

GGGI's 2013 Results-Based Budget and Indicative Plan For 2014 - 2015

Songdo, 8-9 June 2013

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Council Members' requests at the second session of the Council:

- Real detailed and transparent budget that allows the Council to have strategic discussion and decisions
- Budget allocations between HQ and satellite offices in terms of total activities, country programs, scoping, personnel
- Limitation on using or changing from one budget line to the other
- Expansion plans for HQ and its satellite offices with regard to responsibility for the programs
- Rationale behind the maximum budget envelope and actual expenditure
- Significant increase in the number of staffing reflects geographical diversity of and the representation of all member states
- Clear information about London office
- Budget based on the forecast of actual expenditure
- Budget reflecting HQ capacity building, comprehensive HR and recruiting policies and efficient management and administration
- Criteria to decide which area or country will be entitled to have a scoping project
- Consistency with Council decision on capacity building of HQ and centralizing country programs over the years
- More information about budget distribution among HQ and 3 regional offices
- More detail on the actual priorities that the Council is invited to decide
- More clarity on results expected from the budget in terms of capacity building and the programs that GGGI has in 2013
- A way to ensure that getting the detail does not impede the progress of the GGGI
- Clear regulation about how to handle the gap between the budget envelope and expected expenditure as potential savings
- A multi-annual approach in the future budget format
- Shared vision and common sense on the strategic directions between the Council and the Secretariat

I. Executive Summary

The GGGI's detailed and transparent budget for 2013 and indicative plan for 2014 and 2015 contained in this document were formulated in a results-based format to show the best estimates of the actual spending (or deliverable) in line with the Council decision C/2/DC/3 taking into account the Strategic Plan 2012-14 while improving its institutional effectiveness and efficiency in the context of its conversion into an international organization.

The overall budget for 2013 is proposed at USD 48.74 million, subject to resource availability, and represents an increase of 24 percent over the budget proposed for 2012. The 2013 budget envelope comprises the GGP&I (USD 28.83 million), Research (USD 6.61 million), PPC (USD 3.15 million), IC (USD 4.00 million) and M&A budgets (USD 6.15 million). The budget has been prepared with an aim of segregating the purely administrative cost from the cost for delivering the projects across the GGGI's Offices and activities. This reflects the GGGI's commitment to ensuring greater transparency for the resources entrusted for its mission.

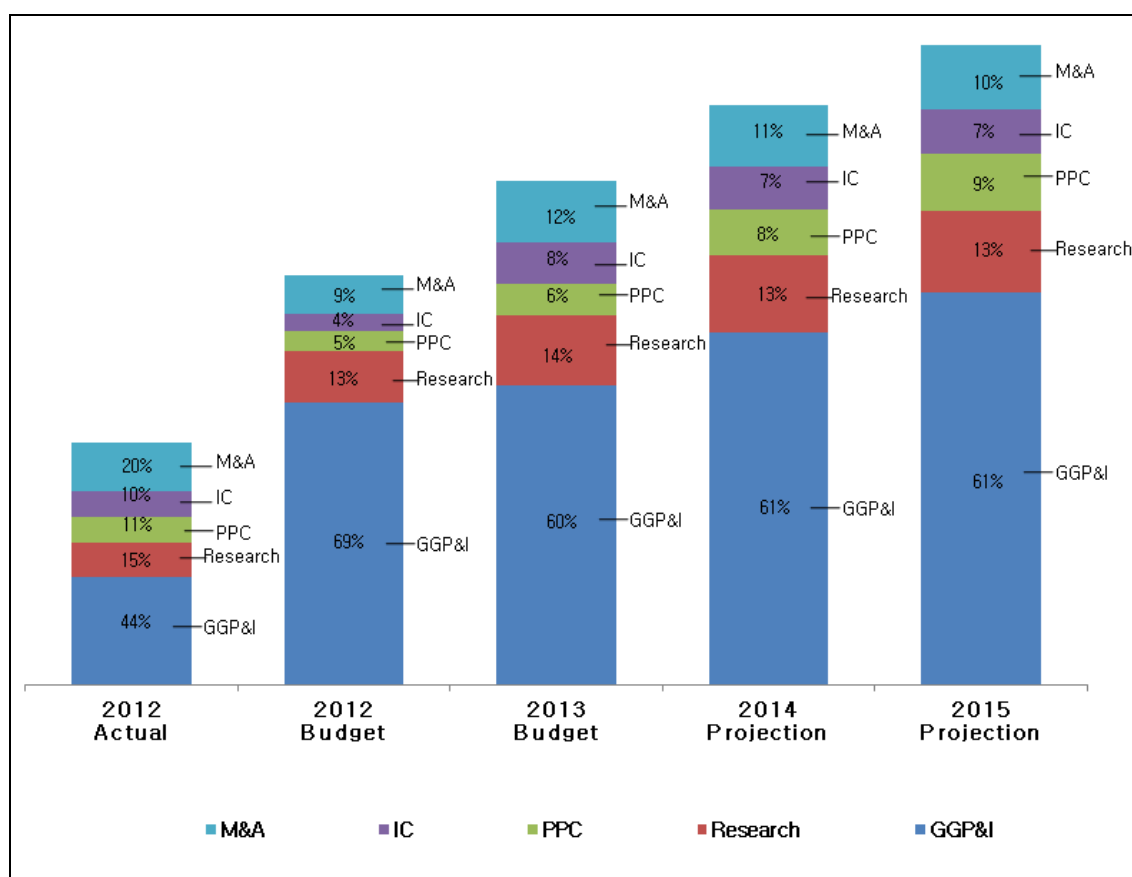
In addition, the capital budget for 2013 is proposed at the amount of USD 1.27 million, comprising USD 0.73 million for ERP implementation initiatives and USD 0.54 million for non-ERP related requirements arising from the need to accommodate the increasing staffing level.

