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Fra: Erik Næraa-Nicolajsen
Sendt: 20. april 2011 12:56
Til: 'Zinglersen, Christian Pilgaard'
Cc: Eriksen, Hans Jakob; Pagh, Stine; Garnak, Asger; "Jakobsen, Søren"; Christoffer Bertelsen; Lillian Jensen; Margit Thomsen
Emne: SV: HASTER: Aftale med GGGI
Vedhæftede filer: 130411 Agreement between Danish Gov and GGGI - draft.docx; GGGI Final Component Document 070211FINAL.doc

Klassifikation: UKLASSIFICERET

Kære Christian

Hermed aftaleudkast retur til jeres fornyede gennemsyn og kommentarer. Som du vil bemærke, har vi tilrettet teksten i overensstemmelse med jeres forslag i punkt 1 nedenfor dog sådan, at referencen til Udenrigsministeriet fastholdes, hvor der er tale om regnskabsmæssige rapporteringer o.lign. Jeg vil også mene, at UM bør stå som underskrivende part i aftalen henset til UMs forvaltningsmæssige ansvar ift. bevillingen, men det kan vi - som du foreslår - vende tilbage til, når den øvrige tekst er på plads.

Jeg er ikke sikker på, jeg forstår dit spørgsmål under punkt 4. Teksten i 4.B.1. refererer til periode (2011-2013) og formål (kernebidrag) med den danske finansiering. Teksten i 4.B.2. refererer til størrelsen af og kadencen i den danske udbetaling.

Vedlægger også den endelige version af programdokumentet, som er tilrettet på baggrund af vores fælles kommentarer til det første udkast sendt til ambassaden (med kopi til KEMIN) den 14. januar.

Af hensyn til behovet for at indgå aftalen hurtigst muligt efter Finansudvalgets behandling af bevillingsforelæggelsen den 28. april vil vi værdsætte at modtage jeres kommentarer hurtigst muligt efter påske, om muligt senest den 27. april.

Mvh og god påske
Erik

-----Oprindelig meddelelse-----

Fra: Zinglersen, Christian Pilgaard [mailto:chpzi@kemin.dk]
Sendt: 18. april 2011 16:58
Til: Erik Næraa-Nicolajsen
Cc: Eriksen, Hans Jakob; Pagh, Stine; Garnak, Asger; "Jakobsen, Søren"; Christoffer Bertelsen
Emne: VS: HASTER: Aftale med GGGI

Prioritet: Høj

Kære Erik,

Vi ønsker aftaleudkastet med GGGI ændret på nogle, for os afgørende punkter. Det drejer sig om flg.:

1. Vi synes ikke, aftalen bør indgås ml. GGGI og Udenrigsministeriet. Derimod bør den indgås mellem GGGI og den danske regering. Det skyldes, at Klimapuljen på substansen er et fælles anliggende for Udenrigsministeriet og Klima- og Energiministeriet, og at det er klima- og energiministeren, der er udpeget som dansk bestyrelsesmedlem i GGGI.

Vi er indforstået med, at det under artikel 6 præciseres, at den primære myndighed for så vidt angår udbetaling, revision mv. er Udenrigsministeriet; noget der kunne iagttages ved f.eks. at indføre "The Government of Denmark" på de bredere elementer, f.eks. i litra A), mens de udbetalings- og revisions-specifikke elementer f.eks. i litra E) kunne adresseres ved at indføre "The Government of Denmark, in practice via its Ministry of Foreign Affairs" el. lign.

2. Vi er ikke enige i, at Udenrigsministeriet i projektudkastet sættes til at varetage pladsen i den såkaldte Donor Consultative Group ("DCG"). Alt andet lige bør pladsen i vores optik besættes af det ministerium, hvis minister varetager bestyrelsesposten. Nu og her vil vi foreslå, at der i teksten indskrives "a representative of the Danish government", og at vores to ministerier derefter opnår en fælles forståelse om, hvordan samarbejdet om GGGI konkret gribes an, herunder hvordan vi samarbejder op til møder og i øvrigt sikrer inddragelse, vidensdeling mv. på tværs, sådan at begge vores ministerier føler sig godt informeret og i stand til at påvirke GGGI's sigtelinjer, hvor det findes relevant. Det lægger os meget på sinde, at GGGI er et fælles anliggende for vores to ministerier, skynder jeg mig at tilføje, og altså ikke primært er et anliggende for Klima- og Energiministeriet.

3. Vi synes, at skrivningen omkring GGGI's regionalkontor er unødigt rigid (artikel 5, litra B), punkt 3). Fra KEMIN's side prioriterer vi især at byde ind i GGGI på reduktions-metodologiske spørgsmål ("mitigation methodological issues"). Det er en af Energistyrelsens kernekompetencer. Det vil næppe blive kørt af GGGI udelukkende via deres regionalkontor i København af den simple grund, at 3-4 personer ikke er tilstrækkeligt til en så tung analytisk opgave. Vi vil derfor foreslå en rundere formulering à la:

"Through the GGGI's regional office, and as appropriate the GGGI's headquarters in Seoul, the Danish experts and agencies may engage in GGGI's activities. As an example, the Danish Energy Agency is particularly focused on mitigation / low-carbon methodological issues and will aim to contribute to the work of GGGI in this field ..."

