

From: "Peter Lysholt Hansen" <pelyha@um.dk>
To: <richard.samans@gggi.org>;
Cc: <astbon@um.dk>;<henhah@um.dk>;<meteke@um.dk>;<selamb@um.dk>;
Date: 2012-12-17 14:28:13
Subject: McKinsey reports financed from non-Korean funds

Dear Rick,

I would like to follow up on the concerns in the BAI audit report concerning a number of contracts implemented when GGGI was in the early phases of establishment, and where the appropriate rules and procedures were not always followed. According to the report, this had led to a weak management of contractual performance, including on a project implemented by McKinsey, funded through Korean contributions. As I understand it the report specifically advised GGGI to completely examine the deliverables of this project before making the final payment.

As the BAI report focuses on Korean funding to GGGI only, I feel obliged to check with you if there are any McKinsey or other contracts funded from non-Korean sources (i. a. the Danish core contributions) where the final payment is still outstanding. If this is the case, I hereby request the GGGI to examine the quality of the deliverables of such contracts as well, along the same lines as recommended by the BAI report for the Korean funded project, and before the final payment is made.

From a Danish point of view it is essential to ensure the quality and value of the deliverables of all GGGI projects.

Looking forward to hearing from you.

Best regards

Peter

Peter Lysholt Hansen / pelyha@um.dk

Ambassador

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On 18/12/2012, at 22.13, "Richard Samans" <richard.samans@gggi.org> wrote:

Hello Peter:

Per your note below, we have not yet cleared final payment on the third stage of McKinsey work (2011 - 2012) in Indonesia, Ethiopia and Brazil in the amount of about \$700,000 including consulting fees. We could do another review of this work before making final payment, although it would be good to have a conversation with you about what that would entail, as we have already delayed our payments to McKinsey quite considerably. Final payments for the preceding phase of work were already cleared following receipt of an audit conducted by PwC.

Thanks and best regards, Rick

Richard Samans

Director-General

Global Green Growth Institute

From: Peter Lysholt Hansen <pelyha@um.dk>

Date: 19. dec. 2012 09.20.17 GMT+09.00

To: "richard.samans@gggi.org" <richard.samans@gggi.org>

Cc: Astrid Folkmann Bonde <astbon@um.dk>, Henrik Bramsen Hahn <henhah@um.dk>, Mette Ekeroth <meteke@um.dk>, Seoul <selamb@um.dk>

Subject: Re: McKinsey reports financed from non-Korean funds

Dear Rick,

Thank you for your reply. From my point of view it is essential that GGGI is following up in the same way on all contracts in the early stages of its establishment irrespective of the source of finance.

As the BAI report raised serious issues on McKinsey report and if there is any doubts of a similar nature with the other McKinsey work it is in the interest of both GGGI and Mckinsey as well as Denmark as a core donor to have this examined fully.

I hope this clarifies my point of view and I look forward to your reply.

Best regards

Peter

Sent from my iPad

From: Richard Samans [<mailto:richard.samans@gggi.org>]
Sent: 08 March 2013 17:36
To: Peter Lysholt Hansen
Subject: Review of Phase 2 contract in Ethiopia and Indonesia

Dear Peter:

As discussed, I have now received the attached written report on the internal review of the deliverables for our "Phase 2" projects in Ethiopia and Indonesia, for which the contractor was McKinsey & Co. The review was performed by one of our relatively new Senior Program Managers, Frederic Asseline, who was not in the organization when this work was conducted and therefore brings a fresh pair of eyes to the subject.

Please do not hesitate to let me know if you have any questions or comments.

Thanks. Rick

Richard Samans
Director-General
Global Green Growth Institute



Memorandum

March 8, 2013

To: Richard Samans, Director General

From: Frederic Asseline, Senior Program Manager

Subject: Review of Phase II contracts (Ethiopia and Indonesia) between GGGI and McKinsey & Company.

This memo confirms full delivery of contractual obligations by McKinsey & Company for Phase II contracts (Ethiopia and Indonesia).

The Ethiopia Phase II contract was signed between GGGI and Mckinsey & Company on March 23, 2012, for the purposes of supporting GGGI in producing a strategy to develop Ethiopia's Climate-Resilient Green Economy (CRGE).

