

GGP&I program: Status update

Third session of the Council
9 June 2013, Songdo



Agenda

Proposed Agenda

1. Overview of the status of the current GGP&I program
2. Examples of GGP&I projects: Indonesia and Cambodia
3. Strategy going forward
 - a. Principles for the GGP&I program going forward
 - b. Performance and areas for improvement
 - c. Implications for human resources and budget
4. Role of the Program Sub-Committee

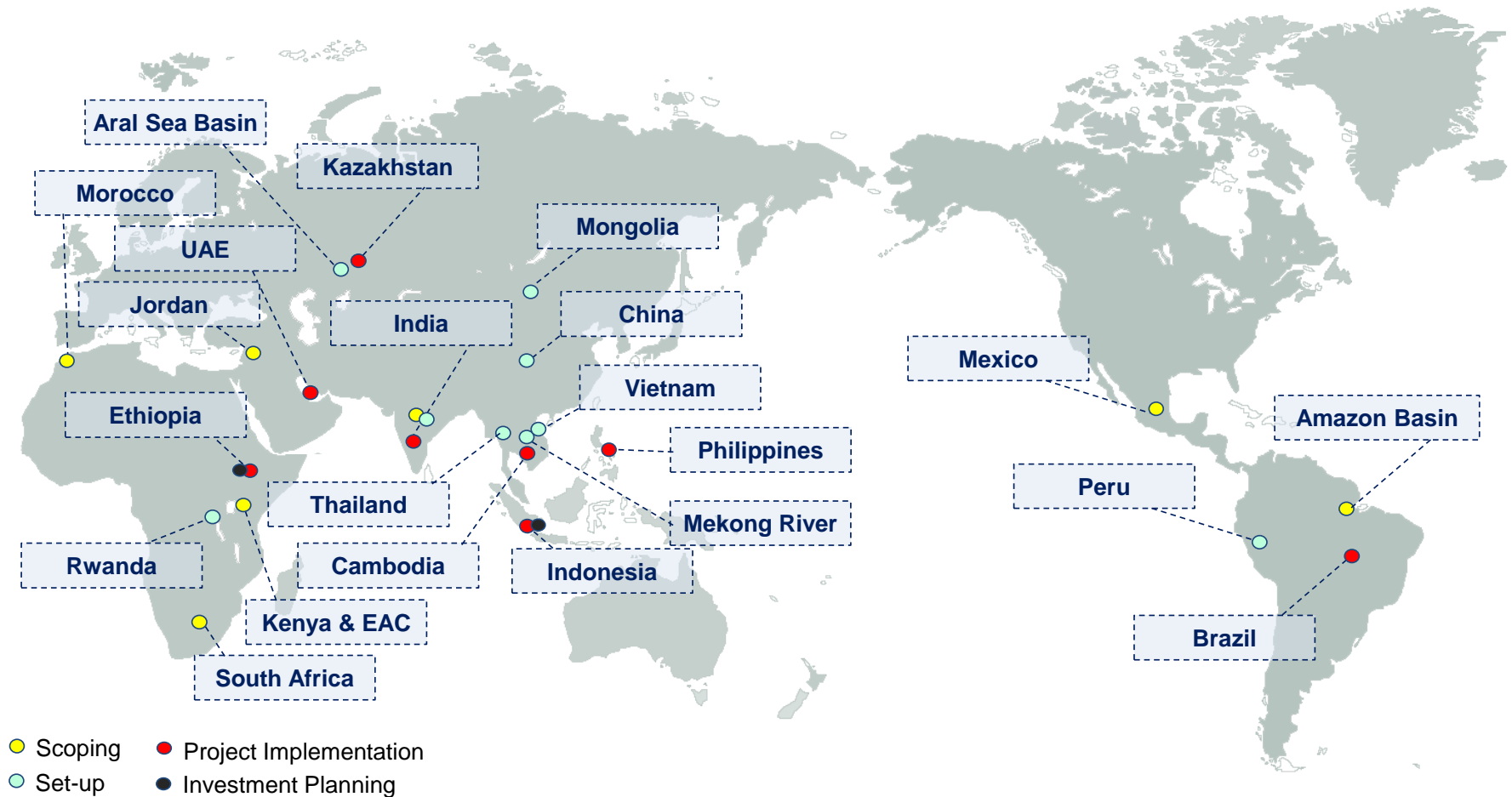
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GGP&I Portfolio Overview

GGP&I Portfolio 2013

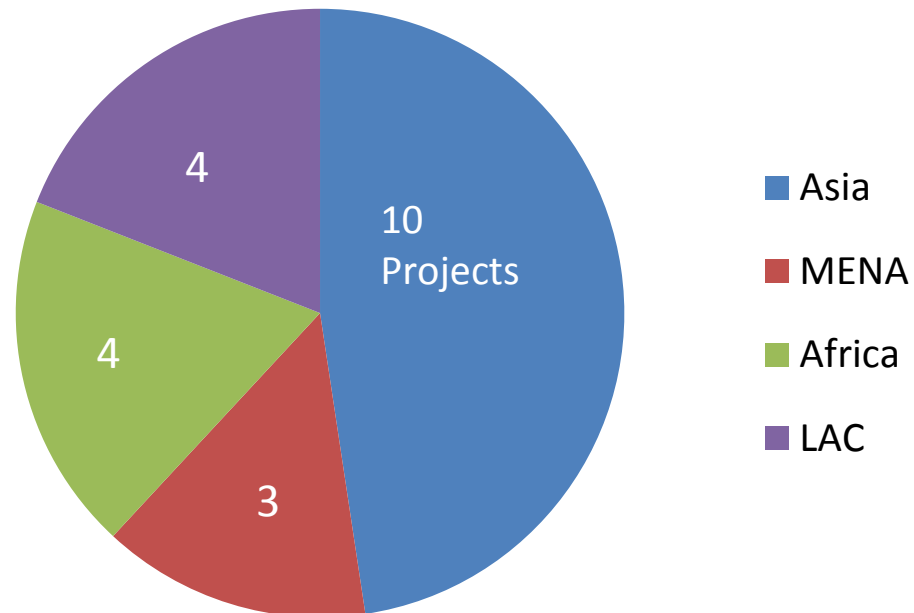


GGP&I Portfolio Overview

❖ Approach to country selection:

- Strong political commitment from high-level of government to put green growth at the core of economic policy
- A set of countries that can leverage the power of the example
- Strong potential impact on global action and, therefore, change
- Potential for GGGI to add some unique value
- Develop a balanced portfolio in terms of geographies, sectors and typology

GGP&I 2013 Portfolio by region:

