planning, water resource management, Reduced Emissions from Deforestation and Forest Degradation (REDD) and Land Use, Land-Use Change and Forestry (LULUCF) systems, and transportation. These experts will help ensure that GGGI has the specific content knowledge to support detailed sectoral analyses, and can apply the latest academic research and policy innovations to the green growth plans it is helping to develop. Second, GGGI will need economists, particularly those with expertise in analysis and modeling as it relates to natural resource economics, macroeconomics, and development economics. Their skills will be important in ensuring that the policy initiatives and interventions that are being developed in green growth plans fit with the economic growth plan of the country or region or city. These economists will also determine which are the most efficient and impactful policy proposals, and provide guidance on how to structure the policy initiatives in order to build on existing incentives in the private and public sectors. Third, expertise in policy-making, institutional governance and the design of legal structures will also be valuable to GGGI not only in finding innovative ways to build capacity at the local level, but also in ensuring that the green growth planning process is designed in such a way as to elicit support from a variety of stakeholders so as to guarantee long-term implementation of the plan.

GGGI will bolster its in-house skills and capability in project finance, financial and investment analysis and risk management through *project finance and investment officers*. In particular, GGGI will seek to develop its capabilities in conducting in-depth financial analyses and its ability to structure, identify and mobilize the right mix of public and private sources of financing to maximize the effectiveness of the green growth plan. These skills will be particularly valuable for projects entering the implementation stage, where the primary focus is on creating investment plans to attract capital and technologies.

For large-scale projects, GGGI will require *relationship managers* to manage the work, liaising with GGGI's partners in government and coordinating the work of the various GGGI staff and partners. These relationship managers will be called upon to manage multiple relationships and workstreams, as well as to engage with a wide network of stakeholders on a regular basis. Their assistance would be important to ensure the project is progressing with adequate levels of institutional support and on track to meet its intended results.

Finally, GGGI will also need to call upon a team of generalist *project officers*, to support with day-to-day analytics, data gathering and project management.

3. RESEARCH PROGRAM

There is a demand for evidence-based, data-driven and practical research that examines the key opportunities, challenges and risks involved in pursuing a green growth model of economic development. GGGI will seek to fill this gap by sponsoring its own research, drawing in particular from the experience of the countries and industries with which it works, as well as partnering with existing research institutes and multilateral organizations. It will also strengthen collaboration and intellectual cross-fertilization on green growth by creating a vibrant global hub that serves an extensive interdisciplinary community of green growth researchers and the policymakers interested in their work.

3.1 OBJECTIVES AND TARGETS FOR RESEARCH

The main outcome expected from GGGI's Research program is relevant, high-quality research that explores the potential of green growth and provides practical guidance to policymakers. This outcome should be observed in the citation of GGGI's research in policy documents and in other research. In addition, economic development and industrial policy program documents developed by governments, multilateral and bilateral agencies should reference GGGI's research.

To realize this objective, GGGI's research team will aim to publish at least 10 research papers and reports per year by 2014. To make research findings accessible, the team will also aim to publish 20 articles in leading magazines and journals on an annual basis by 2014. Additionally, senior research staff members will be expected to deliver 20 presentations every year to share GGGI's work at relevant conferences around the world.

3.2 RESEARCH AGENDA AND PRIORITIES

GGGI's research will focus on the economic aspects of green growth in which there is the greatest need for additional research particularly as perceived by senior economic policymakers (e.g., chief economic advisors, finance, economy and planning ministries, etc.) and leading growth economists. This is the community that ultimately will need to be persuaded if the prevailing growth and development model is to be transformed. Thus, research on purely or primarily environmental topics will be left to other institutions to pursue.

GGGI has identified the following priority topic areas for its research over the coming three years:

- Green growth planning tools and methodology;
- Lessons from in-country green growth planning experience;
- Economic theory and policy of green growth;
- Resource-efficiency and green growth;
- Technological innovation and green growth;

- Employment and poverty reduction;
- Social innovation, welfare and political economy dimensions of green growth; and
- International economic cooperation and green growth.

GGGI has already completed scoping and setting up research projects in seven of the eight areas mentioned above. One of the most important is a two and half year project titled *Green Growth and the New Industrial Revolution*, to be conducted in partnership with the Grantham Research Institute at the London School of Economics. The project comprises four distinct sub-projects and aims to strengthen the analytical and empirical underpinnings of the green growth concept in relation to both developing and developed countries. These sub-projects are: jobs, poverty and green growth; studies of the impact of innovation and other climate-change policies; evidence from economic history about the sources of growth and the role of policy; and, growth and adaptation to climate change.

Another important GGGI-initiated research project entitled *Scenarios of economic implications of green growth plans* is focused on developing a model to help policymakers assess the macro and sectoral economic impacts of low-carbon growth strategies. A core model has been developed Oxford Economics, GGGI's research partner, for the *European Roadmap 2050*³ project. This model will be extended to cover G-20 economies that are not already part of the EU2050 model including Argentina, Australia, Brazil, Canada, India, Indonesia, Mexico, Russia, Saudi Arabia, South Africa, Republic of Korea, and Turkey. The extended model will also include detailed information on the short term dynamics and long term impacts of green growth policies on international trade and public finances, as well as treating short-term dynamics.

Other research projects currently underway include:

- Analysis of the barriers to innovation in developing countries titled *Green Technology: Models for a New International Architecture*, in partnership with the Brookings Institution;
- Report on the *Impact of Green Industrial Investment on Employment* in partnership with UNIDO and the Political Economy Research Institute (PERI);
- Consultations with planning and environment ministry representatives from developing countries on the concept of green growth, a joint endeavor with OECD; and
- Paper on potential approaches to a plurilateral *Sustainable Energy Trade Agreement* with the Peterson Institute for International Economics and International Center for Trade and Sustainable Development; and
- Report series on Denmark's green economic experience, with the Danish Energy Agency.

3.3 KNOWLEDGE SHARING

GGGI is perhaps uniquely positioned to act as a global hub for researchers on green growth. This is a potentially very important and distinct contribution. For this reason, GGGI has negotiated an agreement

³ European Roadmap 2050 is an initiative of the European Climate Foundation to achieve a low-carbon economy in Europe.

to become the secretariat lead for the Green Growth Knowledge Platform (GGKP), a partnership project with OECD, the United Nations Environment Program (UNEP), and the World Bank. GGGI's aim for GGKP is that it should become the core platform through which the global research agenda on green growth is shaped, the research community is built and the latest research findings are communicated. GGKP has been designed to achieve this, in particular, through its research committees of leading academics and networks of researchers and practitioners in various sub-disciplines.

In addition, as a result of its network and links to green growth planners and implementers, GGGI has won the mandate to be the secretariat for another, closely related initiative: the Green Growth Best Practice initiative (GGBP). An affiliated program of the Green Growth Knowledge Platform, GGBP seeks to improve the quality of green growth planning and implementation through collecting, analyzing and identifying best practices from global experience with green growth to date. GGGI's role in this initiative will be to facilitate the content development through extensive engagement with key practitioners, experts and stakeholders.

On the strength of its emerging position as the node of the foremost international network of green growth researchers and practitioners, GGGI is also currently exploring the possibility of launching an international academic journal on green growth (Green Growth Journal) which would aid in sharing lessons on the theory and practice of green growth with a much broader community.

3.4 PLANNED TIMELINE FOR RESEARCH PROGRAM IN 2012-14

GGGI currently has seven ongoing research projects and three ongoing knowledge sharing initiatives. The bulk of the research projects will begin to be implemented (i.e., the data gathering and analysis) by mid-2012. Successful implementation of the GGKP and GGBP projects are a top institutional priority and these will be fully set-up and ready for implementation by the end of May and June respectively. In the case of knowledge sharing initiatives, implementation refers to them providing the full-range of secretariat services. In addition, during the second half of 2012, under the guidance of the Director of Research, GGGI will launch scoping activities for new projects for implementation in 2013.