The Council is invited to approve the recommendation for the GGGI's 2013 results-based budget and capital budget, as presented in this document.

II. Overview of Budget Evolution 2012-2015

(USD Thousand)

Year	2012	2012	2013	2014	2015
Department	Actual	Budget	Budget	Projection	Projection
GGP&I	10,318	27,094	28,828	34,359	37,701
Research	3,385	4,970	6,611	7,410	7,885
PPC	2,478	1,885	3,147	4,370	5,510
IC	2,408	1,697	4,000	4,180	4,180
M&A	4,697	3,714	6,151	6,590	6,970
Total	23,286	39,360	48,737	56,909	62,246



1. GGP&I Budget 2012 - 2015 by Country

(USD Thousand)

Department	Year	2012 Actual	2012 Budget	2013 Budget	2014 Projection	2015 Projection
Non-Scoping		10,318	27,094	25,416	30,653	33,701
[Upper Middle Income Countries]						
Brazil		346	998	454	1,200	1,453
China		74	914	1,103	1,700	1,937
Jordan		0	0	656	600	484
Kazakhstan		420	1,414	390	0	0
Mexico		0	0	0	500	969
Peru		0	664	1,001	800	726
South Africa		36	467	0	900	1,453
S America/Amazon		165	346	0	800	1,453
Thailand		0	0	792	450	484
Sub-Total		1,042	4,803	4,399	6,948	8,960
Percentage (%)		10%	18%	15%	20%	24%
[Lower Middle Income Countries]						
Central Asian Region		0	0	187	650	1,211
India		852	953	1,307	1,800	1,937
Indonesia		1,600	3,935	3,808	2,800	1,937
MENA			300	1,506	1,700	2,375
Mongolia		418	683	1,010	1,700	1,453
Philippines		399	943	1,003	900	726
Vietnam		475	833	1,110	1,200	969
Sub-Total		3,744	7,647	9,934	10,750	10,608
Percentage (%)		36%	28%	34%	31%	28%
[Low Income Countries]						
Cambodia		530	1,104	1,168	1,800	969
Ethiopia		1,889	4,990	5,457	3,669	1,937
Sub-Saharan Africa		0	0		400	969
Mekong		0	0	199	1,000	484
Rwanda		455	720	456	800	969
Other Lower Income Countries		546	300	0	600	3,700
Sub-Total		3,420	7,114	7,283	8,268	9,028

Department	Year	2012 Actual	2012 Budget	2013 Budget	2014 Projection	2015 Projection
	Percentage (%)	33%	26%	25%	24%	24%
[Others]						
UAE		1,711	6,684	2,095	1,900	1,425
Water GGP		0	540	461	459	0
London Office		401	305	0	0	0
Global Capacity Building		0	0	378	970	1,937
Global Investment Planning		0	0	0	582	969
Portfolio/Team Management		0	0	872	776	775
Sub-Total		2,112	7,529	3,807	4,687	5,106
	Percentage (%)	20%	28%	13%	14%	14%
Scoping		0	0	3,411	3,706	4,000
[Upper Middle Income Countries]						
Brazil		0	0	481	0	0
Kazakhstan		0	0	10	0	0
Mexico		0	0	643	0	0
Peru		0	0	354	0	0
South Africa		0	0	587	0	0
S America/Amazon		0	0	448	0	0
Other upper and middle income countries		0	0	0	0	0
Sub-Total		0	0	2,524	0	0
	Percentage (%)	0%	0%	9%	0%	0%
[Low Income Countries]						
Sub-Saharan Africa		0	0	250	355	400
Mekong		0	0	438	155	100
Small Island States		0	0	200	100	100
Other low-income countries		0	0	0	3,096	3,400
Sub-Total		0	0	889	3,706	4,000
	Percentage (%)	0%	0%	3%	10%	11%
Total		10,318	27,094	28,828	34,359	37,701

2. Research Budget 2012 - 2015 by Project

(USD Thousand)

Department	Year 2012 Actual	2012 Budget	2013 Budget	2014 Projection	2015 Projection
BRICS New Development bank	0	0	287	95	95
G -20 related work	0	0	270	285	285
Green Growth Best Practice	178	728	859	475	238
Green Growth Knowledge Platform	122	439	637	475	475
Green Growth Model Development	284	83	843	570	570
Green Growth Academic Journal	0	100	225	380	380
Inclusive Growth and Poverty Reduction	0	0	270	380	380
LSE- NIR	1,150	1,119	1,165	380	380
Resource Efficiency Project	0	0	625	1,188	950
Sustainable Energy Trade Agreement	0	175	178	71	0
Technology	0	125	416	713	1,188
UNIDO-GG Employment	0	0	166	0	0
UNIDO Collaboration	61	535	230	400	0
OECD	219	300	0	0	0
SETA - ICTSD	97	0	0	0	0
SETA - POSRI	32	0	0	0	0
GGP Methodology	53	316	0	0	0
National Urban Policy	0	80	0	238	238
EACP-ADB Collaboration	70	458	0	0	0
EACP-Central Asian Region	83	181	0	0	0
EACP-Mekong River	106	331	0	0	0
Other Research	931	0	440	1,761	2,708
Total	3,385	4,970	6,611	7,410	7,885