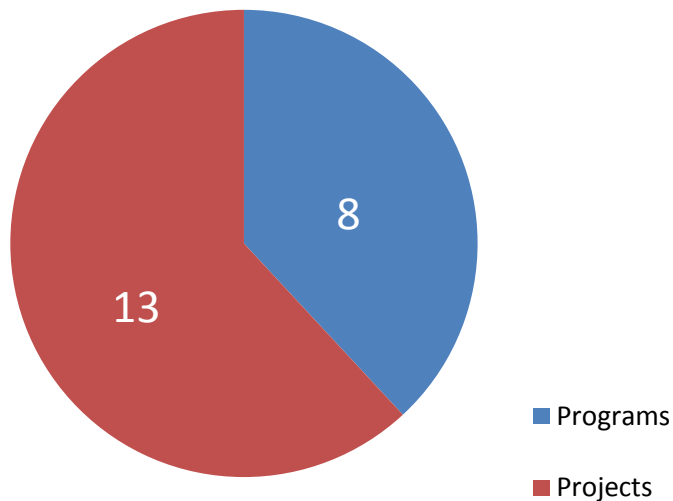


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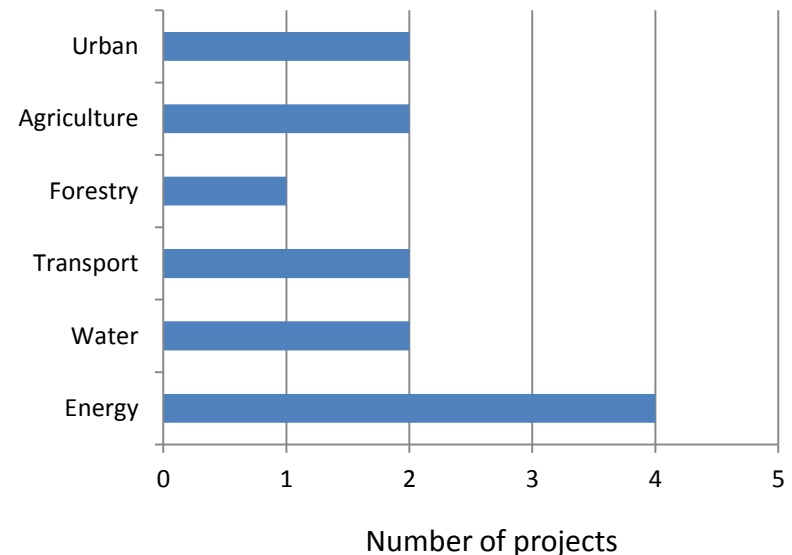
❖ Project types

- **Green Growth Planning & Implementation at national level:** Cambodia, UAE, Ethiopia, Kazakhstan, Vietnam
- **Green Growth Planning & Implementation at sub-national level:** India-Karnataka, Indonesia-East Kalimantan, the Philippines-Palawan & Siargao
- **Sectoral analysis & planning:** China-Yunnan, Mongolia, India-GG policy advice

Ratio of Program versus Project engagements



Sector breakdown of standalone Projects (13 projects):

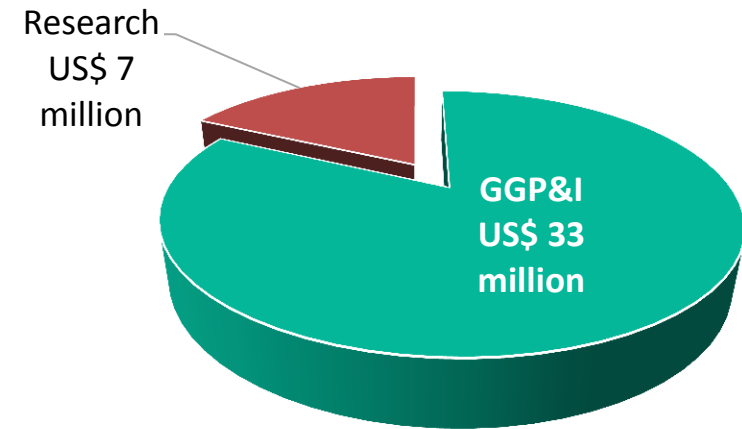


GGP&I Portfolio Overview

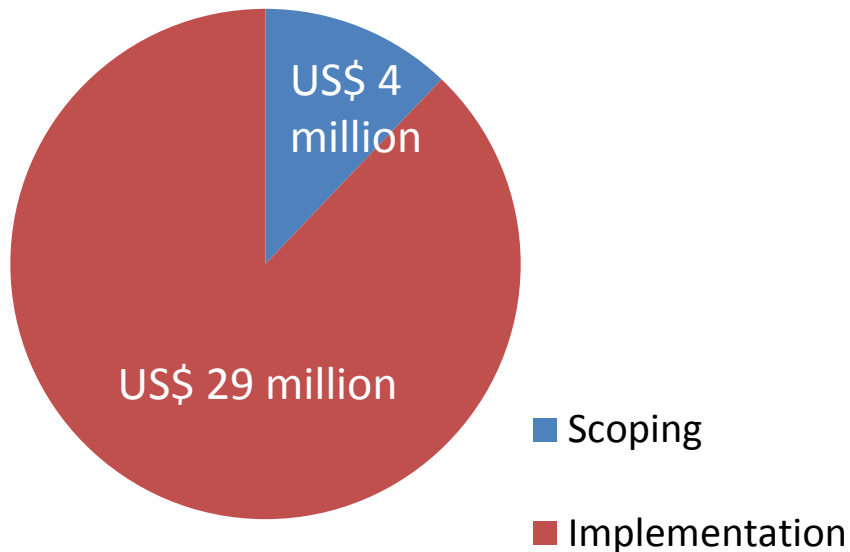
2013 GGP&I and Research Budgets

GGP&I	~US\$ 33m
Research	~US\$ 7m

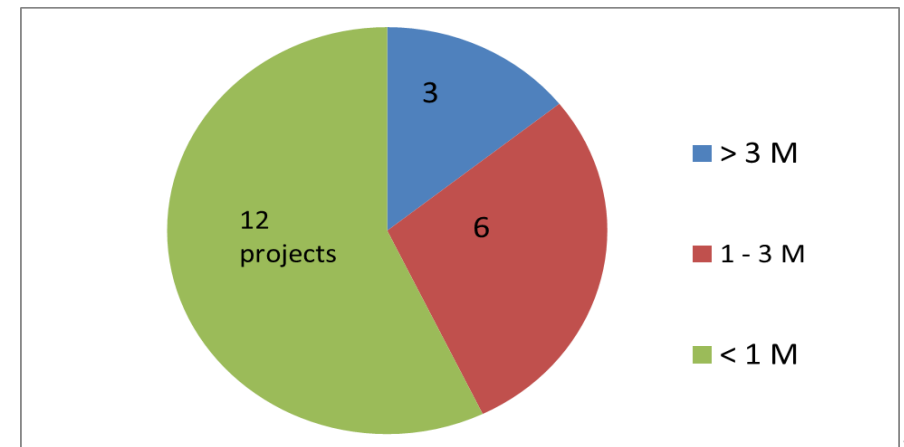
2013 GGP&I and Research Budgets



Projects in scoping vs. implementation status



Relative project budgets in US\$ million



Portfolio Monitoring / Master Decks



Portfolio Monitoring / Master Decks

TRACKER

	STATUS	DETAILS	LEAD	MITIGATORY RESPONSE
FRAMEWORK	Tracker			
MOU				
Project Agreement				
CONTENT				
Ground Activities in Siargao Island				
Ground Activities in Palawan Island				
Formulation and Prioritization of Adaptation Measures				
Climate Proofing of Development Plans				
ADMINISTRATION				
Team Transition				
Finance				
HR				
Reporting				
Events and Visits				
Procurement & Contract				