4. Vi har et spørgsmål til forståelsen af artikel 4, litra B), punkt 1 contra punkt 2). Hvad er forskellen her?

5. Vi vil gerne have mulighed for på ny at gennemse den endelige - eller næsten endelige - version af bilag nr. 1, som der henvises til i aftaleudkastet. Jeg vil derfor bede om, at I sender den til personerne i CC-feltet ovenfor (hvis det bliver i denne uge, kigger jeg på det; hvis det bliver i starten af næste uge, kigger Hans Jakob eller Asger på det).

6. Vi foretrækker at vente med spørgsmålet om modaliteter for underskrivelse (af hvem og hvornår), til der er enighed mellem vores to ministerier om den konkrete tekst.

Mvh Christian

-----Oprindelig meddelelse-----

Fra: Erik Næraa-Nicolajsen [mailto:erinic@um.dk]
Sendt: 15. april 2011 17:06
Til: Jakobsen, Søren
Cc: Zinglersen, Christian Pilgaard; Christoffer Bertelsen
Emne: VS: HASTER: Aftale med GGGI
Prioritet: Høj

Kære Søren

Hermed aftaleudkast vedr GGGI, som jeg tidligere har sendt til Hans Jakob og Christina. Vi ville værdsætte jeres evt bemærkninger senest tirsdag morgen, så den kan nå omkring GGGI til kommentarer og være klar til indgåelse den 28. April, når FU forhåbentlig godkender bevillingen. Nævnte også sagen for Christian under møde idag.
Mvh Erik

HTC Snap S521

Fra: Mette Ekerøth <meteke@um.dk>
Sendt: 12. april 2011 09:04
Til: Erik Næraa-Nicolajsen <erinic@um.dk>
Cc: Christoffer Bertelsen <chrber@um.dk>; Margit Thomsen <margth@um.dk>; Peter Lysholt Hansen <pelyha@um.dk>
Emne: HASTER: Aftale med GGGI

Kære Erik

Hermed fremsendes udkast til aftalen med GGGI. I må meget gerne gennemgå aftalen hurtigst muligt, således at den kan indgås umiddelbart efter Finansudvalgets godkendelse af det danske bidrag. GGGI beder om, at underskriftseancen bliver holdt low-key. Vi går derfor ud fra, at Peter kan underskrive aftalen fra dansk side. Vil I bekræfte dette samt kommentere på udkastet inden udgangen af denne uge?

Dbh. Mette

AGREEMENT ON GREEN GROWTH COOPERATION

BETWEEN

| ~~THE MINISTRY OF FOREIGN AFFAIRS~~ GOVERNMENT OF DENMARK

AND

GLOBAL GREEN GROWTH INSTITUTE
(DRAFT)

**FRAMEWORK AGREEMENT ON GREEN GROWTH COOPERATION
("Agreement")**

is made by and between:

1. ~~The Ministry of Foreign Affairs~~Government of Denmark~~Ministry of Foreign Affairs of Denmark, Asiatick Plads 2, DK-1448 Copenhagen K; and~~and

2. The Global Green Growth Institute ("GGGI"), a globally represented, non-profit institute dedicated to supporting a new model of economic growth, known as green growth, with its registered headquarters at 15-5 Jeong-dong Jung-gu, Seoul, Republic of Korea.

~~The Ministry of Foreign Affairs~~Government of Denmark and GGGI severally and jointly being referred to hereinafter as "Party" and "Parties".

NOTING THAT:

Founded in 2010, GGGI is a globally represented, non-profit institute dedicated to supporting the creation and diffusion of a new model of economic growth, known as 'green growth' that integrates economic aims such as poverty reduction, opportunity creation and social development, with environmental goals such as sustainability and climate and energy security.

GGGI has been founded on the belief that economic growth and environmental sustainability are not merely compatible objectives, but are mutually necessary for the future of humankind.

GGGI has actively supported emerging and developing countries in their efforts to formulate and implement national/local strategies and policies for pursuing green growth.

In 2010, GGGI officially launched and started its activities in Brazil, Ethiopia and Indonesia, and plans to engage with more countries for 2011 and 2012 activities (including the three countries that have already been engaged since 2010).

THE PARTIES HAVE AGREED TO COLLABORATE AS FOLLOWS:

ARTICLE 1: OBJECTIVE

The purpose of this Agreement is to provide core funding to GGGI's activities from 2011 – 2013 in accordance with articles 5 and 6 and Annex 1.

ARTICLE 2: ELEMENTS CONSTITUTING THE AGREEMENT

The Agreement properly executed by the Parties, together with the attached Annex constitutes the entire Agreement.

Annex 1: Final Component Document: Support to the Global Green Growth Institute
Annex 2: General Guidelines for Accounting and Auditing of Grants channeled through Governmental, Parastatal and International Organisations, August 2007

ARTICLE 3: GGGI'S ACTIVITIES AND RESPONSIBILITIES

A. GGGI's activities include the following:

- (1) Supporting the development of national/local low carbon green growth plans;
- (2) Supporting the development of climate change mitigation and adaptation strategies, and implementing measures and policies;
- (3) Supporting establishing strategies to develop and disseminate green technologies;
- (4) Supporting private/public sector capacity building for green growth in developing countries;
- (5) Creating a global network for the sharing of experiences on green growth activities such as low carbon best practices, the development of climate resilient strategies and policy implementation;
- (6) Carrying out other green growth related activities and projects in collaboration with international organizations and other countries.