This project has been fully successful, with the development and presentation of a complete green growth plan for Ethiopia, termed the Climate Resilient Green Economy (CRGE) strategy. The proposed strategy is fully owned by the Government of Ethiopia, and has built the capacity of the Government in a number of key areas, such as climate modelling and climate policy.

The project has developed a rigorous analysis of how to develop a green growth plan at the national level and it has clearly articulated the key lessons learnt from the experience in Ethiopia. The project also has built the capacity of the Ethiopian Government staff, both within the Environmental Protection Authority (EPA) as well as the capacity of the line ministries that McKinsey & Company has worked with.

The project has developed and delivered a report to GGGI that outlines the key building blocks and institutions that are needed to develop a successful green growth plan, as has been developed in Ethiopia. In addition, the project has produced a number of key results, building on the previous work to develop and deliver a green growth plan that was fully owned by the Government. The capacity built by the McKinsey team has been a particular strength, coaching the Government of Ethiopia in skills such as climate change modelling and climate change policy.

The report produced for GGGI is an excellent piece of analysis that will help shape GGGI's engagement in Ethiopia, but also form a base for analysis to be applied by GGGI in other countries of intervention.

The present review evaluated all contracted deliverables against original terms of reference, and concluded that 1) all were received in full and 2) all deliverables were of high quality and met the stated objectives of the project.

The review was comprehensive and included assessments of all CRGE Green Growth Strategy documents, of all progress memos and reports to the GGGI team, of all materials prepared for the COP17 meeting, of all interim reports. The review also included the specific investment plans prepared by McKinsey & Company for the Cookstoves and Livestock sectors, in addition to the final report. All analytical reports were complete and presented high quality and rigorous methodologies;

in addition, models, training materials, and CRGE brochures were also complete and of high quality standards.

The Indonesia Phase II contract was signed between GGGI and Mckinsey in March 2012, for the purpose of supporting the Indonesian government on the Kalimantan REDD+ Readiness initiative. The contract deliverables were due in June 2012 and were received complete and on time.

GGGI has been supporting the Kalimantan project in close partnership with the Government of Indonesia, and in collaboration with DNPI (Dewan Nasional Perubahan Iklim, the National Council on Climate Change). Through the implementation of the project GGGI has worked together with central government (REDD+ Task Force headed by Pak Kuntoro), and with the provincial authorities in East and Central Kalimantan. The main objective of the project was to identify green growth opportunities at the provincial level, and to help provincial governments build capacity to develop climate change and green growth policies. In addition, the project supported the development of specific tools and methodologies aimed at assisting decision makers in the identification and prioritization of green growth opportunities.

The present review evaluated all contracted deliverables against original terms of reference, and concluded that 1) all were received in full and 2) all deliverables were of high quality and met the stated objectives of the project.

A technical working paper on optimizing land use in East Kalimantan was produced in September 2011 and outlines specific methodologies for identifying degraded land in the province. The proposed analysis is rigorous, and the recommendations put forward in the paper are concise and practical for decision makers to integrate at the local level.

An overall green growth strategy was developed for East Kalimantan, and an early assessment of green growth opportunities in the province was prepared for the Durban conference (COP17). The analysis proposed is complete and rigorous, and green growth opportunities for the province are clearly articulated.

Specific conference publications were prepared on optimizing degraded land, on reducing the impact of logging, and on preserving peat land in East Kalimantan. All publications are of high quality and meet the contracted obligations of McKinsey and Company

From: "Peter Lysholt Hansen" <pelyha@um.dk>
To: <richard.samans@gggi.org>;
Cc: <astbon@um.dk>; <henhah@um.dk>; <meteke@um.dk>;
Date: 2013-03-12 14:39:41
Subject: RE: Review of Phase 2 contract in Ethiopia and Indonesia

Dear Rick,

I have read the report from Frederic Asseline with interest. It is indeed extremely positive and I would like to know on what basis this assessment is made.

Is the assessment based on the consultant's own reports about the project or are there any independent assessments made or other kinds of documentation ?

I would also like to know if there is any written confirmation from the Government of Ethiopia or other independent documentation for the statements that " the proposed strategy is fully owned by the government of Ethiopia and the "project has built capacity of the Government".

Furthermore it is stated that "the report produced for GGGI is an excellent piece of analysis that ... also will also form basis for analysis to be applied by GGGI in other countries of intervention. Could you please present to me the technical basis for this statement and also if this has been through a peer review by experts in green growth. I would laso like to know how GGGI has used the report both internally and externally.