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	STATUS	DETAILS	LEAD	MITIGATORY RESPONSE
FRAMEWORK	ON TRACK	Portfolio being developed	KSC	None
MOU	ON TRACK	MOU signed in Nov. 2011 with Ministry of Environment and Green Development of Mongolia	KSC	None
COUNTRY FRAMEWORK	ON TRACK	Sectoral green growth projects in the transport and energy sectors began in 2012 and currently discussing national green growth planning for 2013	KSC	None
CONTENT				
STRATEGIES FOR GREEN PUBLIC TRANSPORT IN MONGOLIA	ON TRACK	Final report to be presented in May	KSC	None
STRATEGIES FOR DEVELOPMENT OF GREEN ENERGY SYSTEMS IN MONGOLIA	ON TRACK	Inception report submitted	KSC	None
SECTORAL ACTION PLANS FOR GREEN DEVELOPMENT ROADMAP OF MONGOLIA	ISSUES	To be launched in July	KSC	Continuous discussions needed with Mongolian government and other stakeholders
2 ND PHASE OF TRANSPORT SECTOR PROJECT	ISSUES	To be launched in July	KSC	Develop workplan based on the result of the Strategies for Green Public Transport project
ADMINISTRATION				
FINANCE	ON TRACK	Core funding	KSC	None
HR	ON TRACK	Staffing plan being developed	KSC	None
PROCUREMENT & CONTRACTS	ON TRACK	Reporting and M&E plan being developed	KSC	None
REPORTING AND M&E	ON TRACK	Reporting and M&E plan being developed	KSC	None
OPERATIONS	ON TRACK		KSC	None
PROTOCOL	ON TRACK		KSC	None
EVENTS & VISITS	ON TRACK	Final report presentations, capacity building programs, consultation workshop, etc.	KSC	None
COMMUNICATIONS	ON TRACK		KSC	None

Portfolio Monitoring / Admin

FINANCE

Fund Source	Core / Project
Budgeted	\$1,265,738 (2-4Q)
Disbursed	
Committed Total	

HUMAN RESOURCES

Budget Plan	2013	Head		
GG Investment P				
GG Capacity Build	1 Q	1 SF 1 PM 1 PC		
GG Incubation	2 Q	1 SF 1 PM 1 PC 1 Int		
Human Resource				
Others				
GG Investment P	3 Q	1 SF 1 PM 1 PC 1 PA		
	4 Q	1 SF 1 PM 1 PC 1 PA		

PROCUREMENT & CONTRACTS

GG Legislation Project: Co
Contract for Ministry of Environme
budget reform project

GG Planning Project: Contr
SENC providing assistance / cont
external consultants

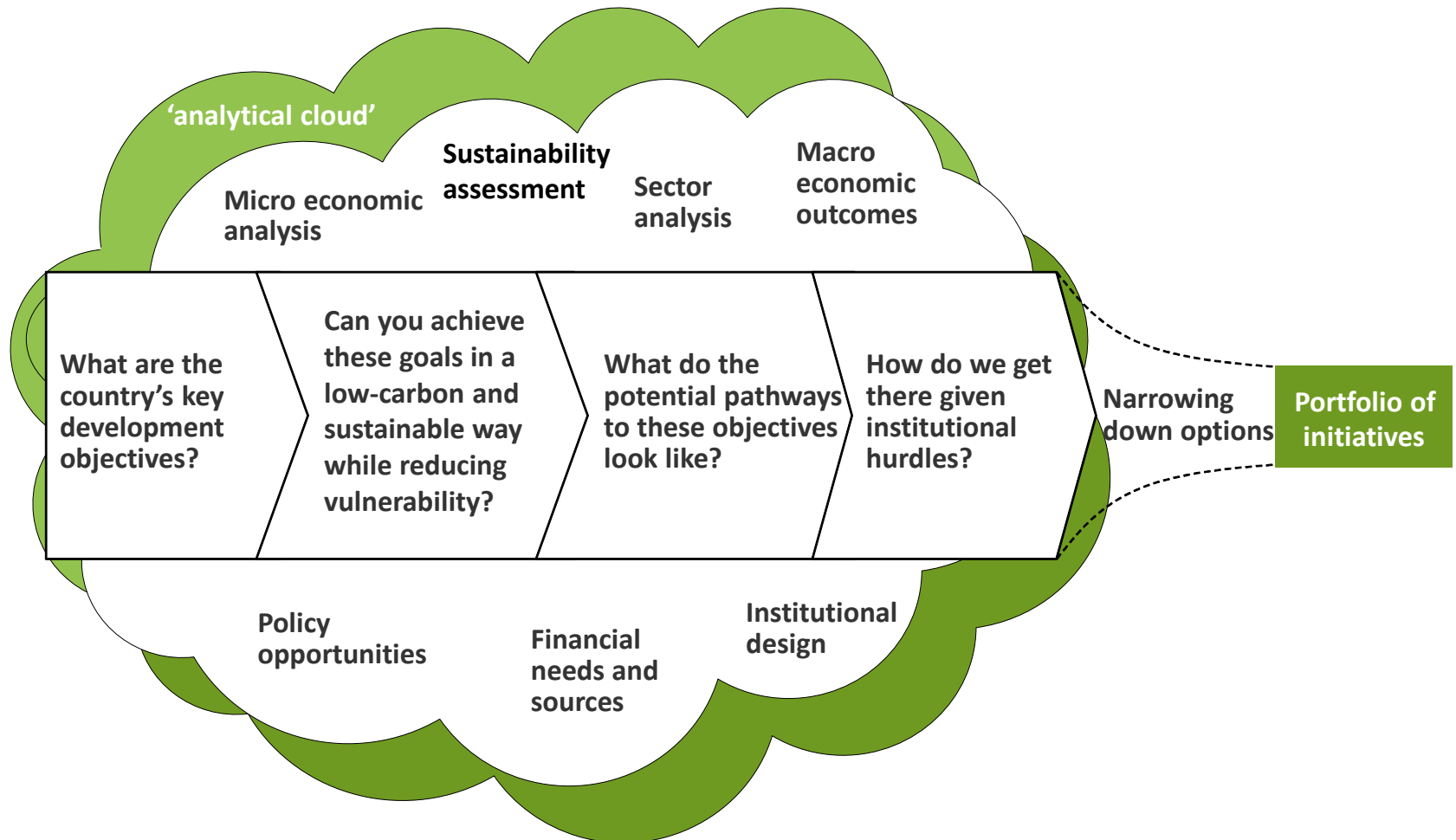
GG Capacity Building Pro
project with other IO and NGOs