3. PPC Budget 2012 -2015 by Activities

(USD Thousand)

Department	Year 2012 Actual	2012 Budget	2013 Budget	2014 Projection	2015 Projection
Advisory Council	3	99	4	51	100
Copenhagen Office Admin	1,739	487			
Energy 1 (Efficiency Indicator)	0	141	318	305	301
Energy 2 (Power System Transformation)	0	230	104	407	401
Finance PPP Work	0	0	288	457	451
GGGF	12	358	834	1,016	1,002
Private Sector Engagement for GGPI	0	0	314	407	501
New PPP-Energy3 (Energy Efficiency)	0	0	64	473	1,204
New PPP-Resource1 (Resource Efficiency)	0	0	83	0	0
Green Growth City and Green Procurement Strategies	724	300	500	300	300
WEF Partnership	0	270	267	254	250
Other activities			370	700	1000
Total	2,478	1,885	3,147	4,370	5,510

4. IC Budget 2012 – 2015 by Activities

(USD Thousand)

Department	Year 2012 Actual	2012 Budget	2013 Budget	2014 Projection	2015 Projection
(i) Governance support	175	140	1,110	1,140	1,140
(ii) Conference services and Event management	0	0	697	665	665
(iii) Partnership and Outreach	16	40	567	605	522
(iv) GGGS	230	174	500	594	760
(v) Media and Publications	0	0	560	570	570
(vi) Resource Mobilization and Donor Relations	41	80	567	606	523
(vii) IO Conversion	1,022	1,103	0	0	0
(viii) UN/Rio +20/Other Activities	924	160	0	0	0
Total	2,408	1,697	4,000	4,180	4,180

(i) “Governance support” involves the preparation and execution of GGGI’s Assembly, Council, Sub-Committee and Advisory Committee meetings, which are organized on a regular basis.

(ii) “Conference services and Event management” involves planning and implementing all logistical aspects of conferences and events organized by the GGGI.

(iii) “Partnership and Outreach” includes the GGGI’s membership expansion related activities and consultative meetings with various stakeholders who can partner with the GGGI to implement our work program.

(iv) “Global Green Growth Summit (GGGS)” is an annual event that gathers policy makers and experts to discuss practical measures for disseminating Green Growth.

(v) “Media and Publications” include press releases, interviews, publication of the GGGI’s work and any other activities relating to the GGGI’s external communications.

(vi) “Resource mobilization and Donor relations” includes various donor expansion and fund-raising activities, and the organization of donor consultation group meetings.

(vii) “International Organization (IO) conversion” and (viii) “UN/Rio+20/other activities” are non-reoccurring activities that were programmed before the GGGI’s conversion into an international organization in October 2012.

5. M&A Budget 2012 - 2015 by Function

(USD Thousand)

Department	Year 2012 Actual	2012 Budget	2013 Budget	2014 Projection	2015 Projection
Human Resources	2,229	0	1,538	1,570	1,710
Information System related	1,211	0	576	570	665
Finance/Procurement/ERP	1,005	0	2,050	2,150	2,200
Legal Counsel	194	0	545	522	522
DG's office	58	0	650	708	708
Internal Auditor	0	0	320	500	500
Office Rental/Management	0	0	472	570	665
Management Operation (Seoul HQ)	0	3,714	0	0	0
Total	4,697	3,714	6,151	6,590	6,970

III. 2013 Budget Expense Breakdown**1. GGPI – Implementation and Setup**

(USD Thousand)

Expense Country	Personnel	Consultant Outsourcing Commission	Conference & Training	Communi- cation	Travel	Other	Total
Non- Scoping	4,852	14,250	2,045	411	2,138	1,720	25,416
[Upper Middle Income Countries]							
Brazil	25	380	0	2	35	12	454
China	182	723	102	9	33	54	1,103
Jordan	129	317	55	18	119	18	656
Kazakhstan	150	150		15	62	13	390
Peru	122	672	27	14	122	45	1,001
Thailand	176	453	30	13	100	20	792
[Lower Middle Income Countries]							
Central Asian Region	183	0	0	0	0	5	187
India	221	946	0	15	89	35	1,307
Indonesia	703	2,586	0	37	319	163	3,808
MENA	235	375	575	65	131	125	1,506
Mongolia	144	707	80	6	23	50	1,010
Philippines	74	658	86	70	50	65	1,003
Vietnam	228	505	270	3	45	60	1,110
[Low Income Countries]							
Cambodia	203	591	239	13	50	73	1,168
Ethiopia	627	3,861	45	39	652	233	5,457
Mekong	194	0	0	0	0	5	199