B. GGGI's Responsibilities:

- (1) To use its best efforts to deliver the GGGI Programme 2011 ~ 2013, GGGI is responsible for the planning, administration, implementation, monitoring and evaluation of the Programme activities financed under this Agreement, including the administration of the funds in accordance with Korean law, GGGI's Article of Incorporation, and its own rules(including internal directives).
- (2) GGGI shall promptly inform the ~~Ministry of Foreign Affairs~~Government of

Denmark of any condition, which may interfere or threaten to interfere with the successful implementation of the Agreements.

- (3) The planned expenditure by GGGI to implement its activities will be revised annually by decision of the GGGI's Board.
- (4) GGGI shall provide for proper recognition of ~~Ministry of Foreign Affairs~~ the Government of Denmark's contribution in published materials and in reporting on activities performed under this Agreement.

ARTICLE 4: THE ~~MINISTRY OF FOREIGN AFFAIRS~~ GOVERNMENT OF DENMARK'S ROLES AND RESPONSIBILITIES

- A. A representative of the Government of Denmark is to be a member of GGGI's Board of Directors. A representative of the ~~Government~~ Ministry of Foreign Affairs of Denmark will be appointed as a member of the Donor Consultative Group (the "DCG") which purports to reflect the donor countries' opinion on how to promote green growth.
- B. To support GGGI, the ~~Ministry of Foreign Affairs~~ Government of Denmark undertakes the following:
 - (1) The ~~Ministry of Foreign Affairs~~ Government of Denmark contributes to the implementation of GGGI Programme 2011--2013 (ARTICLE 5) by providing core funding on a multi-year basis. Unless stated otherwise, the contribution is part of the core funds allocated to GGGI in support of the implementation of GGGI's activities and Programme.
 - (2) The ~~Ministry of Foreign Affairs~~ Government of Denmark provides DKK 90.0 million (equivalent to approx. fifteen (15) million USD) grant to GGGI during the period from 2011 to 2013 (~~DKK 30.0 million (equivalent to approx. five (5) million USD grant per year)~~ in accordance with the Funding Schedule (ARTICLE 6)
 - (3) This Agreement does not preclude GGGI from engaging in separate funding agreements in the context of specific leverage programmes and projects or in the context of specific Regional, Country or Thematic Agreements.

ARTICLE 5: GGGI PROGRAMME 2011 – 2013

- A. GGGI will focus on the following activities proposed in Annex 1:
 - (1) Country Programmes: Through Country Programmes, GGGI actively supports emerging and developing countries in their efforts to create and implement national and local strategies and policies pursuing green growth;
 - (2) Research and Knowledge: GGGI initiates and conducts thorough research on green growth theories, models, methodologies and tools. Outcomes of the GGGI

research will be world-widely disseminated through publications, conferences, etc. for the promotion of green growth.

- (3) Network Mobilisation: GGGI attempts to build a global partnership with various donor and recipient countries, international agencies, academia and private firms and organisations. Firm partnership with relevant groups and organizations from both public and private sectors enables GGGI to expand availability of core funding and effective communication as well as efficient knowledge development; and
- (4) Management Systems: GGGI pursues to be a professional organisation with strong performance culture. Through efficient management systems, GGGI ensures that talented and motivated GGGI staff members fully support GGGI's activities internally.

B. GGGI's Regional Office in Copenhagen

- (1) GGGI shall establish a GGGI regional office in Copenhagen, serving as a knowledge sharing and technology center;
- (2) GGGI shall dispatch GGGI experts to the regional office to support its missions and activities, maximizing the collaboration and communications between the Parties; and
- (3) Through the GGGI's regional office, and as appropriate the GGGI's headquarters in Seoul, the Danish experts and agencies may engage in GGGI's activities. As an example, the Danish Energy Agency is particularly focused on mitigation/low-carbon methodological issues and will aim to contribute to the work of GGGI in this field in a formalized manner, by conducting training meetings and workshops on green growth initiatives.

ARTICLE 6: FUNDING PROCESS

- A. The annual contribution of the ~~Ministry of Foreign Affairs~~ Government of Denmark shall be made available for disbursement in installments as described below.
- B. Upon signing this agreement, the ~~Ministry of Foreign Affairs~~ Ministry of Foreign Affairs of Denmark will assess the financial and administration procedures of the GGGI before disbursing the first installment of eight months (DKK 20 million (equivalent to approx. 3.3 million USD)).
- C. The disbursement of the remaining funding under this ~~a~~ Agreement will be subject to an inception review assessing the overall strategy, work plan, budget and staff policy of the GGGI. The inception review will be conducted by the Ministry of Foreign Affairs of Denmark.
- D. Following a satisfactory inception review, the remaining installment of four months (DKK 10.0 million (equivalent to approx. 1.7 million USD)) will be disbursed.
- E. The disbursement of the annual contribution in 2012 and 2013 (DKK 30.0 million (equivalent to approx. 5 million USD)) shall take place upon the acceptance by the ~~Ministry of Foreign Affairs~~ Government of Denmark of the Annual Report and

Progress and Auditor's Reports, covering the previous calendar year. This disbursement shall be made no later than at the end of ~~April~~ July each year provided that the Annual Report has been received no later than June.:-

F. The Auditor's Report provides the annual balance sheet, the annual income and expenditure statement showing the income received from the Government of Denmark under this Agreement as well as income received from all other donors. The Annual Report provides substantive information on the activities carried out in the previous year.