Business Incubating Platf
contract for scoping research

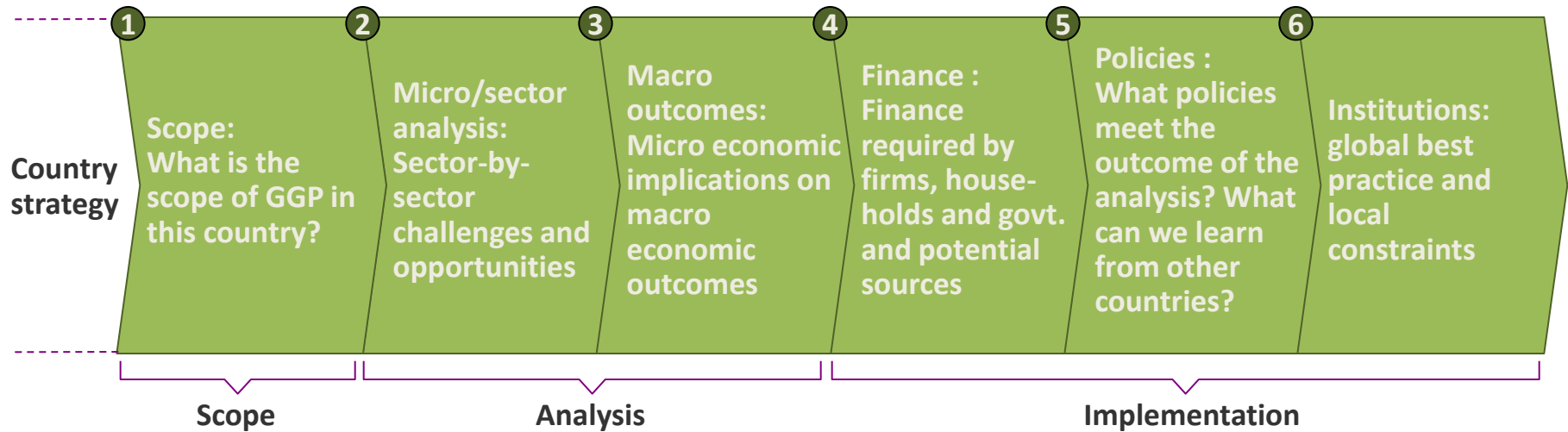
EVENTS & VISITS

Major Event	Schedules	Venues	Participants
NCGG and NPGG launching ceremony	19 March 2013	Peace Palace	Cambodia: Prime Minister, Ministers, central and local government officer and foreign VIPs (750, in total) GGGI: Director General, Director, SPM, PM, PO and consultants
GGGI and Donor Countries meeting	19 March 2013	Sofitel Hotel	Delegation of EU, Germany, Korea and UK GGGI: Director Generals, Directors, SPM, PM, PO
Green Growth Forum	19 March 2013	Sofitel Hotel	Members of NCGG/GSGG, IOs, NGOs, GGGI (250 in total)
Advanced Solar Cooker Demonstration	20 March 2013	Takeo Appropriate Technology Center	GGGI, ASEM SMEs-Eco Innovation Center (ASEIC), Neighbor of Cambodia, Local government, Local communities (150 in total)
1 st Green Growth Capacity Building Program	30-31 May 2013	Kampongchhang	GGGI, GSGG, Donor Agencies (KOICA, GIZ, etc.) IOs (UNDP, UNIDO, ADB, etc.) NGOs (WWF, CI, NOC, etc.)
1 st Green Incubation Capacity Building	30 June 2013	Takeo	GGGI, GSGG, ASEM SMEs-Eco Innovation Center (ASEIC), KOTRA+ Info Dev, Shift 360 (TBC)
Joint Donor Review	July 2013 (TBC)	Phnom Penh and Takeo	To Be Confirmed
2 nd Green Growth Capacity Building Program	30 Nov 2013	Seoul	GGGI, GSGG, Royal Academy of Cambodia, Royal University of Law and Economics, Cambodia Economic Association