Would you also please forward to me the tender specifications and the contract documentation as well as the evaluation criteria used and the competitive process for selection of the contractor as well as the price of the contract.

It is my understanding the payment for this contract is still pending our discussions

Looking forward to hear from you

Best regards

Peter

From : "Richard Samans" <richard.samans@gggi.org<<mailto:richard.samans@gggi.org>>>
To : <pelyha@um.dk<<mailto:pelyha@um.dk>>>
CC : "ggp&i dept frederic asseline"
<fred.asseline@gggi.org<<mailto:fred.asseline@gggi.org>>>; "london office jason eis"
<jason.eis@gggi.org<<mailto:jason.eis@gggi.org>>>
[http://mail.gggi.org:4040/zmail/images/en/icon/group_line03.gif] Sent at : 2013-04-16(Tue) 11:04:52

Peter:

This is in response to your further questions regarding the Ethiopia McKinsey Phase II contract. We respond to each question by category of question.

1) Question: The technical basis of the assessment of the quality of the work, addressing the following questions:

- Is the assessment based on the consultant's own reports about the project or are there any independent assessments made or other kinds of documentation?
- Furthermore it is stated that "the report produced for GGGI is an excellent piece of analysis that ... will also form basis for analysis to be applied by GGGI in other countries of intervention. Could you please present to me the technical basis for this statement?"
- and also if this has been through a peer review by experts in green growth?

Response:

A. Independence of the reviewer from the project:

- Fredric was asked to perform an independent review of the quality of the outputs produced by the consultant on these Phase II contracts, and to assess these in view of the agreed contracted deliverables.
- He was asked to conduct the review precisely because he was not involved in the selection of the contractor or the supervision of the contract, having joined GGGI in January 2013 and coming from an institution, the World Bank, and a line of business, China/East Asia energy operations, not directly related to the substance and/or implementation arrangements of the Ethiopia and Indonesia projects.

B. Basis for the assessment (documents reviewed):

- The statements made by Frederic relating to the quality of the work and the full buy-in from the Ethiopian Government come from:

- review of the "End of Project Evaluation Report of Ethiopia Country Program Phase II" dated September 28, 2012 and produced for internal GGGI use only
- review of the email correspondence files between the consultant and GGGI staff
- review of the COP17 presentation materials and dissemination products and
- models produced for workshops, training materials, and brochures disseminated for local capacity building.

– The GGGI internal evaluation assesses the consultant's coaching and capacity building work, the number of workshops undertaken, the quality of training materials produced, the impacts of the COP17 presentations in Durban on the Ethiopian delegation, and the strategy outlined by the consultant for establishing institutional building blocks to support the deployment of the proposed climate resilient economic pathway.

– Review of the email correspondence between the consultant in Addis Ababa and the GGGI team shows very regular interaction with the Ministerial Steering Committee (MSC) chaired by Minister Ato Newai and bi-monthly reporting on the on-going consultation work that was conducted at regional as well as sectoral levels. Several workshops were organized in the Northern, Central and Southern sections of Ethiopia, in addition to Addis Ababa, with some consultations chaired by relevant State Ministers.

– Upon full review of the 17 reports produced by the consultant which cover all deliverables contracted for Phase II, Frederic found that (i) The consultant produced a strong analysis presented in a series of clear and comprehensive reports - from the first report on defining a Green Economy Strategy for Ethiopia, to the final Phase II Report for the Ethiopia Country Program; (ii) The documents produced for the consultation capacity building workshops were clear, concise and comprehensive - they cover adequately the consultation processes necessary for the finalization and implementation of green economy strategies.

C. Technical basis for the assessment: The "technical basis" for Frederic's positive assessment is due to the fact that these documents robustly present the main stages in a Green Growth Strategy development process:

– The Green Growth Strategy employs robust framework for understanding green growth opportunities against business as usual: The documents develop a baseline to identifying specific sector interventions; they develop a robust methodology to aggregate the benefits of sectoral interventions and measure their impact; and the analysis starts with an assessment of abatement opportunities relative to a business as usual scenario, with abatement cost curves showing abatement potential of different technologies or sector interventions in Mt CO₂ reduced by 2030, versus the abatement costs of these technologies over the same time frame.