While most of the projects currently in the research portfolio are expected to be completed by the end of 2013, GGGI's involvement with GGKP, GGBP and larger research projects like *New Industrial Revolution* is expected to continue through 2014.

3.5 DELIVERY MODEL FOR RESEARCH

GGGI will pursue a hybrid model to complement and leverage the strengths of leading global research institutes and centers to deliver high quality green growth research. By 2014, more than half of GGGI's Research program will be delivered through strategic tie-ups with other institutions or organizations.

GGGI staff will participate to varying degrees in these projects, and GGGI will often provide funding to its research partners.

At the same time, primarily in-house researchers will generate economics research on two priority topic areas – green growth planning tools and methodology and lessons from in-country green growth planning experience – which will draw heavily on GGP&I’s program experiences. With regard to knowledge-sharing projects such as GGKP and GGBP, the provision of secretariat services will also be largely managed by in-house staff with assistance from partner institutes and external contractors only if necessary. Similarly, the Green Growth Journal will primarily be driven by GGGI’s research program staff.

3.6 SKILLS REQUIREMENTS FOR RESEARCH WORK

GGGI is currently in the process of hiring a Director to lead its Research program. To support the new Director in delivering the program targets, it is anticipated that the program will need additional in-house expertise in two areas.

First, GGGI seeks to define and raise funds for new research areas, conduct independent data gathering and analysis and disseminating the findings through existing academic and policy networks. As such, the organization will hire *research fellows* who will have research experience and credibility on the specific topics of GGGI’s research agenda. In order to support the day-to-day project management and research requirements, GGGI will also hire junior *researchers* who can provide the logistical, data gathering and analytical support required.

Second, in order to effectively support its research agenda, GGGI will also build its capacity to manage large-scale research projects (i.e., those that involve multiple partners and 4-5 individual researchers). When a research project is too large for a *research fellow* to effectively manage, GGGI will seek to hire *research relationship managers* to assist the *research fellows* in handling the project management work. Somewhat similar to *research relationship managers* are the *GGKP and GGBP managers* which GGGI intends to recruit to coordinate the Green Growth Knowledge Platform and the Green Growth Best Practice initiative.

4. PUBLIC-PRIVATE COOPERATION PROGRAM

Over the past decade, there has been considerable experimentation with and piloting of PPPs related to green growth. The crucial challenge is to move this activity to scale. GGGI will seek to spur progress in this regard at two levels: a) by facilitating access by the countries it advises to the domestic and international capital needed to implement the key sectoral priorities of their green growth plans; and b) by catalyzing and providing the institutional support for creation of standards and other incentive frameworks that have the potential to mainstream resource efficiency considerations in corporate capital allocation and management practices more generally.

4.1 OBJECTIVES AND TARGETS FOR THE PPC PROGRAM

The PPC program aims to increase the amount of investment capital that flow on a country-by-country basis into green growth's key sectors: sustainable power, water, transport, built environment infrastructure, and so on. And, at the global level, the PPC program will seek to increase the number of governments, regional, national, provincial or city-level, that adopt products, policies and/or standards that encourage expanded private sector investment in green growth initiatives in the coming years. The program will also continuously try to include and elevate the importance of green growth in the agenda of key global and regional economic and trade forums (e.g., G20 gatherings, annual meetings of multilateral development banks, UN forums, World Trade Organization meetings).

Specific targets for the program team for the period 2012-2014 will include:

- Helping 6-8 countries or provinces that have developed rigorous green growth plans mobilize the majority of the capital and technology requirements identified by such plans.
- Growing the Global Green Growth Forum into a major, agenda-setting event that shifts the weight of ministerial and CEO attention from the political and legal dimensions of international cooperation on sustainable development to the practical work of building the market infrastructure of incentives, generally accepted practices, standards and institutions that will speed and scale changes in behavior by companies, investors and consumers.
- Catalyzing or expanding 6 major global initiatives that reduce such information, policy or behavioral barriers to the scaling of green growth investment, innovation and best practice.
- Leading GGGI's participation in five key global economic and trade forums through speaking engagements and hosting side-events.

4.2 PLANNED APPROACH AND ACTIVITIES

GGGI wishes to play two very specific and important roles in fostering public-private cooperation. The first is at the local level (i.e., at the level of countries and provinces that have developed rigorous green growth plans) and the second is at the global level with inter-governmental institutions and multi-

national corporations. In both cases, the PPC program will include a portfolio of public-private partnerships (PPPs) which will form the backbone of this program area's work.

First, GGGI plans to support implementation of green growth plans particularly by providing technical assistance to governments to mobilize funds for plan implementation. Specifically, GGGI will deploy a team of investment analysts drawn from the public and private sectors to work with the governmental body at the highest level of responsibility for plan implementation. The team will assist in conducting the necessary financial analysis to develop regional and sectoral investment plans outlining opportunities for public and private investment. GGGI's investment plans will highlight opportunities where public funds can be used optimally, in the form of grants, concessional financing, loan guarantees and other risk mitigation products, to attract private funds. The target audience for these regional and sectoral investment plans will include the government's own finance ministry, multilateral and bilateral development finance institutions, private financial institutions both domestic and foreign, sovereign wealth funds and dedicated climate funds and facilities.

Far too often, general interest in funding green infrastructure and industry within the institutional investment community is not matched by the availability of concrete investment analysis of the type is actionable by it. The key to overcoming this hurdle is making such analysis a *bona fide* part of the green growth planning process (despite the fact that it requires a different set of professional skills) and framing such analysis as a roadmap for how available public (e.g., ODA) funds could be structured in the manner most likely to "crowd in" private investors, both domestic and foreign. It is important to note that GGGI does not seek to structure transactions or provide financing, recognizing that many existing players can play this role.

At the global level, GGGI's PPC program will work to put green growth at the center of the international economic policy agenda, so that governments attach greater importance to adopting and implementing policies, agreements and cooperative arrangements that facilitate the flow of private investment and technology to those places where they are needed for green growth to happen. The Global Green Growth Forum will be expanded into a major, agenda-setting event where governments and corporations can share their experiences, identify gaps in the public-private dimension of the international green growth architecture and discuss new approaches to filling those gaps through policy and partnership. As it grows the Green Growth Forum, GGGI will continue to their support other, relevant international forums based as long as the objectives are aligned with GGGI's. For example, GGGI is supporting the Mexican government in its capacity as the 2012 chair of the G20 as well as the World Economic Forum in its capacity as lead secretariat for the B20 process.

PPC's global portfolio will be comprised of a number of PPPs which will include focused, sector-specific initiatives that bring private sector and governments together to agree on common standards, also aimed at facilitating investment and technology flows. Examples of where GGGI is already preparing this work are projects on:

- *Renewable Power Integration*, with the Clean Energy Ministerial (CEM) process;

- *Industrial Efficiency Metrics and Standards* for appliances and industrial motors, with the International Partnership for Energy Efficiency Cooperation (IPEEC); and
- *Green Procurement*, to provide guidelines for governments, with the International Institute for Sustainable Development (IISD).

A green growth technology project that cuts across GGGI's three program areas, currently at concept stage, will also be led by the PPC team.

To guide its activities on PPC and to provide broader advice to the organization, GGGI is in the process of setting up a Corporate Advisory Council comprising 12 to 15 large global companies that are committed to the green growth agenda. Danfoss and POSCO are already members and GGGI aims to enroll at least 5 more corporations into the council by the end of 2012. The PPC program will also help GGGI expand its cooperation with a limited number of private foundations and companies to supplement the resources available for its research and PPC activities.

4.3 PLANNED TIMELINE FOR PPC WORK IN 2012-14

GGGI's PPC program is expected to take off as a full-fledged program by the second half of 2012. This is partly because much of the local PPP work will occur only after green growth plans have been developed and adopted by respective governments. It is anticipated that the majority of the portfolio of GGP&I projects will only enter the implementation phase in 2013, when investment facilitation services become most relevant.