GGP&I Green Growth Methodology



GGP&I Methodology: 6 steps

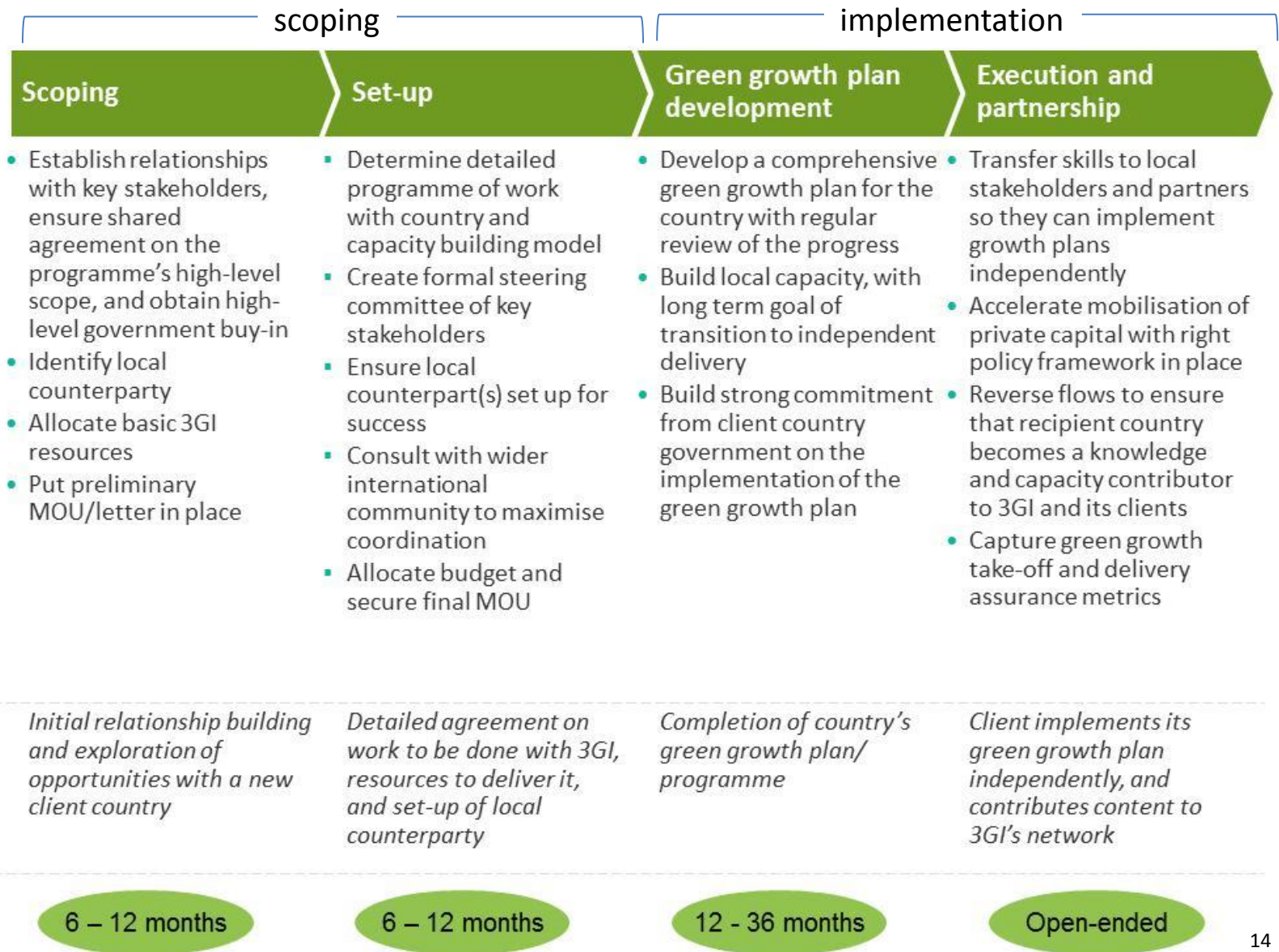


GGP&I aims at deep partnerships

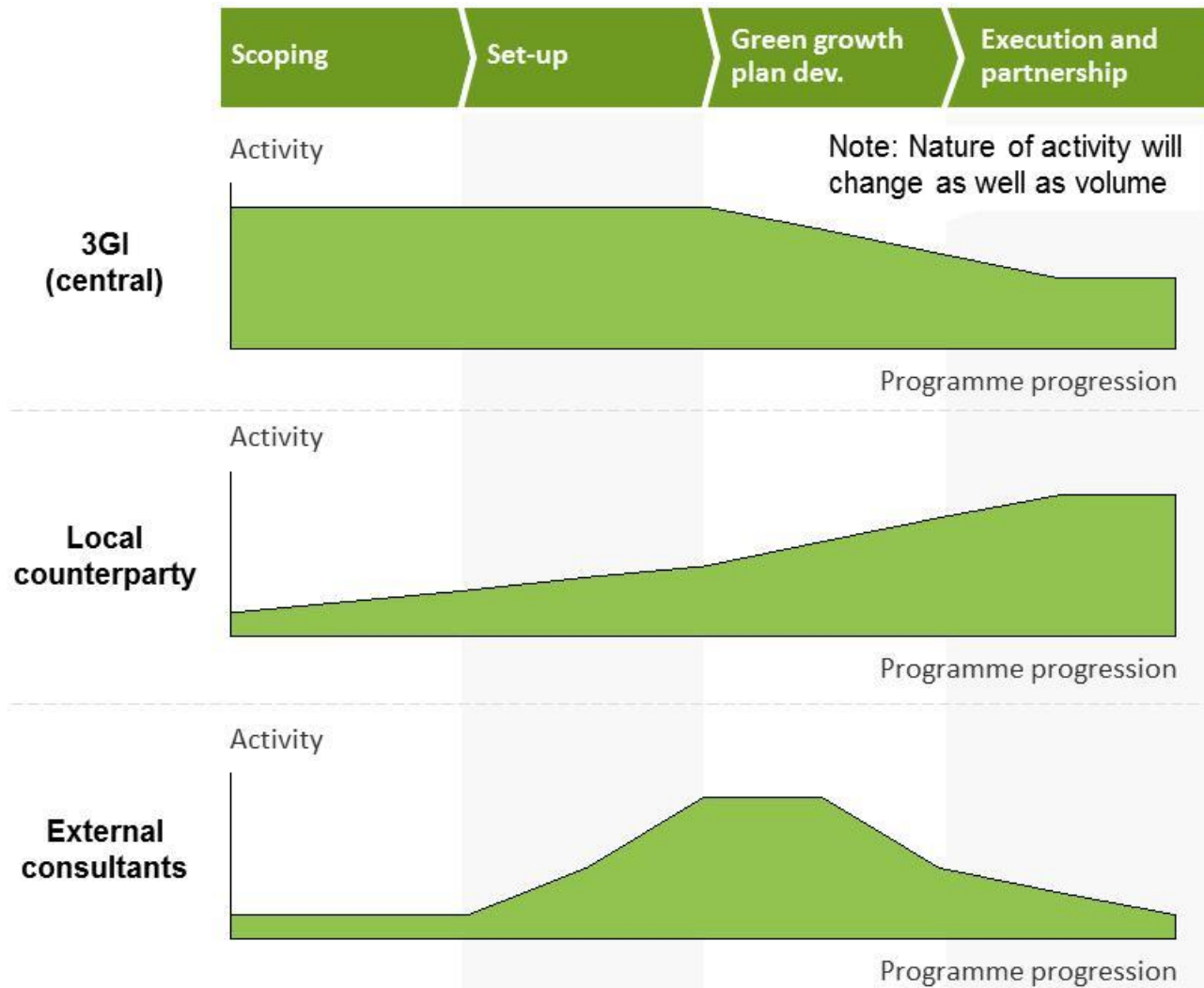
Desired outcomes

- **Trusted advisor to partner countries**
- **A tailored but consistent program for each country**
- **Significant capacity building to allow partner country to further develop and implement their plan independently**
- **Knowledge created in country projects shared widely**
- **Significant private sector input and investment mobilised**

GGP&I Methodology: Simple project cycle



GGP&I Projects: Activity distribution



- Heavy 3GI direct investment upfront to shape set-up, programme and donor matching, and continuing involvement as strategic architect and network manager
- Local counterparty(s) strengthened throughout the lifecycle of the country programme, evolving capacity to take over functions from 3GI (centre)
- External consultants involved to develop green growth plan and execute specific projects with ambition to shift down participation over 3rd and 4th phases

GGP&I Core Operating Processes

In 2012, the GGGI introduced **Core Operating Processes (COP)** to help define the various steps regulating the project cycle, from project approval to project completion.

- The COP processes will ensure that management can effectively overview the GGGI's entire portfolio of projects by integrating information on project status with budget, disbursement, procurement, legal, human resources and financial management data.
- The COP processes will be further improved by the Project Management Unit (PMU) in order to help improve the accountability of the GGGI, its transparency, and the overall impact of its project work.

The COPs are based on a **Results-Based Management (RBM) approach**:

- A **management approach** that aligns the organization and its activities to focus on improving specified results
- A **coherent framework** for strategic planning and programmatic activities based on results and learning
- A culture of **improved accountability**, reliant on continuous feedback to improve performance

GGP&I's Results Based Management

RBM is important because it allows for:

- **Better planning** – Lessons learned from evaluating progress made toward achieving results will support current and future management decisions on strategy, positioning, etc.
- **Better implementation** – Thinking in terms of problems and opportunities, explicit and shared understanding of “expected results” strengthens needs assessments, planning and monitoring
- **Better communication** – Articulating a results framework helps to communicate the problem to be solved, the uniqueness of the approach and the results we aim to achieve
- Creates a simple framework for **donors** to be engaged in a discussion on planned and achieved results

GGP&I Project Cycle: COP documents

Program Process 1: Scoping and set-up



PP1-A: Scoping



PP1-B: Project
design and
workplan
development



PP1-C: Counterpart
agreement
development &
approval

Program Process 2: Project resource deployment



PP2-A: Staff
deployment



PP2-B: Consultant
deployment



PP2-C: Local
institutional partner
deployment

Program Process 3: Project management and monitoring



PP3-A: Management
of resources



PP3-B: Collection of
indicators



PP3-C: Regular
reporting



PP3-D: Review of
final outputs

Program Process 4: Project completion



PP4-A: End-of-
project
evaluation



PP4-B: Delivery
of project to
counterpart

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Example: Indonesia

THE VISION

To achieve Indonesia's goals of 26% GHG emissions reduction by 2020 while achieving 7% GDP growth, preserving natural capital and promoting an inclusive and resilient economy

From economic growth...

1. The Indonesian economy has experienced consistent growth and could be the world's 7th largest by 2030
2. A presidential target has been set to achieve 7% annual GDP growth
3. Economic growth to date has been destructive of natural capital and the environment, and heavily dependent on the extraction of depl

...to Green Growth

1. Maintaining GDP growth by recognising the value of natural capital and its contribution to the economy
2. Preserving Indonesia's unique biodiversity
3. Supporting Indonesia's target of 26-41% GHG emissions reduction by 2020
4. Promoting resilience in the economy
5. Ensuring economic gains lead to social welfare improvements for all Indonesians

Objectives of the Program

Country level

Green Growth Plan

“To promote Green Growth in Indonesia that recognises the value of natural capital, improves resilience, protects the environment and is inclusive and equitable”

Component level

1

Greening
the
planning
process

“To mainstream green growth within Indonesia’s economic planning processes”

“To increase the use of green technology and increase capital investment in green industry” (GIMS)

2

REDD+
for green
growth

“To support the development of a funding mechanism that disburses REDD+ finance to catalyze green growth”

3

Regional
engage-
ment

“To support key provincial governments in prioritizing and implementing green growth.”