Expense Country	Personnel	Consultant Outsourcing Commission	Conference & Training	Communi- cation	Travel	Other	Total
Rwanda	128	179	34	6	71	39	456
[Others]							
UAE	751	41	490	83	79	651	2,095
Water GGP	0	450	0	0	0	11	461
Global Capacity Building	146	220	0	0	0	12	378
Portfolio/ Team Management	230	437	14	2	158	33	872
Scoping	505	2,013	193	65	401	235	3,411
[Upper Middle Income Countries]							
Brazil	48	251	45	20	51	66	481
Kazakhstan	0	0	0	0	10	0	10
Mexico	203	221	39	11	152	18	643
Peru	72	108	27	6	92	48	354
South Africa	58	400	50	13		66	587
S America/ Amazon	48	268	32	15	73	12	448
[Low Income Countries]							
Sub-Saharan Africa	27	210	0	0	0	13	250
Mekong	0	405	0	0	23	11	438
Small Island States	50	150	0	0	0	0	200
Total	5,357	16,263	2,238	476	2,539	1,955	28,828

2. Research

(USD Thousand)

Expense Activity	Personnel	Consultant Outsourcing Commission	Conference & Training	Communi cation	Travel	Other	Total
BRICS New Development bank	77	180	0	0	30	0	287
G -20 related work	58	158	0	0	54	0	270
Green Growth Best Practice	250	388	11	22	187	1	859
Green Growth Knowledge Platform	223	290	15	27	82	1	637
Green Growth Model Development	382	254	86	32	82	8	843
Green Growth Academic Journal	70	155	0	0	0	0	225
Inclusive Growth and Poverty Reduction	58	158	0	0	54	0	270
LSE- NIR	29	1,137	0	0	0	0	1,165
Resource Efficiency Project	91	534	0	0	0	0	625
Sustainable Energy Trade Agreement	66	112	0	0	0	0	178
Technology	76	340	0	0	0	0	416
UNIDO- Employment	46	90		30			166
UNIDO-GG policy advice	140	0	0	27	15	48	230
Other	355	85	0	0	0	0	440

Expense Activity	Personnel	Consultant Outsourcing Commission	Conference & Training	Communi cation	Travel	Other	Total
Research							
Total	1,921	3,881	111	108	533	57	6,611

3. PPC (Public-Private Cooperation)

(USD Thousand)

Expense Activity	Personnel	Consultant Outsourcing Commission	Conference & Training	Communi cation	Travel	Other	Total
Advisory Council	0	0	0	0	4	0	4
Energy 1 (Efficiency Indicator)	91	194	7	0	7	20	318
Energy 2 (Power System Transformation)	91	0	7	0	0	7	104
Finance PPP Work	0	270	0	0	0	18	288
GGGF	406	369	0	0	6	53	834
Private Sector Engagement for GGPI	294	0	0	0	0	20	314
New PPP - Energy 3 (Energy Efficiency)	0	50	0	0	10	4	64
New PPP - Resource 1 (Resource Efficiency)	0	25	0	0	6	52	83
Green Growth City and	286	125	0	0	33	55	500

Expense Activity	Personnel	Consultant Outsourcing Commission	Conference & Training	Communi cation	Travel	Other	Total
Green Procurement Strategies							
WEF Partnership	0	250	0	0	0	17	267
Other activities	200	170					370
Total	1,368	1,453	14	0	66	246	3,147

4. IC (International Cooperation)

(USD Thousand)

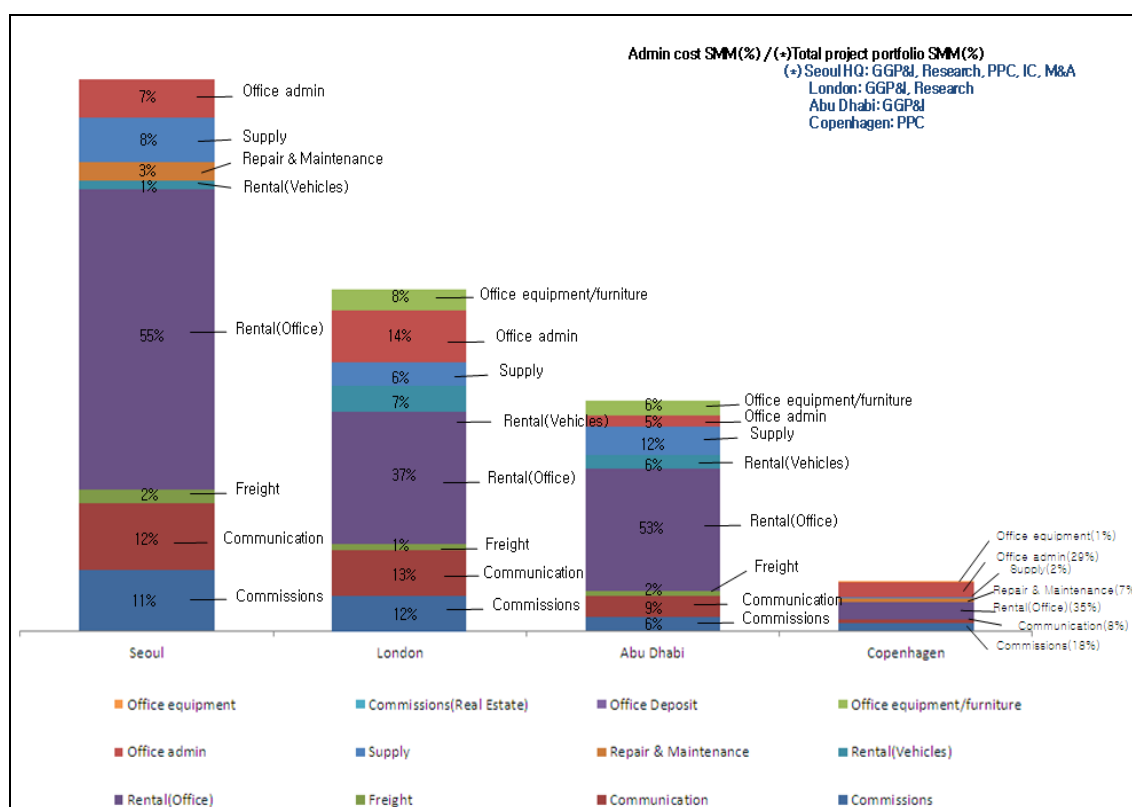
Expense Activity	Personnel	Consultant Outsourcing Commission	Conference & Training	Communi cation	Travel	Other	Total
Governance support	303	0	806	0	0	0	1,110
Conference services and Event management	222	0	418	26	0	30	697
Partnership and Outreach	250	0	51	0	166	100	567
GGGS	0	0	500	0	0	0	500
Media and Publications	223	132	56	133	2	14	560
Resource Mobilization and Donor Relations	217	75	66	10	132	67	567
Total	1,216	207	1,897	170	300	211	4,000