– The Green Growth Strategy details and prioritizes the green growth opportunities: It identifies the most important abatement opportunities in all economic sectors, then defines specific initiatives for each sector, and assesses the general feasibility of these initiatives. Based on this analysis, specific investment plans are developed which include analysis of institutional and technical

enablers, of possible financing structures, and of potential implementation challenges (ownership issues, institutional barriers, mainstreaming of the sector plans).

- The project then developed implementation manuals and capacity building modules covering costs, timing, emission base lining, MRV mechanisms, attribution issues etc.
 - The following key findings demonstrate the robustness of the Green Growth Strategy (and all related documents produced by the consultant): Ethiopia's specific abatement cost curves show that 86% of the abatement potential below a price of US\$10 per ton of CO₂ is in the agricultural sector (shift of animal mix and lower emitting techniques, agricultural intensification), in afforestation / reforestation, and they show a large potential in volume of CO₂ abated in the efficient stoves sub-sector. Specific investment plans were then developed for 1) Stoves: "Fuelwood-Efficient Stoves Investment Plan 2012-2015" and 2) Livestock: "Efficient Livestock Sector Investment Plan".
 - Regarding "The Fuelwood-Efficient Stoves Investment Plan 2012-2015" - In Ethiopia, rural residential cooking and baking are major drivers of energy demand and account for 72% of rural energy use, 88% of which is generated by fuelwood. Fuelwood is thus the single largest source of GHG emissions in Ethiopia, and in 2010 it caused nearly 17% of Ethiopia's GHG emissions. The report produces clear methodologies for the calculations of abatement potential costs, proposes alternatives for fuelwood efficient stoves, and alternatives for fuel-switching the stoves and their respective costs. The plan covers institutional set-up and roll out challenges, MRV methodologies, and presents a funding strategy for the investment plan.
 - Regarding "The Efficient Livestock Investment Plan" – It sets the strategic direction for a program that is expected to increase the efficiency of the livestock sector while yielding reduced emissions. The investment plan builds a bridge between the green economy strategy adopted by the Government of Ethiopia in 2011 and detailed implementation-ready design documents. As with the previous sectoral investment plan, funding needs and benefits are clearly articulated, along with an implementation strategy.
 - The consultant Final Report for Phase II presents the results from these three building blocks (baseline analysis and priority interventions, investments plans, implementation strategies) and discusses how the approach can be transposed to other developing countries. As stated in Frederic's previous memo, the analysis is clear and rigorous, and the conclusions are convincing.
- D. Peer review process: Various forms of peer review were undertaken during the project, and Frederic himself has professional experience to qualify him as a "peer reviewer":
- Expert groups were formed working in sectoral teams, sectoral regional experts were convened, external researchers participated in the strategic development phase (from Addis Ababa University and agricultural research institutes) and other development partners were consulted (UNDP, DFID, Norway, Germany, and GGGI).
 - Frederic has worked on introducing fuel efficient stoves in Timor-Leste, in Lao PDR and in Cambodia and he found the consultant investment plan on efficient stoves of good quality.
 - The Fuelwood-Efficient Stoves Investment Plan was actually developed by a task force at the Ministry of Water and Energy in cooperation with regional energy departments - the consultant

provided analytical support throughout the process. It was peer reviewed notably by experts from UNWFP, SNV, UNHCR, GIZ and UNDP.

– The Efficient Livestock Investment Plan was developed by a task force at the Ministry of Agriculture. Sector experts worked with the consultant in structuring and reviewing the report, including experts from the World Bank, the FAO, and USAID.

2) Question: How GGGI has used the report, addressing the following questions:

- “I would also like to know how GGGI has used the report both internally and externally?”

Response:

A. Internal use of the report

– The Ethiopia Green Growth Strategy report (and other Phase II reports) represents the GGGI’s first holistic “Green Growth Planning & Implementation” report, and it has served as a benchmark for all other work both in content and process. The report has been made available to all GGGI Green Growth Planning and Implementation teams, and a presentation to staff based partly on this report (among other Ethiopia reports from previous phases) was made by the lead SPM Praveen Wignarajah in Seoul.

– More specifically, the Phase II reports were used as a starting methodology for the scoping stages of the comprehensive GGP&I efforts in India, Jordan, Peru, and other countries now advancing toward such comprehensive efforts.