Component 1: Greening the Planning Process

Activity

Description

Green
growth
framework

- Definition of a green growth framework that captures the key aspects of green growth for Indonesia
- Translation of each the elements of the framework into tangible metrics that can be measured within Indonesia

Baseline
assessment

- Assessment and calculation of the baseline implications of the current MP3EI for green growth, measured against the metrics determined above
- Documentation of key implications by corridor and at a national level to demonstrate the case for green growth

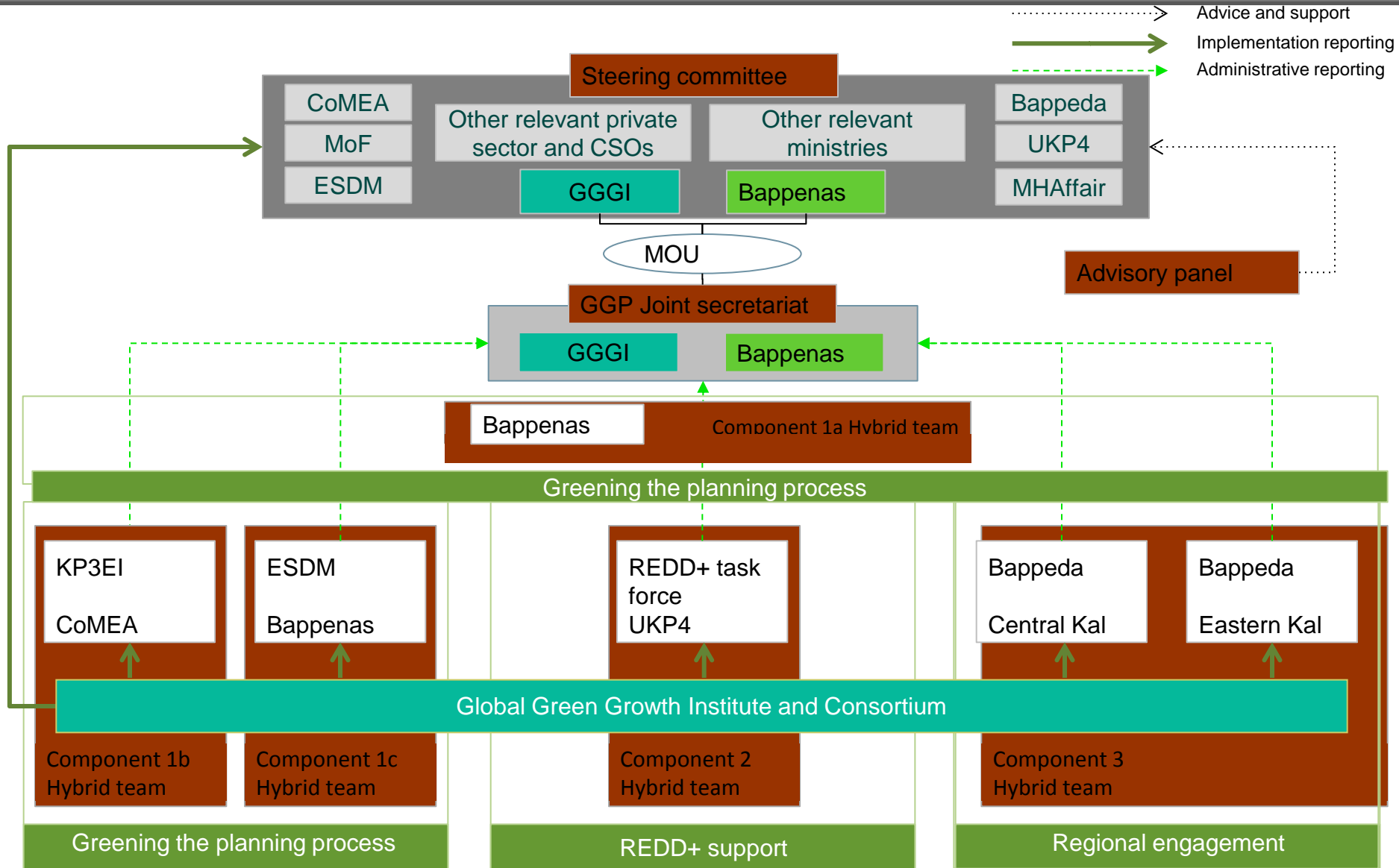
Project
identification

- Identification of projects within the MP3EI framework that meet the objectives of green growth
- Identification of projects within the MP3EI framework that could be modified to improve their green growth potential
- Business case development and planning support for those projects that show green growth potential

Policy
identification

- Identification of policy levers within Indonesia that could be used to promote green growth (or reduce the barriers to green growth)
- Quantification of the impact of those levers

Working Arrangements



Example: Cambodia

Overview



■ Main Objectives

- Provide Green Growth policy options and guidelines as a national agenda and development strategy
- Establish a high-level coordinating body to implement green growth policies and projects—National Council on Green Growth (NCGG) chaired by Prime Minister Hun Sen
- Provide a series of need-based practical capacity-building programs to disseminate green growth

■ Partnerships

- In the central government, the National Council on Green Growth (NCGG) and General Secretariat for Green Growth (GSGG) are the main partners
- Key line ministries of green growth such as environment, economy, finance, planning, industry will join this green growth initiative
- At the central and local level, GGGI will take the lead in encouraging the private sector's role in green growth development as a green growth business facilitator.

■ Execution

- The GGGI's green growth planning efforts will be aligned with Cambodia's National Strategic Development Plan (2014-2018) while also highlighting opportunities for green growth in key sectors
- Identify key green growth projects based on analytical tools and investment guidelines to achieve sustainability and job creation

Example: Cambodia

Cambodia Green Growth Policy Framework

Strong Support from the Top Leadership of the Government

Policy Consultation Framework

Royal decree for The National Council on Green Growth (NCGG)

Sub-decree on The General Secretariat of the National Council on Green Growth (GSGG)



Green Growth Policy Initiative

7 Accesses (recommendation): Cambodia's sectoral approaches to Green Growth

National Strategic Plan and Policy on GG (NSPGG & NPGG)

(TOP DOWN) Green Growth Policy Drive from the Central Government

Develop effective policy tools and solid legislation towards Green Growth
Develop investment plans and mobilize financial resources for projects
Provide need-based capacity building programs and technology transfer

(BOTTOM-UP) Seeds of Green Growth: Green Business Incubating

**Renewable Energy
(Scheffler-Reflector)**

**Green Village
(waste management)**

**Green Job Creation
(Eco-tourism)**

Example: Cambodia

Plan for Scaling Up Green Growth

Phase I (2011-2012): Foundations for green growth

- Support the adoption of royal decrees for establishing National Council on Green Growth.
- Draft Green Growth Master Plan based on Cambodia's green growth roadmap and National Strategic Development Plan (2008-2012).
- Identify potential opportunities for green growth (implementing pilot projects in communities).
- Increase public awareness on green growth.