Of the global PPP work envisioned, the *Green Procurement* initiative will start to be implemented before the end of the 2012. Other projects, including the *Energy Efficiency Metrics and Standards* and the *Renewable Power Integration* are likely to be fully scoped and set-up by the end of 2012 after relevant stakeholders have discussed them further at the Green Growth Forum in October 2012. These global initiatives are expected to run for at least two years.

Finally, the Corporate Advisory Council will be developed further in May 2012 when a first meeting is held on the sidelines of the Global Green Growth Summit. This initial meeting, to be held with a large group of current and potential council members, will be followed by meetings with smaller groups to define the agenda for the Council and processes it will follow to ensure members are actively engaged.

4.4 DELIVERY MODEL FOR PPC WORK

GGGI will pursue two kinds of delivery models for local PPPs and global PPPs. Country-specific PPP work will be delivered by teams consisting of GGGI staff with the experience and networks necessary to perform the financial analysis and engage relevant donor institutions and private investors in the

construction of viable investment plans. This work will be delivered by project finance professionals who report to the GGP&I country program team leaders.

With respect to global PPPs, GGGI is most often likely to be the key sponsor and implementation partner for an initiative that is owned by multiple stakeholders. Global PPP projects will, therefore, be delivered by team consisting of GGGI staff in initiative coordinator/project manager roles and staff from other sponsors or initiative partners in complementary roles. Vendors will provide specific services like IT and conference management. This model may be observed in the delivery of the Global Green Growth Forum (GGGF) project where the bulk of the work of planning and organizing the forum is split between the initiative partners (i.e., GGGI and the GGGF secretariat). GGGI staff are responsible for developing program content, planning sessions, facilitating discussions among key stakeholders at the event and following up on the most important ideas that emerge from discussions to convert them into concrete proposals for sector-specific global PPPs. Further, GGGI is supporting the development of a joint GGGI-Global Green Growth Forum strategic approach for prioritization of the opportunity for PPPs beyond the Rio+20 conference. Logistics management and administrative services are provided by the GGGF secretariat and external vendors provide conference management services.

4.5 SKILLS REQUIRMENTS FOR PPC WORK

In order to support the successful delivery of its ambitious set of programs, the PPC program will require skills in three areas.

First, the organization needs to develop its ability to develop, manage and sustain large-scale initiatives with a variety of stakeholders from the public, private and non-profit sectors. By hiring *PPC facilitators*, GGGI will be able to more effectively manage the day-to-day requirements of these initiatives (such as scheduling meetings and managing finances), but will also be in a position to provide necessary strategic leadership to maintain relationships, sustain funding and expand the program to meet new goals beyond 2014.

Second, the program requires expertise in specific industries, particularly those that are likely to be important to green growth, such as mining, oil and natural gas, manufacturing and agriculture, among others. *Sectoral experts* will help to design industry-specific initiatives as appropriate and use their networks to convene the right players to ensure the success of the project.

Third, the PPC program will require generalist *analysts* who can support coordination, project management and analytic efforts.

5. GGGI ORGANIZATIONAL DEVELOPMENT

GGGI will need to strengthen and develop its own organization considerably if it is to deliver on the strategic plan for 2012-14. The top priority will be recruitment of a talented, international team across all the program areas and operational support. Other key areas of organizational development during the next three years include the introduction of results-based management and systematic core operating processes, continued improvements to financial management practices, strengthening of management systems and GGGI's organizational culture and clarification of staff supervision. GGGI will also convert from a Korean NGO to an international organization during 2012 or 2013.

5.1 RECRUITMENT PLAN

GGGI is building a new kind of intergovernmental organization, one that is interdisciplinary, inclusive of many different stakeholders and driven by the priorities of the developing world. In order to differentiate itself and complement its primary multilateral partners, GGGI will need to draw on knowledge generated in all geographic areas and fostered in all sectors – public, private and academic. Therefore, it must build an enabling staff, reflective of its vision and mission. Such a staff will comprise individuals committed to GGGI's goals to build green growth planning capacity at the country and local level and to combine South-South and East-West approaches to the green growth planning work. It will consist of professionals with the top-class expertise and motivation necessary for the growth of GGGI's strategic partners and the success of its mission.

Recruitment targets.

GGGI's hybrid delivery model requires an expansion of its internal capacity for analysis, project execution and research, as the overall scale of GGGI's work expands and as GGGI's own staff begins to conduct a substantial part of the program work, especially in green growth planning and implementation and in research. In order to meet this need, GGGI plans to expand its staff quickly over the next three years, from the current staff of about 60 to perhaps 160-170 staff by the end of 2014.

Figure 6 presents estimates for the planned expansion of GGGI staff in each program area, international cooperation and operations. The management team will adjust the recruitment targets from time to time in the next three years based on the organization's fundraising progress and actual revenues. As noted in the previous sections, GGP&I requires *sector and economic analysis experts, project finance and investment officers, GGP&I relationship managers, and program officers*, Research requires *research fellows, researchers, and research relationship managers*, and PPC requires *PPC facilitators, sectoral experts and analysts*. Appendix B presents a breakdown of the recruitment targets for each of the roles described above, together with brief summaries of role descriptions and examples of the profiles of people GGGI look to recruit into each role.

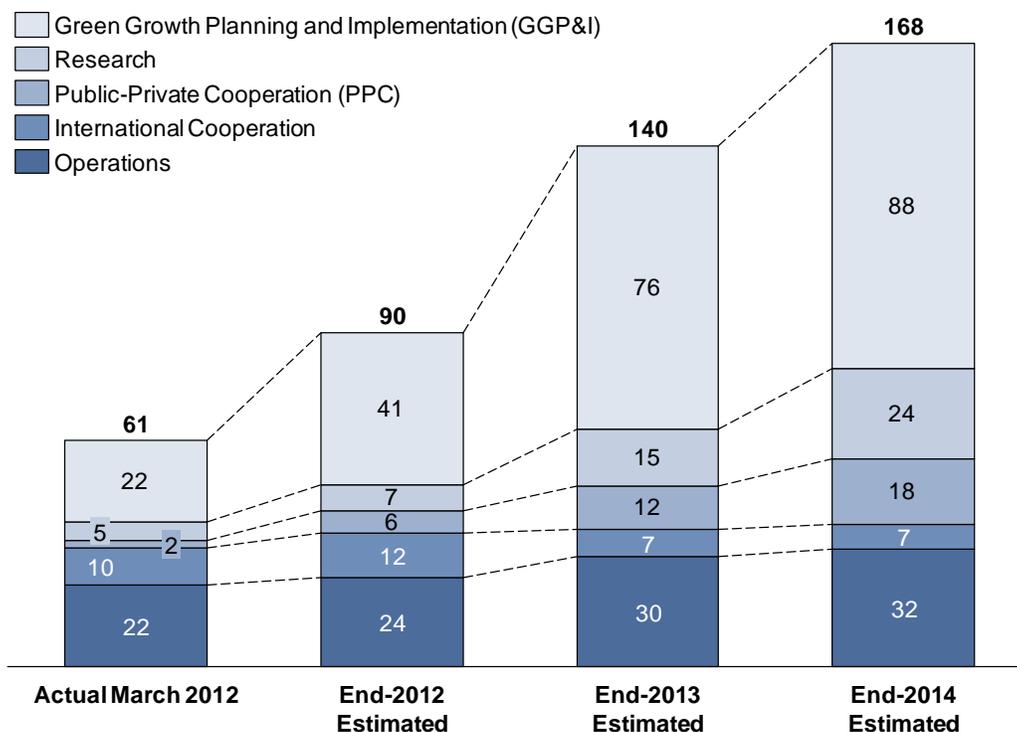


Figure 6: Estimated staffing levels required for GGGI programs and organizational units.