– As an example: In the case of Karnataka (India), the Green Growth Strategy methodology and analytic structure was used as a “first draft” for the Karnataka Green Growth Planning Project, and then built upon to ensure continual improvement of GGGI’s methodologies. Moreover, the engagement and review process, based on a core technical committee and sector-specific sub-committees was used as the basis for Karnataka’s own engagement and review process.

B. External use of the report

– GGGI has shared the Phase II reports with various country partners as a way of demonstrating the work we do, and showing the potential outcomes of a Green Growth Strategy. For example, Phase II reports were used during initial engagement with partners in Peru and India to build credibility with them.

– GGGI has also used elements of the Phase II work to present in international forums. The report was used as part of a presentation of GGGI’s work at the LEDS Global Partnership in Bangkok this year. Moreover, the report was presented by the Ethiopian government at the UNFCCC COP in Durban.

3) Question: Confirmation of buy-in from the Ethiopian government, addressing the following question:

- I would also like to know if there is any written confirmation from the Government of Ethiopia

or other independent documentation for the statements that “ the proposed strategy is fully owned by the government of Ethiopia and the “project has built capacity of the Government”.

Response:

A. Written confirmation from the Ethiopian Government

– The attached letter from the Federal Government of Ethiopia – Ethiopian Development Research Institute strongly confirms the government’s satisfaction with the work done by the consultants

– Please note that the letter also confirms that this work was presented by the Government in Ethiopia (reinforcing its “external use”), and that it was lauded by other key bilateral and multilateral development partners (reinforcing the “peer review”)

B. Confirmation from the current GGGI project team – The GGGI Ethiopia team has confirmed the following regarding the Phase II work:

– The GE Strategy is widely used by the Ethiopian Government. Both the Environmental Protection Authority and the Prime Minister's Office frequently refer to the document. Similarly, the line ministries (agriculture, energy etc.) have used the document as the basis for their climate change response, utilizing the investment plans in cookstoves and livestock.

– The report delivered 60 abatement priorities which Ethiopia aims to implement. They have already begun with the two initial investment plans, and the GoE continues to push for the implementation of the others.

– The Sectoral Reduction Mechanism (SRM), the next stage which is implementation of the priorities outlined in the phase II strategy, has built on the work done by McKinsey.

– The GGGI team has stated that they are often reminded of the government buy-in and ownership of the report by Dr Tewolde and Ato Dessalegne (from the Environmental Protection Authority of the Government of Ethiopia), who constantly read it, and refer them to sections that are written in it and the way it is written, making sure our continued work follows the same format and content standards.

4) Question: Competitive tender process, addressing the following question:

• Would you also please forward to me the tender specifications and the contract documentation as well as the evaluation criteria used and the competitive process for selection of the contractor as well as the price of the contract.

Response:

A. Competitive process:

– The tender for this work was issued on May 25, 2011, and potential bidders were given 3 weeks to reply. At the end of the bidding period, there were two bidders. McKinsey was selected

based on evaluations produced by five reviewers.

B. Requested documentation:

- Tender specifications - attached
- Tender results announcement - attached
- Contract documentation and price of contract – attached in a separate email to follow given the size of the file (price in contract)
- Evaluation criteria – GGGI standard evaluation criteria attached

For your information, the next stage of work in Ethiopia is now ready to proceed, with the contract negotiations having recently been completed. However, the contractor has indicated that it is unable to sign that contract until GGGI has finalized arrangements for payments to it related to the Phase 2 contract. We have withheld final payment pending your review. Accordingly, please let us know when you have completed your review.

Thank you.

Rick

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(ኢ.ል.ም.ኢ.)



The Federal Democratic Republic of Ethiopia
Ethiopian Development Research Institute
(EDRI)

Ref: EDRI/AD/00917/04

Date March 7, 2012

Mr. Richard Samans
Global Green Growth Institute (GGGI)
19th Fl. Jeongdong Bldg. 15-5 Jeong-dong,
Jung-gu, Seoul, Korea 100-784

Dear Mr Samans,

First of all, we would like to thank you for the support that GGGI has provided to Ethiopia's CRGE initiative over the period between mid-February and end-June 2011. The work resulted in the development of a preliminary version of our Green Economy strategy, which has been lauded by our most important bilateral and multilateral development partners at COP17 in Durban. We were fully satisfied with the quality of that work and are proud of our joint achievements so far.

In this context, we're especially grateful for the contributions of the McKinsey team which - thanks to your generous commitment - supported us throughout the process. Let me briefly highlight some of the most important components of the support received by McKinsey.