5. M&A (Management & Administration)

(USD Thousand)

Expense Function	Personnel	Consultant Outsourcing Commission	Conference & Training	Communi cation	Travel	Other	Total
HR	707	324	90	4	103	310	1,538
IS	280	30	9	140	13	105	576
Finance/ Procurement/E RP	1,196	674	13	3	154	11	2,050
Legal	251	219	11	6	57	2	545
DG Office	535	100	2	2	0	12	650
Internal Auditor	210	98	0	0	12	0	320
Office Rental/Mgmt.	0	8	0	0	0	464	472
Total	3,179	1,453	124	154	339	903	6,151

IV. Evolution of Administrative Cost by Location



(USD Thousand)

Office Expense	2012 Actual	2012 Budget	2013 Budget	2014 Projection*	2015 Projection*
Seoul	3,402	1,924	1,664	1,874	1,958
Office admin_ Staff cost	114	114	174	220	226
Commissions & Consultations	663	343	224	284	294
Communication	145	135	231	243	255
Rental (Office & Vehicles)	0	0	892	937	984
Others	2,480	1,332	143	190	199

*5% increase per year for Seoul, UAE and Copenhagen

10% decrease per year for London to reflect the GGPI operation shifting to Seoul HQ.

Office Expense	2012 Actual	2012 Budget	2013 Budget	2014 Projection	2015 Projection
London	401	305	920	715	644
Office admin_ Staff cost	5	76	114	103	92
Commissions & Consultations	60	40	99	89	80
Communication	2	0	114	102	92
Rental (Office & Vehicles)	0	0	352	317	285
Others	334	190	116	104	94
Non-recurring cost for London office (Office Deposit & Commissions)	0	0	115	0	0
UAE	330	0	665	698	733
Office admin_ Staff cost	33	0	33	34	36
Commissions & Consultations	14	0	41	43	45
Communication	7	0	75	79	83
Rental (Office & Vehicles)	0	0	393	416	434
Others	276	0	123	129	135
Copenhagen	190	338	142	149	156
Office admin_ Staff cost	41	41	41	43	45
Commissions & Consultations	53	181	25	26	28
Communication	2	3	11	11	12
Rental (Office & Vehicles)	0	0	60	63	66
Others	94	114	5	5	6
Total	4,323	2,567	3,390	3,435	3,490

V. Headcount Evolution by Program and Location

Total staff						
Headcount	GGP&I	Research	PPC	IC	M&A	Total
2013	61	25	10	12	33	141
2014	68	31	13	15	36	163
2015	77	40	17	16	41	191

GGGI - Seoul Headquarters

Seoul Headquarters 2013						
Headcount	GGP&I	Research	PPC	IC	M&A	Total
C5 (Director)	1	1	2	2	5	11
C4 (Deputy Director)	2					2
C3 (SPM)	10	2	1	1	5	19
C2 (PM)	9	4		4	6	23
G3 (Senior Officer)					2	2
G2 (Program Officer)	8	2	1	4	8	23
G1 (Program Assistant)	4	2			2	8
Total	34	11	4	11	28	88

Seoul Headquarters 2014						
Headcount	GGP&I	Research	PPC	IC	M&A	Total
C5 (Director)	1	1	2	2	5	11
C4 (Deputy Director)	2					2
C3 (SPM)	8	3	2	3	6	22
C2 (PM)	6	4	1	4	8	23
G3 (Senior Officer)					2	2
G2 (Program Officer)	6	3	1	4	8	22
G1 (Program Assistant)	5	2		1	2	10
Total	28	13	6	14	31	92

Seoul Headquarters 2015						
Headcount	GGP&I	Research	PPC	IC	M&A	Total
C5 (Director)	1	1	2	2	5	11
C4 (Deputy Director)	2					2
C3 (SPM)	7	4	3	3	7	24
C2 (PM)	8	5	2	5	9	29
G3 (Senior Officer)					2	2
G2 (Program Officer)	8	3	2	4	9	26
G1 (Program Assistant)	7	2		1	4	14
Total	33	15	9	15	36	108