Recruitment processes and timelines.

GGGI will structure its hiring process into four steps: first, developing the job description; second, identifying and inviting potential candidates; third, selecting (i.e., collecting applications, screening and short-listing) and interviewing candidates; and fourth, extending the offer and negotiating the final contract with the prospective employee.

Executive recruitment agencies will be used to identify and select candidates senior positions. Their use is necessary in recruiting for the most senior roles since they have extensive experience in identifying and successfully attracting senior professionals worldwide. In addition, they will have better access to candidates with the specific characteristics needed for highly specialized roles such as sector and economic analysis experts and project finance and investment officers.

GGGI will make special efforts to attract qualified candidates from developing countries for all positions. GGGI's satellite offices in London, Copenhagen and Abu Dhabi, will play an important role in attracting international talent⁴.

⁴ Specifically, the Copenhagen office will play a key role in GGGI's Public-Private Cooperation Program and in engaging European experts in green growth planning work. In addition to supporting the UAE's green growth planning, the Abu Dhabi office supports GGGI's Africa and Middle East work and is a global capacity building hub. The London office will be a hub for key parts of GGGI's research agenda and green

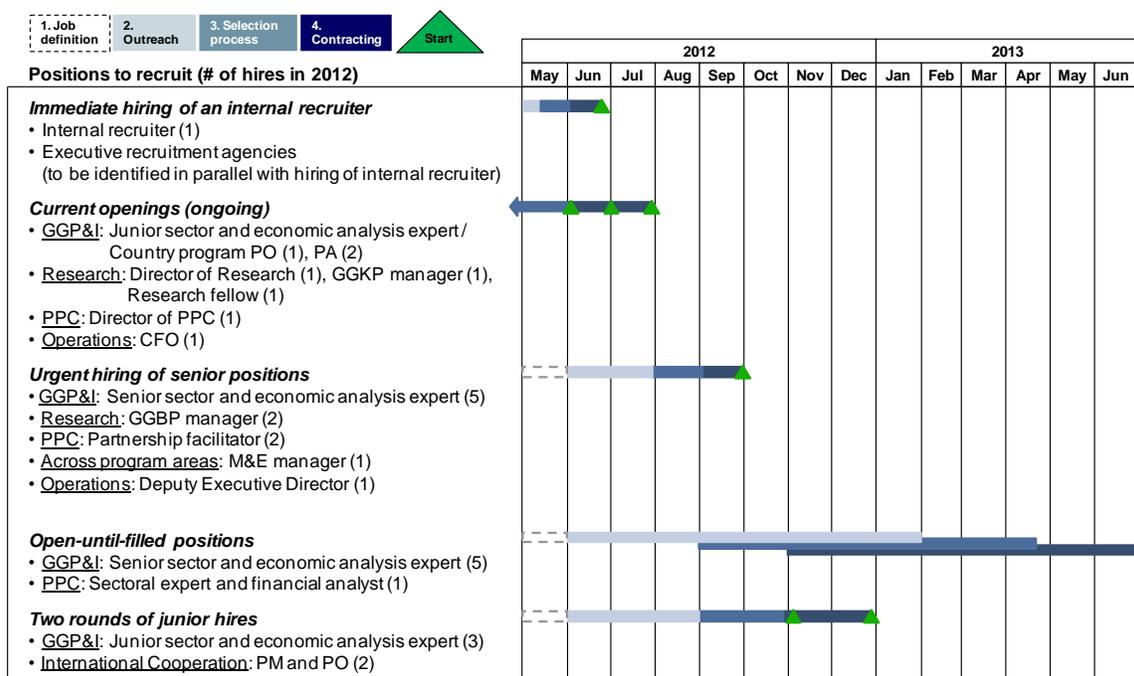


Figure 7: Streams and timeline of near-term hiring.

Based on the type of role, the resources available, and the urgency with which the role is needed, GGGI has divided its near-term target hires into five streams: immediate hiring of an internal recruiter, to be filled by in the coming few months; ongoing openings; urgent hiring of senior positions, to be filled by end of 2012; open-until-filled positions, which might be open until mid-2013; and two rounds of junior hires, which will be filled in the fourth quarter of 2012. Figure 7 illustrates the target timelines for each recruitment stream.

Immediate hiring of an internal recruiter is a current and ongoing hiring process to recruit a senior-level individual (the equivalent of an SPM rank) to support and lead the Human Resources team in recruiting all of the additional staff need for the organization’s expansion over the next three years. The ongoing recruitment process for this internal recruiter is led by the Human Resource team and leverages staff and management team networks and referrals. The internal recruiter will lead and coordinate the recruitment of senior staff through internal and external approaches (e.g., such as using executive recruiters) and will fully manage the recruitment for junior positions.

Current openings (ongoing) include eight positions for which GGGI will initiate the selection process by May 2012: a Chief Financial Officer, a Director of Research, a Director of the PPC program, a PM-equivalent to support the GGKP, a research fellow, a program assistant for country programs, and

growth planning analytics. Seoul, GGGI’s headquarters, will continue to host the organization’s core administrative and management functions, as well as major teams in all three program areas. Over time, staff will enjoy the flexibility of working out of any of these global locations.

program officer and program assistant for the UAE country office. GGGI has used its networks, as well as public advertisements in newspapers, magazines (e.g., The Economist) and websites to reach out to potential candidates. Each program area is managing its specific recruitment process and receives support from the GGGI Human Resources staff.

Urgent hiring of senior positions are senior sector and economic analysis experts (for GGP&I program), GGBP managers (for Research program), initiative coordinators (for PPC), Deputy Executive Director(s) and an M&E manager that are required as soon as possible in order to help guide projects and provide broader expertise to the organization. The new internal recruiter will manage the selection process and identify and coordinate external executive recruitment agencies to help identify potential candidates. The internal recruiter will also launch selection processes independent of the external recruiting agencies.

Open-until-filled positions are senior positions for which it is essential to find the right person. As such, GGGI will not close the recruitment process until it is convinced that it has selected the most appropriate candidate to meet the position requirements. This timeline and approach will be used for the following roles: *sector and economic analysis experts, local relationship managers and project finance and investment officers* (for GGP&I); *research fellows* (for the Research program); and *sectoral experts* (for the PPC program). In addition to using conventional channels such as conferences, websites, newspaper ads, and on-campus recruitment events, GGGI will activate its high-level internal and external networks, particularly those of current Board members and executive recruitment agencies, to scout for the right candidates.

Two rounds of junior hires is the approach that GGGI will use to recruit junior positions such as junior sector and economic analysis experts and program manager and program officer for the International Cooperation unit. Although the selection process will start immediately, it will be subject to two restrictions: First, junior staff will not be able to start until their direct senior counterparts are identified and secured, and second, a large number of new staff will not be able to start at the same time given GGGI's limited on-boarding capabilities. In order to identify the relevant candidates, the internal recruiter will use on-campus recruitment processes, conferences, websites, referrals and internal networks.

Finally, in order to gain access to local talents and academic experts and their networks, GGGI will consider using seconded staff instead of traditional contracts, particularly for researchers (*visiting researchers*) and for country program staff. The candidates will benefit from the opportunity of working for GGGI without having to abandon their primary affiliation to academic institutions, governments or other intergovernmental organizations. Secondments will be particularly valuable if they can be sourced from local institutions (e.g., research institutes based in developing countries), thereby providing GGGI with an additional avenue for capacity building, one that will last for the long term.

5.2 RESULTS-BASED MANAGEMENT AND CORE OPERATING PROCESSES

GGGI has adopted a results-based management approach to focus on achieving better results. Results-based management provides GGGI with a coherent framework for strategic planning and management based on learning and accountability. GGGI has developed core operating processes which formalize the implementation of results-based management. These processes are designed in such a way as to ensure that results-based management principles are “baked-in” at all levels of the organization and in all stages and aspects of GGGI’s program work. This will ensure that all of GGGI’s individual projects and activities are consistently aligned and delivering the types of outcomes and outputs that the organization seeks to achieve.

