



Global Green Growth Institute

Tenth Meeting of the Management and Program Sub-Committee
July 12, 2019; via videoconference

Summary of the Tenth Meeting of the Management and Program Sub-Committee

Agenda 1. Opening of the Meeting and Adoption of the Agenda

1. The Tenth Meeting of the Management and Program Sub-Committee (MPSC) was attended by MPSC Members Australia, Republic of Korea, Norway, Paraguay, and Rwanda, as well as GGGI Member observers Costa Rica, Denmark, Fiji, Hungary, Jordan, Sri Lanka, and the United Kingdom.
2. The meeting was chaired by Australia, represented by Ms. Jennifer Gregory, Assistant Director, Multilateral Development and Finance Division, Department of Foreign Affairs and Trade.
3. Annex 1 provides a list of participants.
4. Annex 2 provides a list of sessional documents.
5. The MPSC adopted the Agenda [MPSC/2019/AG/2/REV], circulated by the Institute on June 12, 2019.

Agenda 2. GGGI Strategy 2030

6. The Institute presented its draft GGGI 2030 Strategy, which had incorporated the comments provided by Members during the GGGI 2030 Strategy and Vision Consultation Session of the Ninth Meeting of the MPSC on May 2, 2019. The presentation by the Institute includes its 2030 ambitions, programmatic and non-programmatic goals, targets to be reached, Global Operational Priorities (GOPs), four dimensions of its Strategy 2030 and its growth scenario analyses, among other aspects of its Strategy.
7. Delegates commended the Institute for developing a comprehensive framework to support the realization of the SDGs and the Paris Agreement, and on its excellent analysis of the significant global trends and critical strategic issues. Delegates also welcomed the Institute's continued focus on selected areas to prevent its resources being spread too thin. In this regard, some delegates urged the Institute to prioritize its country operations and programs that have the potential for reducing emissions and creating change at scale. Furthermore, recognizing that the task of making an economy green is challenging, and acknowledging that this requires a complete rethinking of the way we

organize our society, delegates noted that it would be useful for the Strategy 2030 to provide more details on what measures the Institute takes to achieve the transformational effect needed.

8. Delegates suggested the Institute include in the Strategy 2030 document a statement of purpose at the beginning to assist readers who approach this document for the first time. Furthermore, delegates recommended the Institute to rephrase the language for Strategic Goal One, to reflect that it will be the actions of the member countries that will lead to transformation, and GGGI's role is to support them on that path. Also, delegates suggested articulating the Institute's role as opposed to other development players such as MDBs and the UN development agencies. They also requested the Institute to explain the different levels of its representation at the regional and country levels. Also, delegates recommended adding some narrative to the 'key breakthrough' diagram on page 38 that would show what success would look like for GGGI. Delegates further requested the Institute to consider having two separate strategy documents, an outward-facing document with the Strategic Outcomes and its priorities, and an inward-facing document with the corporate plan/strategy that outlines how GGGI would meet these goals. It is suggested that having two separate documents provides a clearer, stronger strategic message to the two different audiences – the external and internal.
9. Delegates inquired whether the Institute is further revising the Strategy 2030 document after it is presented to the Council in October. The Institute responded that it would be presenting the final version without further revisions. The Chair requested the Institute to inform Members when the final comments for the Strategy 2030 are due.
10. MPSC delegates endorsed the directions and orientations outlined in the Institute's Strategy 2030, the ambitions set, and the guiding principles to deliver them. The timeline presented to MPSC delegates is structured around 3 stages: (i) Incorporating the comments from MPSC to have the revised draft Strategy 2030 post-MPSC meeting; (ii) Launching the consultation of all Member and partner countries on the revised draft Strategy 2030; and (iii) Preparing the final Strategy 2030 in 2 versions, internal and external version.

Agenda 3. Membership, Accession, and Country Programming

11. The Institute presented an update on membership, accession, and country programming following the earlier presentation to the MPSC Members at the Ninth Meeting on May 1, 2019, and invited discussion on the draft Decision on Criteria for Country Programming, which would be presented to the Council for adoption. The Institute reminded the delegates that during the Ninth Meeting, the MPSC requested the Institute to develop a Criteria for Country Programming.
12. Delegates took note that (a) the Director-General has received letters of intent from Angola, Kazakhstan, and Madagascar since the Institute's last update to Members; (b) the Kyrgyz Republic is advanced in its accession, though a letter of intent has yet to be received; and (c) the Institute has signed USD 17 million in new earmarked commitments

in 2019, with a further USD 9 million expected to be signed by end of August and USD 30 million in the pipeline.