GGGI – London

London 2013						
Headcount	GGP&I	Research	PPC	IC	M&A	Notes
C5 (Director)						
C4 (Deputy Director)	1/2	1/2				Deputy Director has split role between Research and GGP&I
C3 (SPM)	1	1				
C2 (PM)	1+1/2	5+1/2				PMU officer split between research and GGP&I; includes GGBP and GGKP
G3 (Senior Officer)					1	
G2 (Program Officer)	1	4				
G1 (Program Assistant)					1	
Total	4	11	0	0	2	17

London 2014						
Headcount	GGP&I	Research	PPC	IC	M&A	Note
C5 (Director)						
C4 (Deputy Director)	1/2	1/2				Deputy Director has split role between Research and GGP&I
C3 (SPM)	1	2				
C2 (PM)	1/2	6+1/2				PMU officer split between research and GGP&I; includes GGBP and GGKP
G3 (Senior Officer)					1	
G2 (Program Officer)		4				
G1 (Program Assistant)					1	
Total	2	13	0	0	2	17

London 2015						
Headcount	GGP&I	Research	PPC	IC	M&A	Note
C5 (Director)						
C4 (Deputy Director)		1				
C3 (SPM)		3				
C2 (PM)		7				
G3 (Senior Officer)					1	
G2 (Program Officer)		4				
G1 (Program Assistant)					1	
Total	0	15	0	0	2	17

GGGI – Abu Dhabi

Abu Dhabi 2013						
Headcount	GGP&I	Research	PPC	IC	M&A	Total
C5 (Director)	1					
C4 (Deputy Director)						
C3 (SPM)	2					
C2 (PM)	3					
G3 (Senior Officer)						
G2 (Program Officer)	4					
G1 (Program Assistant)	1				1	
Total	11				1	12

Abu Dhabi 2014						
Headcount	GGP&I	Research	PPC	IC	M&A	Total
C5 (Director)	1					
C4 (Deputy Director)						
C3 (SPM)	3					
C2 (PM)	4					
G3 (Senior Officer)						
G2 (Program Officer)	4					
G1 (Program Assistant)	1				1	
Total	13				1	14

Abu Dhabi 2015						
Headcount	GGP&I	Research	PPC	IC	M&A	Total
C5 (Director)	1					
C4 (Deputy Director)						
C3 (SPM)	3					
C2 (PM)	4					
G3 (Senior Officer)						
G2 (Program Officer)	5					
G1 (Program Assistant)	1				1	
Total	14				1	15

GGGI - Copenhagen

Copenhagen 2013						
Headcount	GGP&I	Research	PPC	IC	M&A	Total
C5 (Director)			1			
C4 (Deputy Director)						
C3 (SPM)			2			
C2 (PM)			2	1		
G3 (Senior Officer)						
G2 (Program Officer)			1			
G1 (Program Assistant)					2	
Total			6	1	2	9

Copenhagen 2014						
Headcount	GGP&I	Research	PPC	IC	M&A	Total
C5 (Director)			1			
C4 (Deputy Director)						
C3 (SPM)			2			
C2 (PM)			2	1		
G3 (Senior Officer)						
G2 (Program Officer)			2			
G1 (Program Assistant)					2	
Total			7	1	2	10

Copenhagen 2015						
Headcount	GGP&I	Research	PPC	IC	M&A	Total
C5 (Director)			1			
C4 (Deputy Director)						
C3 (SPM)			2			
C2 (PM)			3	1		
G3 (Senior Officer)						
G2 (Program Officer)			2			
G1 (Program Assistant)					2	
Total			8	1	2	11

GGGI-Partner Countries

Partner Countries 2013						
Headcount	GGP&I	Research	PPC	IC	M&A	Total
C5 (Director)						
C4 (Deputy Director)						
C3 (SPM)	2	1				
C2 (PM)	8	2				
G3 (Senior Officer)						
G2 (Program Officer)	2					
G1 (Program Assistant)						
Total	12	3				15

Partner Countries 2014						
Headcount	GGP&I	Research	PPC	IC	M&A	Total
C5 (Director)						
C4 (Deputy Director)						
C3 (SPM)	5	1				
C2 (PM)	12	3				
G3 (Senior Officer)						
G2 (Program Officer)	8	1				
G1 (Program Assistant)						
Total	25	5				30

Partner Countries 2015						
Headcount	GGP&I	Research	PPC	IC	M&A	Total
C5 (Director)						
C4 (Deputy Director)						
C3 (SPM)	8	2				
C2 (PM)	14	6				
G3 (Senior Officer)						
G2 (Program Officer)	8	2				
G1 (Program Assistant)						
Total	30	10				40

Part-time Consultants 2013								
Consultant GGP&I- Seoul	Consultant Research	Consultant- PPC	Consultant -IC	Consultant -M&A	Consultant -London	Consultant -UAE	Consultant- Copenhagen	Consultant- Partner Countries
Soyeon Park (Vietnam)	Eunkoyung Park (GGBP)	Simon Zadek (G20-G2A2)	Jihyun Lee (Communication)	MinKyung Kim (Legal Team)	Mark Thompson (Brics Bank)		Morgan Bazillian	Maya Forstater (Ethiopia)
Donna Yoo (China)	Matthias Kollatz (BRICS Bank)		Hyojin Bang (Communication)	Jungju Park (Finance)	Alek Cannan (India)			Tsegaye Shume (Ethiopia)
Jae-Hong Kang (Mongolia)	Stephany Griffith (BRICS Bank)		Kanghan Song (GGGS)	Eunji Ji (Finance)				William Batty (Ethiopia)
Juherm Kim (Mekong RC)				Hakku Bang (HR)				Hannes Hotz (Peru)
								Aaron Drayer (Peru)
								Mark Thompson (South Africa)
								Heng Dyna (Cambodia)
								Steven Gosselin (Cambodia)
								Joseph Twubimana (Rwanda)
								Leopold Mbreyaho (Rwanda)
								Lyubov Inyutina (Kazakhstan)
								Sharmarla Naidoo (South Africa)
4 individuals (2.5 FTE)	3 individuals (1 FTE)	1 individual (0.2 FTE)	3 individuals (0.75 FTE)	4 individuals (2.75 FTE)	2 individuals (1.5 FTE)		1 individuals (0.25FTE)	12 individuals (~6FTE)
Total: ~9 FTE not partner countries and ~6 FTE in partner countries								