Phase II (2013-2015): Nation-wide dissemination and capacity building

- Establish National Council on Green Growth and work with General Secretariat on Green Growth.
- Adopt Green Growth Master Plan and implement sectoral action plans and policies.
- Provide investment guidelines and identify landmark green growth investment opportunities.
- Scale up Green Growth projects and promote local communities' activities on green growth.
- Set up and operate tailor-made joint green growth capacity building programs.

Phase III (2016~): Region-wide scaling up and development

- Establish Monitoring and Evaluation mechanism in Cambodian government.
- Facilitate investors' actual engagement in Cambodian green growth opportunities.
- Expand Cambodian cases with a regional perspective (Mekong region Green Growth Initiative).
- Share experiences with other developing countries in South-South cooperation.

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Five Principles for GGP&I's Strategy

1. Focus on **comprehensive analysis** leading to **transformative action**
2. **Trusted advisor role**
3. **Stronger, long-term, in-country presence** of GGGI staff
4. Gradual and interlinked **network of cross-country experiences** becoming the distinctive advantage of the GGGI
5. **Focus on the economics of green growth**, aiming at ministers of finance and PM/presidents as audiences

Next steps:

- Global Portfolio Review (*finished as of May 2013*)
- Drafting of a strategy paper (*finished in June 2013*)
- Global GGP&I retreat in Seoul on June 13-14 2013
- Implementation of strategy – 6 months milestones to end of 2013

Areas for improvement: The Portfolio Management Unit

The Portfolio Management Unit was established in January 2013 and consists of:

- One Head of team in Seoul
- One Sr Officer in London
- One Sr Officer hire in Seoul in June 2013

And works closely with:

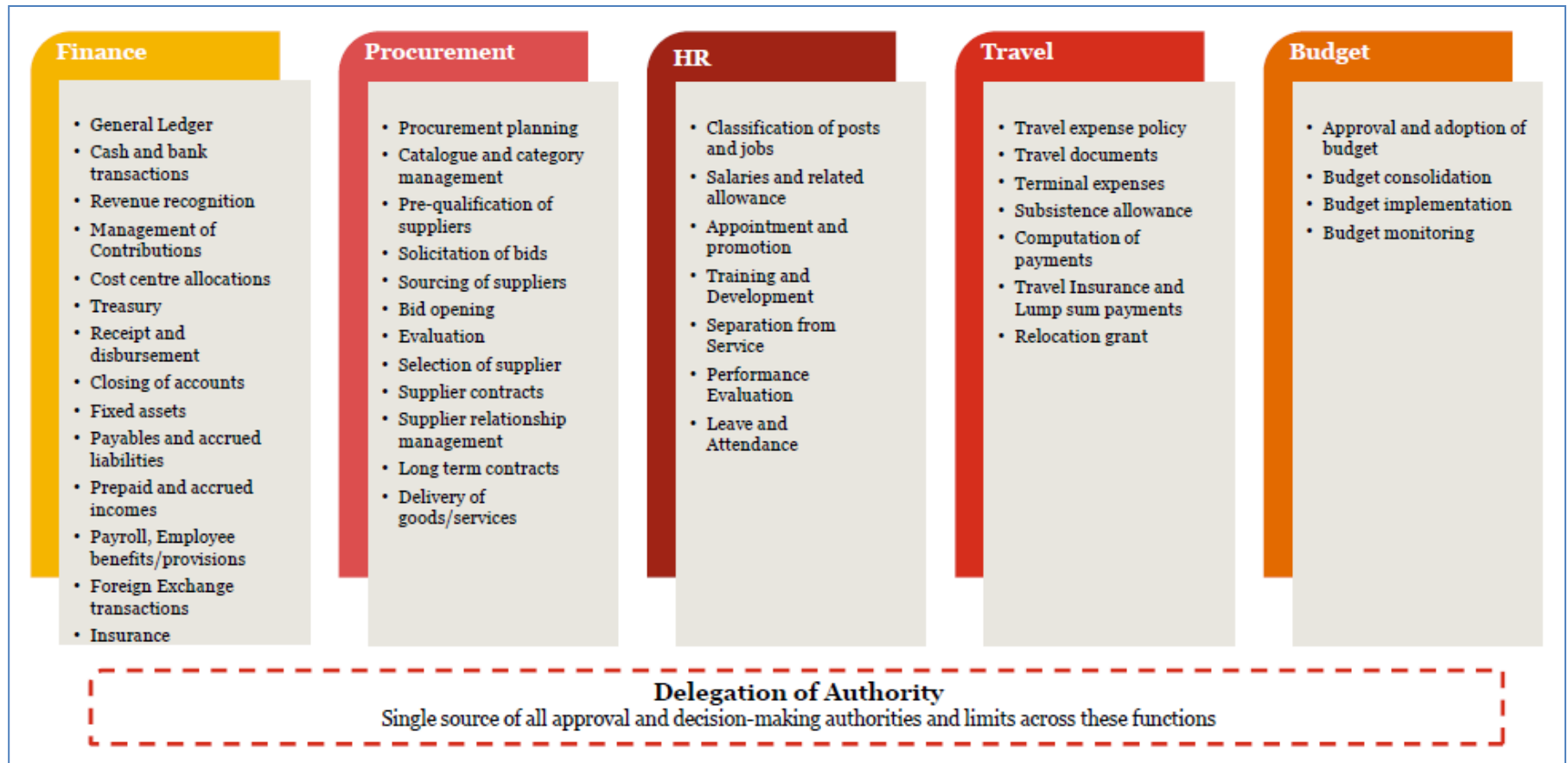
- **Monitoring and Evaluation Team**
 - One Senior Advisor
 - One Senior Program Manager (Indicators)
- **Safeguards Team**
 - One Program Manager

Its objectives are:

1. Establish internal project cycle processes to facilitate project management
2. Develop peer review and quality control processes
3. Supervise GGGI Knowledge Management functions
4. Coordinate reporting to GGGI donors

1. Establish internal reporting processes: ERP

Functional Scope of GGGI ERP Implementation



1. Establish internal reporting processes: ERP

ERP and GGP&I: Integration of processes within the new ERP framework

- Existing Core Operational Processes will be transposed online on the ERP by June 2014
- A project and portfolio management dashboard will be accessible on the ERP where project teams can update their project and flag key issues for management attention
- The project dashboard will show:
 - Team lead and team composition
 - Approval Documents
 - Project Documents
 - Overall Budget
 - Disbursement Status
 - Procurement Status
 - Progress towards KPIs
 - M&E Tables
 - Key Local Counterparts
 - Project Objective & Strategy
 - Safeguards Analysis
 - MoU and Legal Covenants

2. Peer Reviews and Quality Control

1. Portfolio Management:

- Ensure compliance with project quality at entry requirements regarding budgets, indicators, safeguard reviews
- Coordinate all project review meetings, supervision reports and project completion reports
- Ensure financial and operational closure requirements are satisfied

2. Portfolio Quality Assurance:

- Collate quarterly data and portfolio review to ensure timely response to current and future portfolio needs, regional and global GGGI business line needs
- Set up and maintain a comprehensive portfolio database to be eventually fully integrated into the GGGI Enterprise Resource Planning system

3. Portfolio Reporting:

- Coordinate quarterly portfolio reviews and ensure lessons drawn are effectively shared for real time portfolio improvements
- Monitor on a monthly basis portfolio performance against projected targets

3. Knowledge Management Function

- The GGGI's comparative advantage comes from its ability to cross-fertilize its experience from projects world wide. We will do this through:
 - a web-based **formal system** to share knowledge
 - a **culture** of knowledge sharing and reciprocal support between teams
- The GGP&I teams will produce project and program specific GGGI Technical Papers and reports, and contribute to building open-source, accessible tools and datasets
- The PMU will start immediately, during Q3 and Q4, to set up processes to exchange knowledge across teams at HQ and satellite offices and with countries
- Overtime the PMU will help define boundaries between the ERP system and internal data bank, links to the external web site for the GGGI, and links to GGBP and GGKP

4. Reporting to Donors

- The **first joint donor review** of the GGGI was performed in November 2011 by Australia and Denmark with a main focus on institutional issues.
- The **second joint donor review**, discussed at the GGGI Donor Consultation Group in February 2013, will take place late August or September with participation from Australia, Denmark, Norway and the Republic of Korea.