The core operating processes are designed to standardize GGGI’s approach to project management for its green growth planning and implementation, research and public-private cooperation projects. These processes were developed in close collaboration with GGGI’s program staff to ensure that they meet the practical needs of individual programs. The core operating processes cover four key areas of project management: set up and scoping, deploying internal and external resources, management, monitoring and reporting on project results, and completion and transition of a project. One important feature of the core operating processes is that they outline how monitoring and evaluation will be conducted, and how they will produce data for reporting to the Board and donors.

For each core operating process, GGGI now has detailed process maps detailing the key decisions and the workflow, as well as standard forms, guidelines and reference materials for staff to use. An easy-to-use core operating manual has been developed to help senior management, project management and staff as a whole to use the processes consistently. Staff will also be trained in using the new processes and templates in the coming months by senior project managers. In addition, the processes will form the basis of the approach to program management in the new enterprise resource management system being developed for GGGI.

5.3 FINANCIAL MANAGEMENT

GGGI has strengthened its budgeting process to develop the budget for 2012, which forms a part of this Strategic Plan, and to make estimated projections for 2013 and 2014. The budgeting process will be operated prior to the start of each financial year in future years.

GGGI already has solid financial management rules and procedures in place, and it will work to ensure that these are applied consistently to support smooth delivery of GGGI’s programs while also maintaining strong fiduciary controls. In particular, GGGI has clarified the roles of program staff and finance staff in processing disbursements and will create guidelines for applying finance policies in satellite offices.

The management team has established a reference rate of 10% for overhead charges which it will apply to any project-based funding in the future. GGGI will accept overhead rates down to 7% if that is a general legal requirement which the donor applies to all organizations it funds. Of course, GGGI will continue to focus its fundraising efforts on obtaining core or only lightly restricted funding, so as to maximize its ability to pursue its mission and strategy as determined by the Board.

5.4 MANAGEMENT SYSTEMS AND ORGANIZATIONAL CULTURE

Management team members have agreed on a framework for internal collaboration and decision making that will ensure that the organization is well-positioned to deliver on its ambitious goals for 2012-2014 and will ensure greater effectiveness and accountability within the management team. The management team will continue to have overall responsibility for the organization and will make decisions collectively on the direction and operations of the organization, for which the Executive Director will be ultimately accountable to the Board. Each management team member has developed a series of key performance indicators based on their projected outputs and outcomes for the coming year. These performance indicators will be used to assess not only the progress and performance of the individual team member, but also of the organization as a whole over the course of a year.

The management team is also committed to building “one GGGI” across its different locations – a globally-integrated operation with a single culture in which GGGI strives to be collegial but disciplined, entrepreneurial but compliant with clear rules and regulations, and, most of all, mission-driven and responsive to the expressed needs of developing country partners. As part of GGGI’s ongoing work to build this organization culture, and to empower staff, GGGI plans in the coming months to create clearer reporting lines, professional development paths and approaches to workload management.

5.5 CONVERSION TO AN INTERGOVERNMENTAL ORGANIZATION

At present, GGGI is subject to laws and regulation that apply to agencies of the Government of the Republic of Korea, including in relation to staff compensation, travel, and auditing of accounts. In line with the Board’s discussion and decision in December 2011, the organization is planning to convert from its present Korean non-profit foundation status into an intergovernmental organization pursuant to the entry into force of an agreement among founding member states by the end of 2012. Conversion into an intergovernmental organization will represent a key milestone toward successful culmination of GGGI’s founding vision and enable it to achieve a higher level of flexibility in its governance and operations. In particular, the conversion will help GGGI mobilize and manage international funding and talent more easily, including through the establishment of a number of regional offices, and thereby more effectively promote green growth.

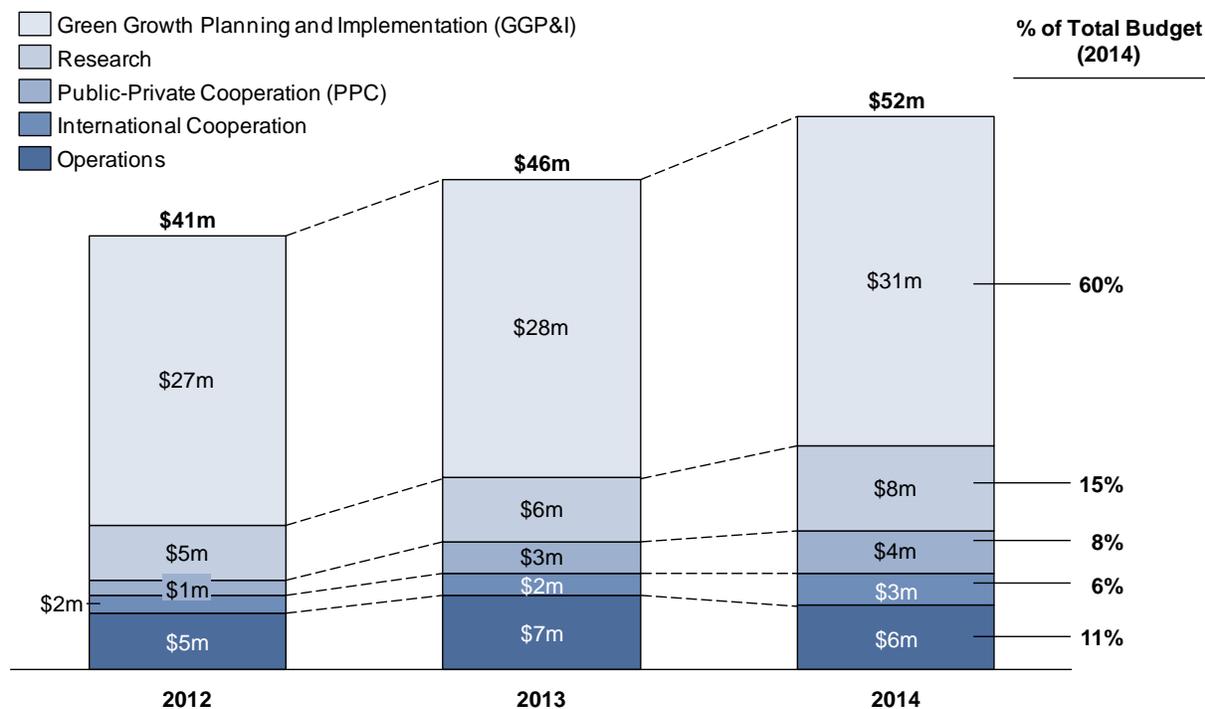
6. BUDGET ENVELOPE ESTIMATES FOR 2012-14

The programs and activities set out in this Strategic Plan for 2012-14 are estimated to require budgets which increase from \$39 million in 2012 to \$52 million in 2014, as shown in Figure 8. The costs of the three integrated programmatic areas (including program staff salaries and benefits) will increase from \$31 million in 2012 to \$43 million in 2014. At the end of 2014, GGP&I, Research and PPC represent roughly 70%, 20% and 10%, respectively, of total program costs, although it should be noted that these figures understate the PPC share since GGP investment plan analysis is largely included within the GGP&I budget. The management team will adjust the estimated budget from time to time in the next three years based on the organization's fundraising progress and actual revenues.

It is important to note that these estimates represent maximum funding envelopes required for each of GGGI's programmatic and operational areas, if all of the programs and activities outlined in this plan go ahead. However, it is likely that due to circumstances beyond the immediate control of the GGGI management team, such as uncertain outcomes of the scoping and due diligence process for prospective projects, natural lags in translating commitments and plans into contracts, and the often rapid evolution of funding cycles and donor relationships, the annual budget requirements will shift significantly. These funding envelopes are therefore to be treated with care – they are an important tool for the Board and management team to plan for the future, but they will change as the management team dynamically manages the organization's growth.