[1] Overall process management: including the development of our ambitious time plan, the continuous follow up, the setup of the required working teams and steering committees, the preparation of meeting

[2] Methodological guidance: in the development of the GHG baseline as well as the identification and quantification of abatement levers, McKinsey's guidance ensured the comprehensive list as well as the accurate evaluation of the identified initiatives

[3] Capability building: the provision of trainings to the government staff assigned to CRGE

[4] Stakeholder management: the inclusion of our domestic and international partners into the process was one of the main reasons for the quick and overwhelmingly positive reaction to our green economy strategy.

Herewith, we would like to confirm that we hope to continue our partnership with GGGI as well as the involvement of McKinsey. Throughout 2011, these have been very important to us, and we trust that they will both continue and develop further over the course of this year.

Best regards,

Newai Gebre-ab
Director with Rank of Minister
Ethiopian Development Research Institute



BIDDER NAME

Major Criteria	Possible Score	Evaluation Comments	Score
Correctness and Completeness of Details	9	•	
Realism of Figures Presented	8	•	
Value for Money	8	○	
Total Score:			XX/25

Evaluated by: _(name)

(Signature)

Date:

BIDDER NAME

Major Criteria	Details & Sub-Criteria	Possible Score	Evaluation Comments	Score
<p>Country Knowledge and Presence</p>	<p>Experience and organizational presence in the relevant country/countries:</p> <ul style="list-style-type: none"> - Understanding of the country's economic, political and other aspects that are relevant to GGP; - Experience and organizational presence in the country and the region 	<p>15</p>	<p>•</p>	
<p>Green Growth Technical Methodology and Expertise (with a focus on climate resilience)</p>	<ul style="list-style-type: none"> - Demonstrated practical, substantive work on green growth projects with a focus on climate resilience, including a robust and proven methodology - Work advising developing and emerging market country governments, key industries, etc. on green growth projects with a focus on climate resilience - Understanding of the economic and social context of adaptation activities - Understanding of how business, civil society and other stakeholders can be engaged and mobilized. 	<p>20</p>	<p>•</p>	

<p>Work Plan</p>	<p>Quality of the proposed work plan corresponding to the terms of reference, including</p> <ul style="list-style-type: none"> - the organization and selection of tasks, - cooperation with GGGI and country government staff, - efficiency of project management plans (e.g., milestone planning and deliverables) 	<p>10</p>	<p>•</p>	
<p>Qualification of the Team</p>	<p>Qualifications and experience of professional staff and consultants, including:</p> <ul style="list-style-type: none"> - general qualifications - project-related experience - overseas/country experience 	<p>15</p>	<p>•</p>	
<p>Capacity Building Experience and Proposed Activities</p>	<ul style="list-style-type: none"> - Experience training major NGOs or international organizations to build their capacity - Strength of proposed capacity building activities in creating long-term capacity in the country and its institutions 	<p>15</p>	<p>•</p>	

	Total Score:
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Evaluated by: _(name)

(Signature)

Date: _



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Namsaemunno 2-Ga, Seoul 100-770, Korea

Tel: 82-2-772-4000 Fax: 82-2-772-4001
E-mail: mail@leeko.com www.leeko.com

July 4, 2011

Contract Committee
Global Green Growth Institute
19F Jeongdong Bldg.
15-5 Jeong-dong, Jung-gu
Seoul 100-784 Republic of Korea

Procurement No.: ITT-2011-004
Issue Date: 25 May 2011
ITT Closing Date: 15 June 2011 -- 16h00 Seoul Time
Project Title: Ethiopia Country Program, Phase 2

Ladies and Gentlemen:

I, the undersigned, have been provided with the evaluation sheets signed by members of the Contract Committee in the above tender in a sealed envelope on Saturday, July 2, 2011. I respectfully report on the results of the tender evaluation based on the sum of the evaluation points awarded by each Committee member, as follows:

Bidder	Technical Components	Financial Components	Total
[REDACTED]	303	94	397
McKinsey & Co.	333	85	418

*One committee member abstained from awarding points for financial components.

According to the above figures, McKinsey & Co. has been awarded a higher total points than [REDACTED] and therefore should be designated as the preferred bidder.

Sincerely yours,

Jongkwan Peck
External Contracting Officer
Global Green Growth Institute