G. It is the obligation of GGGI to report immediately in writing to the Framework Partner if:

a. substantial deviations from the presented plan and budget occur;

b. the main programme goals and objectives are endangered;

c. reports are not delivered as agreed upon;

d. serious implementation difficulties are encountered; and

F. e. fraud, abuse of funds or serious mismanagement of the donor funds occur.

G.H. ~~The Ministry of Foreign Affairs~~ Government of Denmark and GGGI agree to harmonize relevant procedures.

Formateret: Indrykning: Venstre: 1,34 cm, Ingen punkttegn eller nummerering

Formateret: Normal, Ingen punkttegn eller nummerering

Formateret: Skrifttype: (Standard) Times New Roman, 12 pkt

ARTICLE 7: ANNUAL CONSULTATIONS

A. The Parties agree to conduct periodic consultations to review plans, implementation and outcomes of their collaboration, as well as to discuss results, challenges and opportunities.

B. The periodic consultations between ~~Ministry of Foreign Affairs~~ the Government of Denmark and GGGI may be replaced by a DCG meeting.

ARTICLE 8: FINANCIAL MANAGEMENT AND AUDITING

A. The financial management of GGGI shall follow internationally accepted rules and regulations in accordance with Korean law.

B. GGGI shall be subject to internal review and ~~financing~~ auditing of its activities. The report is to be available to the DCG and to the Board.:-

C. GGGI agrees to use the funds and any interests accrued on the funds exclusively for GGGI's activities.

D. GGGI accounts are audited every year by an internationally ~~renowned~~ recognized audit firm, appointed by GGGI's Auditor or Board. The firm currently appointed to audit GGGI activities is KPMG Seoul. Contributions under this Agreement will be included in the scope of the external audit.

E. The funding from the ~~Ministry of Foreign Affairs~~ Government of Denmark is subject to the General Guidelines for Accounting and Auditing of Grants channeled through Governmental, Parastatal and International Organisations, August 2007, Annex 2. When GGGI finalizes its internal guidelines for accounting and auditing in

consultation with the Ministry of Foreign Affairs of Denmark, the GGGI guidelines shall replace Annex 2.

ARTICLE 9: PROVISION OF INFORMATION

- Formateret: Mellemrum Før: 12 pkt.**
- A. GGGI shall provide ~~Ministry of Foreign Affairs~~ the Government of Denmark with information regarding the Programme that ~~the Ministry of Foreign Affairs~~ Government of Denmark may reasonably request, and will seek to facilitate the visits of ~~Ministry of Foreign Affairs~~ Government of Denmark's representatives to Programme related activities.
- ~~A.B.~~ Joint donor reviews shall be carried out in accordance with the Agreement and at the request of either Party
- ~~B.C.~~ When GGGI provide requested documents, If GGGI is requested to provide documents to external Parties, GGGI may shall seek prior consent from the partner government(s) involved in the Programme with regard to issues related to confidentiality and intellectual property right.

ARTICLE 10: ANTI-CORRUPTION

No offer, gift or payment, consideration of benefit of any kind, which would or could be construed as an illegal or corrupt practice, shall be accepted by the Parties to this Agreement or by their representative, either directly or indirectly, as an inducement or reward for the award or execution of contracts financed through or under this ~~a~~ Agreement.

ARTICLE 11: LIABILITY

~~The Ministry of Foreign Affairs~~ Government of Denmark shall not accept any responsibilities or liability for any claims, debts, damage or loss that may be made in respect of the activities under this Agreement.

ARTICLE 12: TERMS AND TERMINATION

- A. This Agreement shall enter into force upon the date of signature by the Parties and remain in force for a period of three (3) years unless either Party notifies, in writing, the other of its intention to terminate it, two (2) months before the early termination date set forth by the Party.
- B. Amendments to this Agreement shall be made by mutual consent in writing, signed by the Parties.
- C. In the case of early termination, GGGI will continue to hold and utilize any amounts of unspent contributions for the purpose of honouring all commitments and liabilities incurred up to the date of effective termination.

| **ARTICLE 13: ~~Other:~~ MISCELLANEOUS PROVISIONS**

A. The Parties agree to designate a focal point for the coordination of activities and tasks under this Agreement as follows:

| (1) For the ~~Ministry of Foreign Affairs~~ Government of Denmark:

(2) For GGGI: _____

B. Any dispute emanating from the interpretation or application of the Agreement shall be settled amicably through consultation or negotiation between the Parties.

IN WITNESS WHEREOF, the Parties hereto, acting through its duly authorized representative, have signed this Agreement.

| Two original counterparts of this Agreement written in the English language has done have been signed in SEOUL on _____ 2011, ~~by English:~~

FOR

FOR

| GLOBAL GREEN GROWTH INSTITUTE
MINISTRY OF _____

THE GOVERNMENT OF DENMARK

~~FOREIGN AFFAIRS OF DENMARK~~

Global Green Growth Institute (GGGI)
Ministry of Foreign Affairs, (Danida), Denmark
Ministry of Climate and Energy, Denmark

Final
Component Document

Support to the Global Green Growth Institute

Republic of Korea

February 2011

Executive Summary

Programme Context and Strategy

It has been well-documented that previous anthropogenic activities especially on the part of developed countries are the cause of global warming. Centuries of industrialisation and high-carbon growth in some parts of the world now have global environmental consequences.¹

The poor countries are the most vulnerable to climate change since they have the least resources to ensure successful adaptation. Furthermore, the dire environmental state of the Earth and the international climate change regime now require these countries to depart on alternative development paths to reduce the environmental impacts associated with previous models for development. One of the greatest challenges in the years to come will be for developing countries to build the capacity to both adapt to the impacts of climate change and sufficiently expand the access to affordable, reliable energy services to the 2 billion people who currently live without.²

These are some of the main reasons why GGGI is particularly interested in the LDCs' green growth, which promotes mitigation and adaptation measures while privileging poverty reduction and development at the same time, and can offer more development potential to the LDCs. The linkage between green growth and poverty reduction is of paramount importance to GGGI.