13. Delegates reiterated their support for the introduction of a Criteria for Country Programming to support the implementation of the changes in GGGI's business model that blends both core and earmarked funding to support programmatic growth. Delegates agreed on the need to set these as broad principles, in accordance with the Council's function under the *Agreement on the Establishment of GGGI*.
14. Delegates requested the following, and the Institute promised to undertake to respond to such request as soon as practicable:
 - a) Information on the volume of co-financing or earmarked funding that would be needed to maintain a country program and how these volumes would be determined, and how core funding would be used to support country operations;
 - b) A snapshot of how adopting the Criteria would impact GGGI's current operations, including in which non-Member countries does GGGI have operations, with which countries does GGGI not have an agreement on privileges and immunities (P&I), and which countries need to secure earmarked funding to continue operations; (Delegates noted such information would make the discussions on the criteria more tangible.)
 - c) More clarity on the description of Global Programs, with an emphasis on the importance for the Institute to work at the country level.
15. Delegates supported the Institute in pursuing P&I agreements with countries to support the effective operations of GGGI.
16. The Institute requested additional comments on the draft criteria from Members, if any, to be presented to the Council with a recommendation from the MPSC. The Institute reminded the delegates that there are two months to review this document before it could be submitted to the Council hopefully by September and before the Assembly and Council meeting in October.
17. Members of the MPSC took note of the update on Membership, Accession, and Programming, and agreed to provide further comments on the criteria for country programming before providing a recommendation to the Council for adoption.

Agenda 4. Update on Risk Management

18. The Institute presented the key updates on its risks and mitigation measures, identified based on its Risk Management Framework (RMF) and Matrix (RMM), in terms of its financial management and operations, operational program and portfolio management, working environment, and human resources.
19. Delegates suggested the Institute identify and present the top three (3) to five (5) risks on the first page of the risk management updates, to bring greater attention to the issues that

need to be addressed and to be able to track any changes to the major risks. The Institute will incorporate the suggestions in following updates.

20. Delegates also asked the Institute how far the RMF has rolled out across GGGI in its country and regional offices. The Institute informed that it currently has plans to implement the RMF in all its country and regional offices. The Institute added that the country offices, as they would have different issues, would identify their own set of top risks and key measures to be taken. The roll-out of the RMF is scheduled to start in 2020.
21. Delegates inquired whether the Institute has a mechanism that systematically monitors programs that have been transferred to another party. The Institute responded that it has recently developed a comprehensive methodology on how to measure impact along with its six (6) Strategic Outcomes, as indicated in its Strategy 2030.
22. The delegate of the Republic of Korea informed that, due to a change in domestic policy, the Korean government might no longer reimburse the shortfalls caused by exchange rate fluctuations when financial contributions are made to international organizations. The delegate inquired whether the Institute foresees any cash flow-related risks. The Institute responded that it would not have any cash flow risks in the next nine (9) months, according to estimations based on historical flows and its detailed projections. However, the Institute noted that a decrease in core contributions could always pose as a risk.
23. Delegates asked for clarification on the schedule for the risk management updates, and the Institute informed that the first update would be at the MPSC meeting in July, and the second update would be included in its Annual Report published in the first half of the year.
24. Members of the MPSC took note of the key updates on the Institute's risk management.

Agenda 5. Accountability and Safeguards Systems

25. The Institute presented how it has strengthened its accountability and safeguards system since the adoption of the GGGI Accountability Framework in 2018, including the implementation of a new Disclosure Policy, the appointment of a Sexual Harassment, Exploitation, and Abuse focal point, adoption of the GGGI Rules on Child Protection, and its work with Respectful Workplace Advisors and Ombudsman. The Institute further informed delegates on its application of Environmental and Social Safeguards Checklist and Gender Equality and Poverty Reduction Policy Markers in 2019.
26. Delegates commended the efforts of the Institute to strengthen its accountability and safeguards systems. Delegates made concrete suggestions on revising the *Environmental and Social Safeguards Checklist* to make Question 1 less passive and ensure that the marginalized and vulnerable groups are included in project conceptualization and implementation. Also, delegates suggested an amendment for the *Rules on Child Protection* so that consent is received from "the child *and* parent or guardian," instead of "the child, parent or guardian".