The joint donor team, comprised of experts on green growth, green economy and development aid, will focus its review on the GGGI's Green Growth Planning and Implementation Programs (GGP&I). This includes:

- Current strategies and approaches, including country selection
- Implementation
- Procedures for management, implementation and monitoring
- Linkages with Research and Public-Private Cooperation activities
- Governance and partnership frameworks

The review team will:

- 1. Visit the GGP&I programs in Cambodia and Ethiopia**
- 2. Issue a review note summarizing findings and recommendations**

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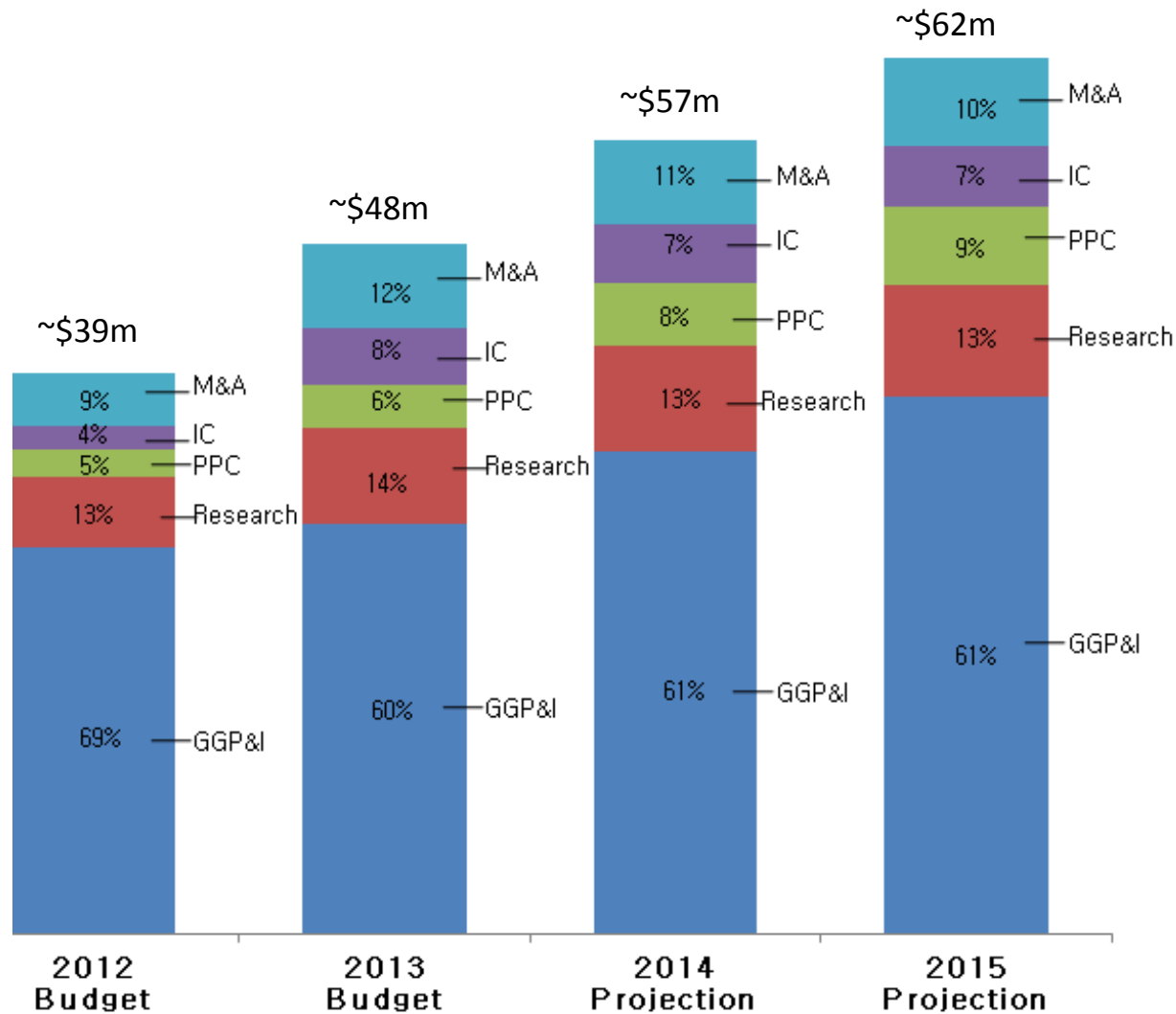
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Human Resources Needs for strong In-country Delivery

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	79	40	17	16	39	191

- GGP&I is currently 45 staff and will **grow substantially in 2013**
- Over time GGP&I staff will continue to grow, but with **a focus on in-country teams**
- Research team will also grow as it will be increasingly **a support function for GGP&I**
- PPC team will increasingly build capabilities in **investment planning and implementation** as more countries move to that phase

Budget Needs: GGP&I will grow to ~\$40m by 2015



~\$40m by
2015

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Members of the PSC

There are six members of the PSC, as established by the Council in C/2/DC/9:

1. Costa Rica, Chair
2. Australia
3. Indonesia
4. Norway
5. Qatar
6. Lord Nicholas Stern

Role of the PSC

According to the Terms of Reference of the Program Sub-Committee¹:

The role of the PSC is to assist the Council in carrying out its responsibilities in **overseeing the GGGI's programmatic activities** in the areas of green growth planning and implementation, research and public-private cooperation.

The PSC is intended to **periodically review the progress** of and planning for the GGP&I, Research and PPC program activities in cooperation with the Secretariat.

The PSC **advises the Council on decisions pertaining to the results, monitoring and evaluation framework** under Article 8, section 5 (b) and **approve the annual work program, budget and criteria for country program selection** under Article 8, sections (c) and (f) of the Establishment Agreement.

The PSC also ensures that the **Council is aware of any matters that may significantly impact on the results and effectiveness of the GGGI's programs**. The PSC is intended to work in close cooperation with the Audit & Finance Sub-Committee and Facilitative Sub-Committee of the Council.

1. Decision on the Sub-Committees of the Council, C/2/DC/9, Annex 2.

Conclusions

- This presentation offers an initial overview of the program: the Secretariat is **available to provide more details** on any project
- The principles of **high-quality, professionalization and internationalization** are guiding the Secretariat in shaping the GGP&I program
- The strategy going forward aims at creating ‘**trusted advisor relationships**’ with partner governments by strengthening **GGGI’s in-house capacity and its in-country presence**