Therefore, GGGI is dedicated to supporting the creation and diffusion of a new model of economic growth, known as 'green growth' that integrates economic aims such as poverty reduction, job creation, and social development, with environmental goals such as sustainability and climate and energy security.

GGGI supports emerging and developing nations in their efforts to create and implement national and local strategies and policies for pursuing green growth. In order to do so, GGGI carries out four core activities, i.e., Country Programmes, research and knowledge, network mobilization and management.

Among the core activities, the Country Programme consists of key elements of GGGI's activities, including projects on Green Growth Plan (GGP) design, capacity building, and public/private partnership building. GGGI operates a tailored but consistent Programme for each country, in which the GGP is typically comprised of four phases: scoping, set-up, GGP design, and execution and partnership. Following this process will build a solid and substantial foundation for green growth in the developing countries.

¹ Intergovernmental Panel on Climate Change, IPCC Fourth Assessment Report: Climate Change 2007, 2007.

² United Nations Development Programme (UNDP), Accelerating Progress towards the Millennium Development Goals: UNDP's Work in Environment and Sustainable Development, 2010.

A list of country selection criteria has been derived by GGGI to identify the most appropriate partner countries in order to maximize the impact of the Programme outcome and to ensure real influence on the ground by prioritizing the resources to the parts of the world where it can have the greatest effect (especially the LDCs). GGGI has tentatively selected 38 candidate countries for 2011 and 2012 based on the criteria, including the three countries that have already been engaged since 2010.

Objectives

Green growth refers to a set of strategies that aims for continued economic growth and environmental progress without sacrificing one or the other. It promotes sustainable growth which helps reduce greenhouse gas emissions and environmental pollution. It is also a new development paradigm that stimulates new economic growth engines and job creation with green technology and clean energy.

GGGI activities are centred on three main aims: (1) to promote the green growth paradigm by conducting research in green growth theory and practice (2) to disseminate the research results around the world and (3) to provide support to developing countries in their endeavours to develop their own green growth strategies that are feasible and well-aligned with other national economic goals.

Based on the above long-term objectives, GGGI is pursuing three immediate objectives, i.e., becoming a fully operating international organisation by 2010, conducting leading research on green growth theory and models, and applying new development paradigm through Country Programmes.

Outputs

GGGI has carried out three Country Programmes in Brazil, Ethiopia, and Indonesia since 2010 and these will be continued in the next years. The programmes in their first phase have produced significant outcome in initiating the GGP in those countries.

One of the most significant aspects of the Country Programmes is GGP design and partnership. GGGI's approach facilitates high-level engagement as well as local partnerships, which positively impacts the chances of effective implementation. Such activities encompass extensive and collaborative consultation with the relevant stakeholders both in the public and private sectors.

Along with achieving significant outcome through the three Country Programmes, GGGI was also able to draw lessons to take into consideration for more effective results in the future. For example, the importance of understanding recipient countries' priorities by working closely with governments for meaningful analysis and recommendations was recognized. In addition, GGGI was able to develop Performance Management Criteria to achieve high-level performance in conducting Country Programmes, as well as potential strategic implications for 2011.

Together with the Country Programmes, GGGI aspires to create tangible and substantial outputs for 2011 and beyond, namely, institutionalisation of GGGI; advancement in developing green growth theory and practices; and initiating a number of additional Country Programmes.

Expected Impact of the Component Support

The Danish support is expected to generate a considerable improvement in developing countries' ability to address and respond to climate change, environmental degradation and energy security issues. Ultimately, this will improve the living standards, health and welfare of the global population as a whole, not restricted to the poorest and marginalized who are most adversely affected by current and future climate change and environmental degradation.

Budget

The Republic of Korea has committed to providing \$10 million per year in 2010 for the next three to five years and Denmark \$5 million per year for 2011-2013. GGGI is currently in discussion with many other institutions and governments regarding funding in future years. The most advanced discussions so far have been with the governments of UAE, Germany and Japan.