Within the GGP&I portfolio, GGGI anticipates initiating and executing up to 25-26 projects by the end of 2014. The biggest ones will continue to be those in Ethiopia, Indonesia, Kazakhstan and UAE. However, given the high number of new projects, the relative weight of the projects in these four countries in GGP&I's budget will decrease from more than 50% in 2012 to about 25% in 2014.

Research activities will also expand and 22 projects are expected to be underway or completed by end of 2014. Currently the largest ones are the *New Industrial Revolution* report with the London School of Economics and the Green Growth Knowledge Platform, which together represent about 45% of the total Research Budget in 2012. The share of these projects will decrease to about one-fifth of the total as 12 new projects are launched over time.

**Note:**

- (1) Management team will adjust yearly budget based on actual fundraising and revenues collected
(2) A portion of International Cooperation costs such as conference expenditure is program-related

Figure 8: Estimated GGGI budgets for 2012-14 (US\$ million).

The PPC portfolio is expected to include up to 13 ongoing or completed initiatives by the end of 2014 (including country GGP investment planning). The *Renewable Energy Microgrid* research PPP project will phase out in 2013 as the new Technology Project starts. Together with GGGF and Corporate Advisory Council, these three projects will represent about one-third of the 2014 PPC budget. The rest of the existing initiatives will represent less than 15% of the 2014 PPC budget, while the new initiatives are expected to represent more than 50%.

The budget for each program area includes a monitoring and evaluation (M&E) component intended to fund the activities of an M&E manager (who will work across all three program areas), travel and meeting costs, as well as independent evaluation work. The M&E costs are about 2-4% of the overall program cost, depending on the program area and the year.

Figure 9 presents the projected proportions of the program budgets that are expected to be used on internal and external resources. As noted earlier, GGGI is evolving its service delivery models across the three programmatic areas. GGP&I and Research will utilize a greater share of their budgets internally in order to develop in-house analytical capability and sector expertise. The share of staff salaries and benefits and other costs will increase from approximately 20% in 2012 to approximately 40% of the total GGP&I budget in 2014. While the share of external spending, costs spent on technical consultants and local institutional partners, will decrease over time, GGP&I will seek to spend a greater portion of it on

government counterparts and locally based organizations than international consultancy. In Research, the share of staff salaries and benefits and other costs will also increase from approximately 30% in 2012 to approximately 45% of the total in 2014. PPC has not been GGGI's priority and thus has been relying on external spending. As it begins to take shape, it will reduce its external spending from roughly 60% in 2012 to about 35% in 2014.

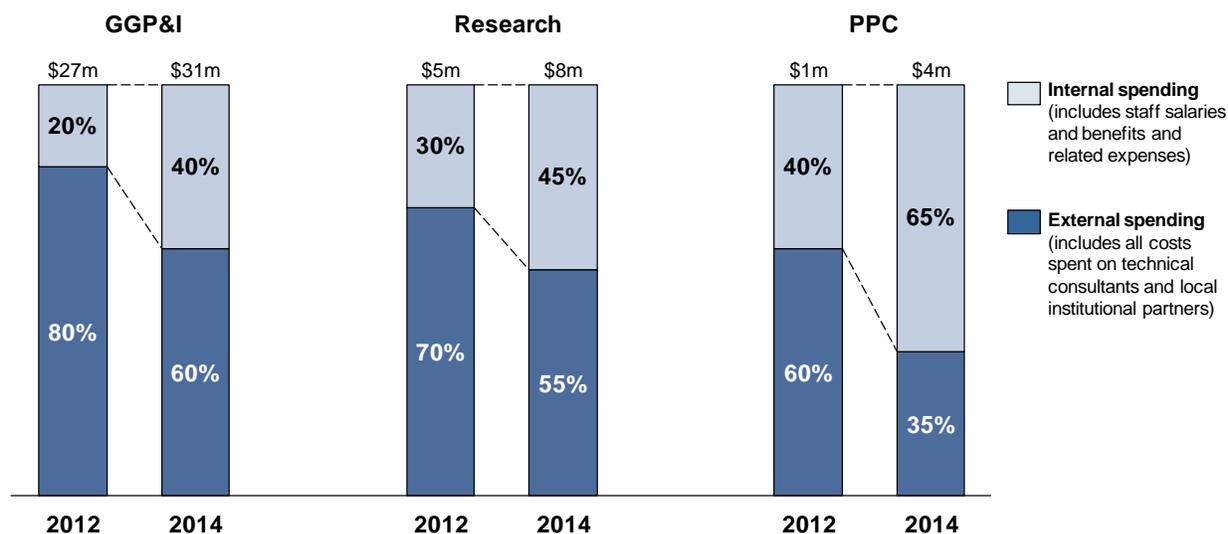


Figure 9: Approximate budgetary split between internal and external spending.

In addition to the three program areas, GGGI's budget must also cover its international cooperation and operations functions. The International Cooperation unit, responsible for fundraising and donor relations, will require about 6% of the total budget in 2014. The international organization conversion is the primary activity for this unit today, comprising one-third of its budget, and is expected to continue for the first half of 2013 as well. By 2014, the major projects within international cooperation will be the Global Green Growth Summit and fundraising, which together will make up two-thirds of the budget in 2014.

Operations costs are estimated to increase only moderately, as existing operations staff and resources should be capable of supporting expanded programs due to economies of scale. The budget is expected to be \$5 million in 2012, \$7 million in 2013 and \$6 million in 2014. One of the major expenditure items within the operations budget is recruitment – given the push to hire approximately 100 staff over the next two years – and the budget decrease in 2014 is due to an expected decrease in recruitment expenses by that time. "Regular" operations costs excluding the temporary surge in recruitment costs (i.e., financial management, human resources, IT, facilities, etc.) are anticipated to represent about 11% of the total budget in each of the next three years.

7. STRATEGIC RISK ANALYSIS

In the coming years, GGGI will have to manage programmatic and operational risks in order to achieve its mission. Four notable ones and their mitigation strategies are discussed below.

First, green growth cannot effectively demonstrate that it achieves economic growth and environmental and social sustainability simultaneously. Possibly the single biggest risk that GGGI faces is that the model that it espouses does not show the type of economic, social and environmental benefits that it promises. GGGI will work to ensure that the green growth plans are truly comprehensive and incorporate both demand and supply-side interventions which can address economic, environmental and social concerns. In addition, by pursuing research activities based both on GGGI's own country programs and other examples, GGGI can bring a data-driven and evidence-based approach to demonstrate the power of the green growth model.

Second, green growth is perceived primarily as a model for developed countries to promote their own commercial interests. Given the high levels of interest and investment involved in developing a comprehensive green growth plan, there is a risk that GGGI is perceived as a vehicle for developed countries to impose their political and commercial will on developing countries without taking into account the necessary social and cultural considerations. GGGI will mitigate this risk by holding itself accountable to its developing country partners. GGGI will always be working in tandem and cooperation with the counterpart government and treating them and their citizens as the organization's primary stakeholders. The involvement of key local actors in the green growth planning and implementation process is one of GGGI's target output indicators. Also, GGGI will invest in research effort to further the theory and practice of achieving social inclusion and access to resources through green growth. As noted before, employment and poverty reduction and social innovation and welfare and political economy dimensions of green growth are parts of GGGI's research agenda.

Third, GGGI becomes overly bureaucratic and focused on its institutional survival and power projection. As GGGI continues to grow in terms of staff size, global presence, and organizational profile, there is a real risk that it will become a highly bureaucratic and inflexible intergovernmental organization which will impact its ability to effectively respond to the needs of its clients and stakeholders. By ensuring that the organization remains committed to a results-based approach – the articulation of its strategy in a logical framework and adoption of thoughtful targets and performance indicators, GGGI will be able to partially mitigate this risk. In addition, GGGI has put limitation on the amount of resources (20-30%) that can be used to carry out GGP&I projects that fall outside of the organization's focus on developing comprehensive green growth plans. Finally, recognizing that it is not in competition with any existing organizations in the green growth community, GGGI will collaborate and complement their work in all of its programmatic areas.