27. Delegates further inquired whether the policy documents are available online. The Institute informed delegates that they could be downloaded from the GGGI [website](#).
28. Members of the MPSC took note of the Institute's efforts to strengthen its accountability and safeguards systems.

Agenda 6. Independence of Internal Oversight Function

29. The Institute presented its current practice for ensuring the independence of internal oversight function, governed by the International Standards for the Professional Practice of Internal Auditing. Furthermore, to clarify the functional reporting of the Office of Internal Audit and Integrity (OIAI) to the MPSC and the Council, the Institute proposed a set of tasks to be carried out by the MPSC listed in the Interpretation of the Professional Practice of Internal Auditing (refer to MPSC/2019/18).
30. Delegates supported the proposals made by the Institute. However, before seeking the Council's approval, they requested more details on the procedure for implementing the listed tasks in [MPSC/2019/18] and the role of the Audit Contact Points (ACPs) in relation to reporting to the Assembly and Council, and clearance and review functions of the ACPs. The Institute responded that it would add details to the current document and clear it with the ACPs before requesting approval from the Council.
31. Members of the MPSC endorsed the proposal to perform the functions listed in the sessional document [MPSC/2019/18], and with further details provided by the Institute, decided to recommend approval of this proposal to the Council.

Agenda 7. Internal Audit on Travel

32. The OIAI of the Institute presented its findings on the Compliance and Value for Money Audit of GGGI Travel Management, and the Management of the Institute provided its response to the findings.
33. Delegates supported all findings and recommendations made by OIAI and requested the Institute to implement all recommendations in its future travels, effective immediately. Delegates requested the Institute to submit an action plan, as soon as possible, listing (a) the actions that need to be taken, (b) who would be accountable, and (c) the deadlines for each action. Delegates also requested that the Institute implement all actions before the Council Session in October and provide a short presentation to the Council. The Institute ensured that it would prepare an action plan as requested and endeavor to complete the implementation of all actions before it reports to the Council in October.
34. Delegates inquired when a follow-up travel audit would take place, and OIAI responded that it is likely to take place in June/July of 2020. OIAI further stated that it would provide a timeline of the audit by the end of the year.

35. MPSC delegates took note of the findings by OIAI [MPSC/2019/17] and the response from Management [MPSC/2019/17-1] and agreed for the Institute to submit an action plan to the MPSC which is to be implemented before the Council Session in October.

Agenda 8. Any Other Business

36. The Institute provided an update on its tender for external auditors. It informed the delegates that it had received one proposal from PricewaterhouseCoopers (PwC Korea) and it intends to hire the firm as the new external auditor as the applicant is technically competent and they are within the price range.
37. The Institute shared an update on Global Green Growth Week 2019 scheduled for October 21-25, 2019 at Coex Intercontinental Hotel, Seoul. Delegates asked the Institute to provide details on which events the Institute would request a high-level engagement.
38. The Institute also presented the updated draft provisional agenda for the Eighth Session of the Assembly and Twelfth Session of the Council on October 24, 2019. It noted that while the discussed points during this MPSC would be noted as the new updates, it called for further comments from the members [MPSC/2019/19].
39. Regarding Experts/Non-State Actor Members of the Council (Experts/NSAs), the Institute reminded delegates that there remain four (4) vacancies on the Council for Experts/NSAs, and that the Institute looks forward to receiving nominations from Members by August 30, 2019.
40. The delegate from the Republic of Korea informed that the Korean government is considering hosting the P4G Summit next year. In this regard, the delegate expressed the Korean government's hope to collaborate with GGGI and to receive support from MPSC Members.