Category	Description	Detailed Description	2010(May-Dec)	2011	2012	2013	2014	
Income	Donors	Korea	9,880,869	10,000,000	10,000,000	10,000,000	10,000,000	
		Demmark	-	5,000,000	5,000,000	5,000,000	-	
		Others	-	11,400,000	27,500,000	35,000,000	40,000,000	
	TOTAL		9,880,869	26,400,000	42,500,000	50,000,000	50,000,000	
Expenses	Activities	Country 1 (Brazil) Country 2 (Indonesia) Country 3 (E thiopia)	5,217,391	726,400	500,000			
		Country 4		2,000,000	2,500,000	500,000		
		Country 5		2,000,000	1,500,000	1,000,000		
		Country 6		2,000,000	1,500,000	1,000,000		
		Country 7		2,000,000	1,000,000	1,000,000		
		Country 8		1,500,000	1,000,000	1,000,000		
		Country 9		1,000,000	1,000,000	1,500,000		
		Country 10		1,000,000	1,000,000	1,500,000		
		Country 11		1,000,000	1,000,000	1,000,000		
		Country 12			1,000,000	2,000,000	2,000,000	
		Country 13			2,000,000	1,000,000	1,000,000	
		Country 14			2,000,000	2,000,000	1,000,000	
		Country 15			2,000,000	1,000,000	1,000,000	
		Country 16			1,920,000	1,500,000	1,500,000	
		Country 17			1,500,000	1,000,000	1,500,000	
		Country 18				1,500,000	1,000,000	
		Country 19				1,000,000	2,000,000	
		Country 20				1,750,000	1,500,000	
		Other Countries				3,500,000	12,250,000	
		Total		5,217,391	13,226,400	21,420,000	24,750,000	24,750,000
		Research and Knowledge	Green Growth Research, Theory & Model development, DB Building, etc.	726,087	6,652,800	10,334,000	12,250,000	12,250,000
		Network Mobilization	Donor/recipient country/international agency mobilization, partnership building, etc.	869,565	792,000	1,275,000	1,500,000	1,500,000
		Global Strategy	Global Dissemination, Capacity Building	569,565	3,432,000	5,221,000	6,500,000	6,500,000
		Operations	Seoul HQ	2,498,261	1,640,000	2,250,000	2,500,000	2,500,000
			Branch Offices(around 5)		1,000,000	2,000,000	2,500,000	2,500,000
	Total		2,498,261	2,640,000	4,250,000	5,000,000	5,000,000	
TOTAL		9,880,869	26,400,000	42,500,000	50,000,000	50,000,000		

* Income from the ROK in 2010 was calculated from KRW (South Korean Won) to US\$ with 1 USD = 1150 KRW

Management and Organisation

GGGI has initially been established as a non-profit foundation under Article 32 of the Civil Code of the Republic of Korea on 16 June 2010. The aim is for GGGI to later be converted into an international organisation in accordance with agreements between the major contributing governments.

The organisational structure of GGGI consists of the Board of Directors; Facilitative Committee of the Board of Directors; Management committee; Advisory Council; Auditors; Headquarters and Regional Offices.

GGGI's management will be performed according to the principles of transparency, global partnership, results-oriented accountability and credibility.

GGGI will manage and organize its works by building partnerships with various organisations around the world, who share the goals of sustainable development and integrity. In this line of efforts, multiple MOUs have already been concluded with more in discussions.

Especially for its Country Programme and Research Programme, GGGI works in an 'open architecture' that embraces public/private organisations in both donor and recipient countries. GGGI emphasizes mobilisation of expert network, engaging external international and local consultants, secondees from donor and recipient countries and representatives from international organisations, in addition to internal GGGI expertise.

GGGI sees great value in involving the Danish expertise in its area of expert network mobilisation in a formalised manner.

Financial Management

The financial management of GGGI will follow internationally accepted rules and regulations in accordance with Korean law. The auditing will take place in alignment with GGGI's rules. According to its articles of incorporation, GGGI shall be audited by an independent external audit organisation entrusted by the auditors of GGGI. Regarding the matters of donations, GGGI will make available to the public the annually collected amount of donations and the uses thereof on its website.

Reporting, Monitoring, Reviews and Evaluation

GGGI, according to its policy and terms, will annually implement internal review and financing auditing of its activities. The report will be available to the Donor Consultative Group (DCG). It should include, but not exclusively, previous year's progress, performance and expenditure in comparison with GGGI's initially established plans/budgets.

The DCG may conduct its own output review and financial auditing after 2.5 years starting from 2011. For this process, experts from participating donor and recipient countries will be invited to partake.

Key Assumptions and Risks

There are three key assumptions that underlie this proposal for support: 1) increasing or sustained interest in the green growth facilitates GGGI's institutionalisation; 2) networked by Regional Offices, GGGI will be successfully converted into a full operating international organisation by 2012; 3) GGGI's well-established GPPs will be successfully applied to the recipient countries.

The two main potential risks are GGGI's successful transition into an intergovernmental organization and securement of solid and effective implementation of GPP. In order to

minimize the occurrence and impact of possible risks, GGGI identified mitigation measures for each potential risk.

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Abbreviations

ADB	Asian Development Bank
CDM	Clean Development Mechanism
DANIDA	Danish International Development Agency
DCG	Donor Consultative Group
DEA	Danish Energy Agency
EBRD	European Bank for Reconstruction and Development
GEF	Global Environment Facility
GGGI	Global Green Growth Institute
GGP	Green Growth Plan
GHG	Greenhouse gases
IEA	International Energy Agency
IET	Independent Evaluation Team
IGGWG	Inter-ministerial Green Growth Working Group
IPCC	Intergovernmental Panel on Climate Change
LCG	Low Carbon Growth
LDCs	Least Developed Countries
MRV	Measurable, Reportable and Verifiable
NAMA	Nationally Appropriate Mitigation Action
NAPA	National Adaptation Programs of Action
OECD	Organisation for Economic Cooperation and Development
PRSP	Poverty Reduction Strategy Paper
SIDS	Small Island Developing States
UN	United Nations
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Program
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNFCCC	United Nations Framework Convention on Climate Change
VCM	Voluntary Carbon Market
WB	World Bank