Fourth, GGGI's recruitment strategy fails to identify and recruit staff with the required skills and experience. Given the number of people that GGGI is seeking to recruit over the next three years, there

is a risk that the recruitment strategy attracts new hires whose skills that do not match the job description, or who are joining for the salary level but do not share the mission of the organization. In order to address the first risk, the recruitment process should allow for ample time for reference checks and interviews and for roles where specific and niche skills are particularly important, they should remain open until filled by the right candidates. In order to address the second risk, salaries will be benchmarked against local cost of living standards and be competitive but not excessively generous. In addition, the motivation for joining the organization should always be tested during the interviews in order to ensure that the candidate is motivated by GGGI's mission.

APPENDIX A – GGGI’S LOGICAL FRAMEWORK AND MONITORING & EVALUATION FRAMEWORK

Green Growth Planning and Implementation – Outcomes and Outputs

OUTCOMES	POTENTIAL INDICATORS	ILLUSTRATIVE TARGETS BY 2014
OUTCOME # 1 Green growth plans (GGPs) and other initiatives are adopted and implemented by governments and other stakeholders with adequate finance and technical expertise	(a) Number of locations where GGGI-supported GGPs or other initiatives have been adopted (i.e., legislation passed & government budget allocated)	10 locations
	(b) Number of locations where 50% of target finances for investment plans developed with GGGI support have been secured	5 locations
	(c) Results of a ‘green growth capacity assessment’ survey conducted among key planning and implementation bodies in partner locations	50% increase in capacity
	(d) Number of GGGI’s ‘direct’ trainees who (i) recall and (ii) apply concepts and tools imparted post completion of training	(i) Recall - 900 (ii) Apply - 750

OUTPUTS	INDICATORS	TARGETS BY 2014
OUTPUT #1.1 GGPs and other initiatives developed	Number of locations where GGPs (regional, national, sectoral, urban) and other initiatives are (i) fully developed and (ii) under development	(i) 15 locations developed (ii) 5 locations under development
OUTPUT #1.2 Supporting legal and institutional framework designed	Number of locations where projects to support the design of the legal and institutional framework to adopt GGPs (regional, national, sectoral, urban) are: (i) fully developed and (ii) under development	(i) 10 locations developed (ii) 3 locations under development
OUTPUT #1.3 Key local actors involved	Number of GGP project locations with strong local involvement – high percentage of local actors engaged, representation at senior levels, actors reporting satisfaction with level of engagement	100% of GGP project locations
OUTPUT #1.4 Investment plans developed	Number of investment plans developed	15 investment plans
OUTPUT #1.5 Sources of financing identified for investment plans	Percentage of target finances for GGGI-created investment plans in for which sources have been identified	60% of target finances for GGGI-created plans
OUTPUT #1.6 Training (incl. on-the-job) provided to local stakeholders	Number of people directly trained by GGGI	1,000 people total in 2012-14
OUTPUT #1.7 Forums to share experience among GGGI partner countries and others	Number of participants in experience-sharing forums organized by GGGI	300 people per year

Research – Outcomes and Outputs

OUTCOMES	POTENTIAL INDICATORS	ILLUSTRATIVE TARGETS BY 2014
OUTCOME #2 Relevant, high quality research is available and used to explore green growth and guide policymakers and others	(a) Number of references /citations to GGGI's research in leading policy, economic and business publications)	6 per GGGI publication on average
	(b) Number of governments using GGGI's research in policy documents	75% of governments in locations receiving GGGI's support, and 10 other governments
	(c) Number of multilateral and bilateral donors using GGGI's research in policy documents	5 multilaterals and 5 bilateral donors

OUTPUTS	INDICATORS	TARGETS BY 2014
OUTPUT #2.1 Theoretical support for green growth developed and published	Number of research papers published by GGGI in leading policy journals providing theoretical or empirical support to green growth	5 papers per year
OUTPUT #2.2 Ideas on green growth explored in collaboration with GGGI partners	Number of reports published containing policy recommendations and guidance	5 reports per year
OUTPUT #2.3 Policy guidance developed and published		
OUTPUT #2.4 Research results shared	(a) Number of green growth presentations made in research conferences	20 presentations per year
	(b) Number of articles/opinion pieces written/sponsored by GGGI that appear in leading international current affairs and business magazines and newspapers	20 articles per year

Public-Private Cooperation – Outcomes and Outputs

OUTCOMES	POTENTIAL INDICATORS	ILLUSTRATIVE TARGETS BY 2014
OUTCOME #3 Private sector is engaged in promoting green growth plans and initiatives	(a) Percentage increase in volume of investment capital flowing into sustainable power, water, transport and built environment infrastructure (i) globally (ii) emerging and developing countries that GGGI serves	(i) 10% increase (ii) 25% increase
	(b) Number of key global and regional economic and trade forums with 'green growth' in their agenda (E.g., G-20, MDB Board, UN, APEC, WTO)	At least 5 of the top 10 during 2012-14
	(c) Number of governments (regional, national, provincial or city-level) that adopt products/policies/standards that encourage expanded private sector investment in green growth initiatives	30 locations

OUTPUTS	INDICATORS	TARGETS BY 2014
OUTPUT #3.1 Global PPPs facilitated to reduce information, policy and investment barriers critical to green growth	(a) Number of forums organized by GGGI convening public and private groups to promote private sector involvement in green growth and unlock scale	6 forums in 2012-14
	(b) Number of key global and regional economic and trade forums where GGGI staff have played a key role as (i) speaker or (ii) adviser; or (iii) host for a side event	5 of top 10 held annually
OUTPUT #3.2 Products, policies and standards produced to expand private sector investment in green growth initiatives	Number of products, policies and standards produced to facilitate expanded private sector investment in green growth initiatives	6 products/policies/standards
OUTPUT #3.3 Sources of financing identified for investment plans [Note: same as output #1.5]	Percentage of target finances for GGGI-created investment plans in for which sources have been identified	60% of target finances for GGGI-created investment plans

Impact

IMPACT	ILLUSTRATIVE INDICATORS [FINAL SET OF INDICATORS TO BE DETERMINED]
<p>Vision World makes a paradigm shift to “green growth”, a model of economic growth that simultaneously achieves poverty reduction, job creation, social inclusion as well as environmental sustainability and resource security</p> <p>Mission Advance the practice and theory of green growth by helping to develop, implement and deepen understanding of green growth strategies</p>	<p>(a) Extent of locations – countries, provinces or regions – where baseline GDP growth is strengthened while sustaining or improving the environment (as measured by Environmental Performance Index or similar measure), including</p> <p>(i) number of locations</p> <p>(ii) aggregate GDP in the locations</p> <p>(iii) aggregate population in the locations</p>
	<p>(b) Percentage change in GDP (PPP) per capita in those locations</p>
	<p>(c) Change in the Multidimensional Poverty Index in those locations</p>
	<p>(d) Reduction in absolute carbon emissions relative to business-as-usual estimates in those locations, and/or Percentage change in carbon intensity of GDP in those locations</p>
	<p>(e) Change in the Ecological Footprint in those locations</p>
	<p>(f) Change in Biodiversity indices in those locations</p>