VI. Capital Budget Requirement for 2013

(USD Thousand)

Year	2013	2014	2015
Category	Request	Projection	Projection
ERP Initiatives (*)	726	1,010~1,860	510~882
Non-ERP Initiatives	543	430	380
Total	1,269	1,440~2,290	890~1,262

* Key Assumptions:

Implementation will start in early 2014 and finish in early 2015

Both hardware and license will be purchased in 2013 while license maintenance fees is payable each year from 2014 onward.

VII. Budget Source and Usage

(USD Thousand)

Year	2012	2012	2013	2014	2015
Category	Actual	Approved	Proposed	Projection	Projection
Carry forward	0	9,788	*5,000	3,000	2,000
Un-earmarked fund (Core fund)	0	8,788	**5,000	3,000	2,000
ROK (EACP) – Carryover	0	4,260	0	0	0
UAE – Carryover	0	3,984	0	0	0
Denmark – Carryover	0	544	0	0	0
Earmarked fund (Restricted fund)	0	1,000	0	0	0
Japan – Carryover	0	1,000	0	0	0

* Approx \$500,000 needs to be set aside as basic properties of K-GGGI until its complete liquidation.

**Subject to change depending on EACP refund to ROK.

Un-earmarked fund (Core fund)	24,222	20,392	31,000	38,000	38,000
ROK	9,698	8,903	8,000	10,000	10,000
UAE	3,833	3,013	3,000	3,000	3,000
Denmark	5,274	5,176	5,000	5,000	5,000
Australia	5,417	3,300	5,000	5,000	5,000
Qatar	0	0	5,000	5,000	5,000
Norway	0	0	5,000	5,000	5,000
UK	0	0	0	5,000	5,000

Category	Year	2012 Actual	2012 Approved	2013 Proposed	2014 Projected	2015 Projected
Earmarked fund (Restricted fund)		5,411	8,873	15,200	20,000	26,000
Norway		2,053	2,900	7,000	5,000	5,000
UAE		0	0	2,000	2,000	2,000
Switzerland		438	0	500	500	1,000
BMU		648	2,060	3,600	3,000	3,000
DFID		951	1,186	500	0	0
ECF & CDKN		0	474	500	0	0
EBRD		495	1,414	400	0	0
Danfoss Group		210	200	200	0	0
Vestas Corp		66	63	0	0	0
Posco		550	500	500	0	0
JREF		0	77	0	0	0
Other Official		0	1,570	0	75,00	11,000
Other Private		0	0	0	2,000	4,000
Total Contributions		29,633	30,053	51,200	61,000	66,000

VIII. Budget Preparation and Monitoring

The Financial Regulations will be developed to govern the preparation, adoption and monitoring of the draft budget, draft program of work and supplementary budget wherever required for the financial year. The Regulations also detail the structure of the Budget and program of work. The Regulations further identify the financial responsibilities of staff and authorities involved in administration of the Budget and program of work. The Regulations will govern the internal regulatory documents (Budget Guidelines Manual, Finance Guidelines Manual and Travel Guidelines Manual and other related directives issued by the Director-General) that have been created to supplement the Regulations. (The draft Financial Regulations will be presented separately from the 2013 Budget.)

IX. Annex 1. 2013 GGPI Budget Breakdown by Country and Project

(USD Thousand)

Country A	Expense Personnel	Consultant Outsourcing Commission	Conference & Training	Communi- cation	Travel	Other	Total
[Upper Middle Income Countries]							
Brazil							
Brazil new phase	48	251	45	20	51	66	481
Brazil(forestry) scoping stage	25	380	0	2	35	12	454
China							
China	182	723	102	9	33	54	1,103
Jordan							
BMU-Component3	129	317	55	18	119	18	656
Kazakhstan							
Kazakhstan- EBRD	150	150	0	15	62	13	390
Kazakhstan- Scoping					10		10
Mexico							
Mexico New Phase	203	221	39	11	152	18	644
Peru							
BMU- Component3	122	672	27	14	122	45	1,002
Peru New Phase	72	108	27	6	92	48	353
South Africa							
South Africa New Phase	58	400	50	13	0	66	587
South America							
South America (Amazon Basin)	48	268	32	15	73	12	448
Thailand							
BMU-Component3	176	453	30	13	100	20	792
[Lower Middle Income Countries]							
Central Asian Region	183	0	0	0	0	5	188