1 BACKGROUND AND STRATEGY FOR THE SUPPORT

It has been well-documented that previous anthropogenic activities especially on the part of developed countries are the cause of global warming. Centuries of industrialisation and high-carbon growth in some parts of the world now have global environmental consequences.³

The poor countries are the most vulnerable to climate change since they have the least resources to ensure successful adaptation. Furthermore, the dire environmental state of the Earth and the international climate change regime now require these countries to depart on alternative development paths to reduce the environmental impacts associated with previous models for development. One of the greatest challenges in the years to come will be for developing countries to build the capacity to both adapt to the impacts of climate change and sufficiently expand the access to affordable, reliable energy services to the 2 billion people who currently live without.⁴

According to the IPCC, greenhouse gas (GHG) emissions could rise by 25 - 90 % by 2030 relative to 2000 causing the Earth's temperature to increase as much as 3°C by the end of this century. Even a 1 - 2.5°C temperature rise would likely cause reduced crop yields in tropical areas leading to increased risk of hunger, spread of climate sensitive diseases such as malaria, and increasing the risk of extinction of 20-30% of all plant and animal species. By 2020, up to 250 million people in Africa could have significantly reduced access to water.⁵ As such, adverse climate conditions have the potential to profoundly impede the achievement of the MDGs, especially in relation to eradicating extreme poverty and hunger, reducing child mortality, combating major diseases, and ensuring environmental sustainability.⁶

With the recent economic crisis, green growth is gaining support as a way to pursue economic growth and development, while preventing environmental degradation, biodiversity loss and unsustainable resource use. It builds on existing sustainable development initiatives in many countries and aims at identifying cleaner sources of growth, including seizing the opportunities to develop new green industries, jobs and technologies, while also managing the structural changes associated with the transition to greener economy.⁷

³ Intergovernmental Panel on Climate Change, IPCC Fourth Assessment Report: Climate Change 2007, 2007.

⁴ United Nations Development Programme (UNDP), Accelerating Progress towards the Millennium Development Goals: UNDP's Work in Environment and Sustainable Development, 2010.

⁵ United Nations Framework Convention on Climate Change, Climate Change: Impacts, Vulnerabilities and Adaptation in Developing Countries, 2007.

⁶ United Nations Development Programme, Accelerating Progress towards the Millennium Development Goals: UNDP's Work in Environment and Sustainable Development, 2010.

⁷ Organisation for Economic Cooperation and Development(OECD), Interim Report of the Green Growth Strategy: Implementing our commitment for a sustainable future, 2010.

While the agenda in international forums such as the UN, G20, OECD and the multilateral banks have shifted to an increased emphasis on green and sustainable growth during recent years, translation of the ideas of green growth into actual action plans for governments to pursue has been lacking. Moreover, even though many countries accept the green growth initiatives as their own, the recent increasing interest in green growth has largely been concentrated on the concerns of advanced countries.

The priorities for least developed countries (LDCs) are still poverty eradication and delivering essential services such as water supply and energy, etc. At the same time, a large share of their economy is dependent on natural resources rendering them to be particularly vulnerable to the impacts of climate change. Nevertheless, for some LDCs, climate change initiatives might be perceived as reactive rather than proactive. It is because some measures taken in the context of climate change discussions insufficiently represented economic issues of LDCs, such as economic growth, job creation, etc.

This is one of the main reasons why GGGI is particularly interested in the LDCs' green growth, which promotes mitigation and adaptation measures while privileging poverty reduction and development at the same time, and can offer more development potential to the LDCs. The linkage between green growth and poverty reduction is of paramount importance to GGGI.

1.1 Programme Context and Strategy

GGGI is dedicated to supporting the creation and diffusion of a new model of economic growth, known as 'green growth' that integrates economic aims such as poverty reduction, opportunity creation, and social development, with environmental goals such as sustainability and climate and energy security. GGGI is founded on the belief that growth and environmental sustainability are not merely compatible objectives, but are mutually necessary for the future of humankind.

GGGI's activities are in full concurrence with the objectives of the Danish Climate Envelope to focus on quick win climate change mitigation and adaptation initiatives, while building capacity in developing countries to become more energy efficient and less dependent on fossil fuels. GGGI's activities and its innovative approach based on networks and public-private partnerships meet the demands flowing from international negotiations and consultations on climate change and the promotion of green growth solutions, not least for the developing countries. The institute represents a novel and innovative contribution to the international endeavours on climate change and green growth, tying together stakeholders from government, research, international organisations and the public sector providing new possible pathways to enable developing countries' transition to low-carbon economic growth.