APPENDIX B – PLANNED RECRUITMENT TARGETS FOR KEY ROLES IN EACH OF GGGI’S MAJOR PROGRAMS

Green Growth Planning and Implementation

Role	Skills and Qualifications
<p>Senior sector and economic analysis experts (SPM/PM)</p> <p><u>Target hires</u> 2012: 10 2013: 15-20 2014: 4-6</p>	<ul style="list-style-type: none"> Track record of publications in relevant fields such as: climate change, urban planning, transportation, REDD & LULUCF, water resource management, energy economics and energy system analysis, development planning and green growth research, agriculture, and legal systems Strong in-country networks or sector specific networks Experience in managing multi-stakeholder development projects and multiple relationships <p><i>Examples:</i> Researchers at economics departments of leading universities, senior researchers at environmental research institutions such as the World Resources Institute (WRI)</p>
<p>Junior sector & economic analysis experts (PO/PA)</p> <p><u>Target hires</u> 2012: 6 2013: 2-3 2014: 1-3</p>	<ul style="list-style-type: none"> Experience working in developing countries, preferably for large, multi-stakeholder development projects with national or intergovernmental organizations Solid understanding of green growth <p><i>Examples:</i> Graduates of leading universities, prior strategy consultants from top firms, project officers/junior professional associates at multilateral development banks, researchers at economics departments of leading institutions</p>
<p>Project finance and investment officers</p> <p><u>Target hires</u> 2012: 0 2013: 3-5 2014: 4-6</p>	<ul style="list-style-type: none"> Experience working on financial and/or private sector development initiatives with multi-disciplinary, global teams Extensive experience in project finance, particularly in structuring and negotiating transactions; and strong understanding of financial data and skills in data manipulation and modeling Technical background (e.g., engineering) preferred but not mandatory <p><i>Examples:</i> Private equity fund managers, project finance experts from banks and large companies, graduates from leading MBA programs</p>
<p>GGP&I relationship managers</p> <p><u>Target hires</u> 2012: 0 2013: 1-2 2014: 1-2</p>	<ul style="list-style-type: none"> Senior professionals with experience managing large projects in multi-stakeholder environments, with good understanding of donor and counterpart reporting and experience participating in national-level policy dialogue Strong in-country networks, particularly within local and national governments Understanding or and expertise in managing national policy environment <p><i>Examples:</i> Retired country directors from multilateral development banks, program managers from national development agencies with country portfolios, graduates of leading public policy programs</p>

Research

Role	Skills and Qualifications
Research fellows <u>Target hires</u> 2012: 1 2013: 3-5 2014: 3-5	<ul style="list-style-type: none"> Track record of publications in relevant fields: economic development, climate change, urban planning, transportation, REDD & LULUCF, water resource management, energy economics and energy system analysis, development planning and green growth research, agriculture, and legal systems PhD or Master's degree in relevant economics disciplines such as resource economics, macroeconomics, development economics Experience in conducting research from which specific and practical recommendations and policy proposals are drawn (e.g., publications in leading global think tanks or research institutes, and public policy journals) <p><i>Examples:</i> PhDs, researchers, research fellows, post-doctoral fellows and associate professors at leading economics and public policy university departments and environmental and economic research institutions</p>
Researchers <u>Target hires</u> 2012: 0 2013: 2-4 2014: 2-4	<ul style="list-style-type: none"> At least a Master's degree in economics, environmental science, international affairs, public policy or international development Some experience in assisting research projects and using research software <p><i>Examples:</i> Researchers at leading research centers; and graduates from Master's Programs in relevant fields at premier universities</p>
GGKP/GGBP/ Research relationship managers <u>Target hires</u> 2012: 3 2013: 0-2 2014: 0-2	<ul style="list-style-type: none"> Experience in managing multi-stakeholder, international projects in areas such as sustainable development, economics or green growth Experience in leading teams and managing project finance and partner relations Strong communication skills and experience in organizing and presenting at global research conferences <p><i>Examples:</i> Researchers from research programs of international development agencies such as the World Bank; and managers of multi-partner research initiatives led by leading think tanks and research institutes such as WRI or Brookings</p>

Public-Private Cooperation

Role	Skills and Qualifications
PPC coordinators <u>Target hires</u> 2012: 2 2013: 3-5 2014: 4-6	<ul style="list-style-type: none"> Experience fundraising and managing multi-stakeholder, international projects in areas such as sustainable development, economics or green growth Experience leading teams and managing project finance and partner relations Strong interpersonal skills as well as communication skills Experience organizing global conferences <p><i>Examples:</i> Managers of public-private initiatives focused on sustainable development and led by various development agencies, such as the World Bank and International Finance Corporation (IFC); international think tanks like WRI; and leading global or regional industry councils focused on sustainable development, such as World Economic Forum, World Business Council for Sustainable Development (WBCSD)</p>

<p>Sector experts</p> <p><u>Target hires</u></p> <p>2012: 1</p> <p>2013: 1-3</p> <p>2014: 0-1</p>	<ul style="list-style-type: none"> • Experience working at the senior level of large, multinational companies in sectors such as energy, water, natural resources and agriculture sectors • Experience working as lead investors in sectors such as energy, water, natural resources and agriculture sectors • Practice negotiating with senior government officials on behalf of private entities as a public affairs/ lobbying specialist <p><i>Examples:</i> Recently senior executives of large multinational corporations and banks, senior corporate responsibility and PPP specialists, in-service or recently retired government officials responsible for successfully increasing foreign direct investments into specific sectors</p>
<p>Analysts</p> <p><u>Target hires</u></p> <p>2012: 0</p> <p>2013: 1-3</p> <p>2014: 0-1</p>	<ul style="list-style-type: none"> • Private-sector experience in business development, marketing, strategy or public affairs, and experience in assisting on global, multi-stakeholder initiatives with an intergovernmental organization <p><i>Examples:</i> Junior executives at multinational companies in the following sectors: energy, agri-business, technology, water, or natural resources; junior staff from leading international and regional organizations working to promote public-private partnerships in the sustainable development space ; graduates of leading MBA or Masters Programs</p>

APPENDIX C – CROSS-CUTTING THEMES: POVERTY REDUCTION, ENVIRONMENT, GOVERNANCE AND GENDER

Three cross-cutting themes - poverty reduction, environment, governance – are at the core of GGGI's green growth planning and implementation activities. Green growth is based on sustaining natural resources and the natural environment while simultaneously developing inclusive economic growth opportunities which will generate employment and reduce poverty. In addition, GGGI is very focused on developing local capacity to support green growth – part of that mandate includes designing and developing appropriate governance structures. A short description of each of the cross-cutting themes is included below as well as a more detailed description of how this is incorporated into GGGI's work.

- *Poverty reduction:* More than 70% of the 2.6 billion people living on less than \$2/day live in rural areas and are largely dependent on agriculture – as such, they are the most adversely affected by climate change through natural disasters, environmental degradation, etc. Poverty reduction is at the heart of GGGI's work and as such, GGGI will work almost exclusively with developing and emerging markets to support the integration of social development and poverty reduction strategies into its green growth plans (e.g., through develop cleaner and more affordable energy sources).
- *Environment:* Shortages in critical resources, environmental degradation and climate change will eventually limit or stall economic growth and human development. Environmental concerns need to be integrated into national plans for growth and this is the critical gap that GGGI's mission seeks to fill. GGGI will support governments in their plans to support green growth in the energy, transportation, industry, forestry, waste and water management sectors and identify adaptation and mitigation plans as needed.
- *Governance:* There is a significant lack of capacity and institutional support for environmental governance and policies in developing countries. Integrating these institutions and policies into the broader development planning processes is critical for a successful green growth plan. GGGI will work closely with key stakeholders across a variety of government ministries (economy, finance, planning, development, etc.) as well as development agencies, private sector and civil society to bolster institutional support for green growth in the country. This is a key component of all green growth planning work and its effective implementation will determine the long-term impact and success of GGGI's engagements.

In addition, GGGI will work to find ways to incorporate and address gender issues through its projects over the coming months. Women constitute about 70% of the poor population affected by environmental degradation, particularly in their role as agricultural laborers, and are also the most impacted by unclean household energy sources which cause significant respiratory illnesses. GGGI will likely explore a gender strategy particularly on research projects and country programs that focus on (i) household energy use, (ii) sustainable agriculture and (iii) water and climate change.