/End

ANNEX 1: List of Participants

Australia

Ms. Jennifer Gregory, Assistant Director, Multilateral Development and Finance Division,
Department of Foreign Affairs and Trade

Ms. Selina Hughes, Policy Officer, Multilateral Development and Finance Division,
Department of Foreign Affairs and Trade

Republic of Korea

Mr. Changsoo Kim, Director, Global Environment and Science Division, Ministry of Foreign
Affairs

Mr. Sangwan Park, Second Secretary, Global Environment and Science Division, Ministry of
Foreign Affairs

Norway

Mr. John Erik Storskogen Prydz, Senior Advisor, Climate Change Department, Norwegian
Ministry of Climate and Environment

Paraguay

Mr. Luis Molinas, Counsellor, Embassy of the Republic of Paraguay to the Republic of
Korea

Rwanda

Eng. Ms. Coletha Uwineza Ruhamy, Director General, Rwanda Environment Management
Authority, Ministry of Environment

Mr. Edward Kyazze, Division Manager, Urbanization and Human Settlements, Ministry of
Infrastructure

Costa Rica (observer)

Mr. Jorge Valerio, Minister-Counsellor and Consul General, Embassy of Costa Rica to the
Republic of Korea

Denmark (observer)

Ms. Minna Møbjerg Stevnhoved, Head of Section, Centre for Global Development and
Cooperation, Ministry of Foreign Affairs

Fiji (observer)

Mr. Joreti Dakuwaqa, First Secretary, Embassy of Fiji to the Republic of Korea

Hungary (observer)

Mr. Tibor Schaffhauser, Head of Unit, Climate Policy Department, Ministry of Innovation and Technology

Ms. Kinga Csontos, Desk Officer, Climate Policy Department, Ministry of Innovation and Technology

Jordan (observer)

Mr. Nash'at Al-Hadid, Minister Plenipotentiary & Deputy Head of Mission, Embassy of the Hashemite Kingdom of Jordan to the Republic of Korea

Sri Lanka (observer)

Ms. Hasanthi Dissanayake, Director General, Ocean Affairs, Environment and Climate Change, Ministry of Foreign Affairs

Ms. Deepa Liyanage, Director, International Relations, Ministry of Mahaweli, Development and Environment

Mr. Mohamed Rifa Wadood Abdul Wadood, Assistant Director, International Relations, Ministry of Mahaweli, Development and Environment

United Kingdom (observer)

Ms. Claire Bell, Economic Adviser, Jobs and Inclusive Growth Team, Department for International Development

Secretariat

Dr. Frank Rijsberman, Director-General

Ms. Hyeon Jenny Kim, Deputy Director-General, Head of GGP&I

Mr. Gerard O'Donoghue, Assistant Director-General, Finance and Corporate Services

Ms. Jae Eun Ahn, Strategy Officer

Mr. Keeyong Chung, Esq, Director of Governance

Mr. Dave Kim, Governance Specialist

Mr. William Kim, Head of Office of Internal Audit and Integrity

Ms. Nayoung Moon, Governance Officer

Ms. Kyuhwa Park, Events Manager

Mr. James Sheppard, Head of Partnerships

Ms. Ingvild Solvang, Head of Sustainability and Safeguards

Mr. Mahamadou Tounkara, Director of Strategy, Partnerships, and Communications

ANNEX 2: List of Sessional Documents

MPSC/2019/AG/2/REV	Agenda of the Tenth Meeting of the Management and Program Sub-Committee (MPSC)
MPSC/2019/8/REV2	Membership, Accession, and Country Programming
MPSC/2019/14	Draft GGGI Strategy 2030
MPSC/2019/15	Update on Risk Management
MPSC/2019/16	Accountability and Safeguard Systems Annex 1: Disclosure Policy Annex 2: Rules on Child Protection Annex 3: Enabling a Respectful Workplace Annex 4: Environment Policy Rules on Private Sector Engagement Annex 5: Environmental and Social Safeguard Checklist Annex 6: Gender Equality and Poverty Reduction Policy Markers Guideline
MPSC/2019/17	Compliance and Value for Money Audit of GGGI's Travel Management
MPSC/2019/17-1	Management Response to Compliance and Value for Money Audit of GGGI's Travel Management
MPSC/2019/18	Independence of Internal Oversight Function at GGGI
MPSC/2019/19	Draft Provisional Agenda for Eighth Session of the Assembly and Twelfth Session of the Council