Expense Country A	Personnel	Consultant Outsourcing Commission	Conference & Training	Communi- cation	Travel	Other	Total
India							
India (Karnataka)	80	386	0	1	36	16	519
India -TERI	141	560	0	14	53	19	787
Indonesia							
Indonesia	622	2,376	0	35	260	19	3,312
Indonesia (GIMS)	81	210	0	2	59	144	496
MENA							
MENA	235	375	575	65	131	125	1,506
Mongolia							
Mongolia	144	707	80	6	23	50	1,010
Philippines							
Philippines	74	658	86	70	50	65	1,003
Vietnam							
Vietnam	228	505	270	3	45	60	1,111
[Low Income Countries]							
Cambodia							
Cambodia	203	591	239	13	50	73	1,169
Ethiopia							
BMU-Component 1	187	879	0	6	97	60	1,229
DFID - Ethiopia	0	434	0	0	0	33	467
Ethiopia (iplan 24)	440	2,548	45	33	555	140	3,761
Sub-Saharan Africa							
Sub-Saharan Africa	27	210	0	0	0	13	250
Mekong							
Mekong River	194	405	0	0	23	11	633
Water Green Growth Planning		450	0	0	0	11	461
Rwanda							
Rwanda	128	179	34	6	71	39	456
Small Island States							
Small Island States	50	150					200

Expense	Personnel	Consultant Outsourcing Commission	Conference & Training	Communi- cation	Travel	Other	Total
Country A							
[Others]							
Global Capacity Building	146	220	0	0	0	12	378
Portfolio/ Team Management	230	437	14	2	158	33	874
UAE - GGP	751	41	490	83	79	651	2,095
Total	5,357	16,263	2,238	476	2,539	1,955	28,828

 : Project of Earmarked Funds

2. GGP&I Staff Headcount, Responsibility and Recruitment Issues

(1) GGGI London Office staff headcount

The GGGI London Office headcount presented in the attached document – with projection for 2013, 2014 and 2015 – illustrates both the projected scale and composition of the office going forward. By the end of 2013 the office will have approximately 4 staff working on GGP&I and about 11 staff working on research. These numbers include the staff of the Green Growth Knowledge Platform and of the Green Growth Best Practice initiative, both research projects co-funded by GGGI and hosted in the London Office. Administrative staff is limited to 2 individuals, an office manager and a team assistant. Going forward, we expect the size of the office to remain approximately constant but, as requested by the Council, with an increasing focus on research. By 2015 we expect that the full office will be focused on research with GGP&I staff entirely located in-country or in the headquarters.

(2) Allocation of GGP&I responsibility across offices

All GGP&I projects are directed by the DDG GGP&I based in Seoul. There are currently 3 GGP&I directors and deputy directors with responsibility for different countries based across the three offices, Seoul, Abu Dhabi and London. The DDG in Seoul, as indicated below, also retains direct responsibility for some of the countries in the portfolio as the team is being restructured. The following table illustrates current responsibilities:

DDG GGP&I – Mattia Romani (Seoul)			
Dir. MK Lee (Seoul)	Dir. Chanho Park (Abu Dhabi)	Dep. Dir. Jason Eis (London)	Ethiopia Indonesia South Africa
Cambodia Central Asia China India (TERI) ¹ Kazakhstan Mekong River Mongolia Philippines Rwanda Thailand Vietnam	UAE Jordan Middle East and North Africa	Amazon Basin Brazil India (Karnataka and TERI ¹) Mexico Peru	

¹ Responsibility for India (TERI) is shared between two directors

We expect that, after the ongoing project portfolio review led by the newly installed DDG, the portfolio of responsibility will shift, as new staff is recruited in the GGP&I team in Seoul.

(3) Issues related to the recruitment process for in-country GGP&I staff

- Acre, a global specialized recruitment firm based in the UK, has been supporting GGGI recruitment globally over the past 2 years. ACRE is responsible for identifying a number of excellent international hires in Seoul, London and in partner countries on behalf of GGGI.
- Some specific job postings for GGGI (PMs in India and Brazil/Amazon Basin) advertised on Acre website were temporarily not mirrored on GGGI's own website due to the urgency of the hires and some miscommunication between Acre and HR.
- Since Acre began supporting recruitment at GGGI, the GGGI website (both the old one and the current one), under "careers", and together with direct job adverts, has had a clear statement that "For additional opportunities, please also see: <http://acre.com>". This then provides a link to any interested parties to all of Acre's job postings for GGGI.
- In addition, GGGI's own website had on-going job postings for SPMs, PMs, and POs for projects in various GGGI project countries. These job postings have served us well over the past year as a way of attracting candidates across the various projects for GGGI. In some ways, these general descriptions were better, since they required less updating every time a specific role appeared but they were recently removed.
- Given the very heavy workload on HR, advertising through Acre has been a successful and inexpensive way to ensure we can move forward with critical hiring despite capacity constraints, and it has served as a readily accessible channel for all those candidates interested in GGGI.
- Going forward, we will be making sure that Acre notifies HR with hiring plans well in advance requesting specific job postings to be uploaded on our GGGI websites prior to posting on the Acre sites as well as other job sites.

3. ERP Breakdown

(USD Thousand)

Year	2013	2014	2015
Category	Request	Projection	Projection
Tier 1 (SAP)	726	1,860	882
Implementation		1,725	747
Licenses	618	135	135
Hardware	108	0	0
Tier 2 (Microsoft AX)	312	939	419
Implementation		874	375
Licenses	204	44	44
Hardware	108	21	0