Furthermore, the Republic of Korea's own recent development experience and its active participation in South-South cooperation provides GGGI with an interesting platform for enhanced dialogue with the partner countries. The Republic of Korea's incredible economic growth over the last half century and the more recent decision to transition to a

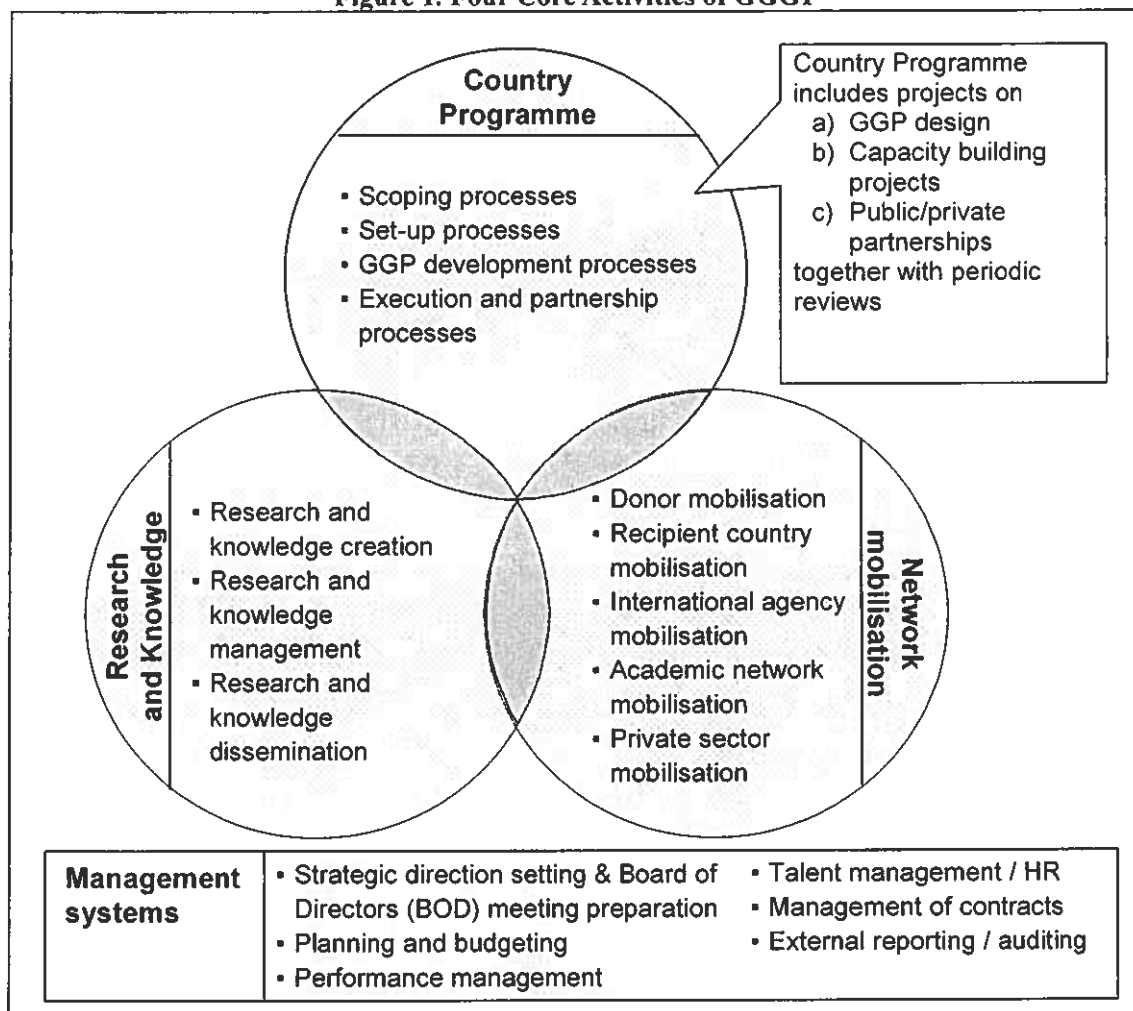
green economy encourages partner governments to solicit the support of GGGI. Through the network approach of GGGI, the institute is able to add best practices and experiences of all countries, also donor countries, to the catalogue of policy options available to the partner government, hence adding an additional dimension to the South-South cooperation model.

GGGI supports emerging and developing countries in their efforts to create and implement national and local strategies and policies for pursuing green growth. In so doing, GGGI seeks to contribute to increasing the effectiveness and impact of national and local action on green growth, promoting best practice, building capacity, increasing information sharing, and encouraging international cooperation. Through its work, GGGI will help advance both the theory and practices of green growth.

To support its strategy, GGGI comprises of four core pillars, i.e., Country Programme, research and knowledge, network mobilisation and management.

- ✓ Country Programme: It focuses on how Country Programmes are managed and individual projects are executed. Through Country Programs, the recipient governments will receive the support they need most and GGGI will ensure that it serves as a trusted advisor dedicated to recipient countries with primary goal to advance their green growth agenda.
- ✓ Research and knowledge: It is dedicated to how GGGI's research is initiated, managed and disseminated. In addition to Country Programmes, GGGI executes research programmes on green growth theory, models, methodology and tools. Research outputs will be shared through publications, conference, etc.
- ✓ Network mobilisation: It aims for GGGI's partnership building with its partners and funders who include donor countries, recipient countries, international agencies, academia and private sectors. Firm partnership with relevant groups from public and private, global and local arenas enables GGGI to expand availability of core funding and effective communication as well as efficient knowledge development.
- ✓ Management Systems: It focuses on how GGGI's activities are efficiently supported internally. GGGI pursues to be a professional organisation with strong performance culture. It retains and motivates talented staff members, which is prerequisite to reinforce its in-house capacity and to enhance performance of its activities.

Figure 1. Four Core Activities of GGGI



GGGI's activities and significantly impacts other activities. It includes projects on Green Growth Plan (GGP) design, capacity building and public/private partnership building. GGGI operates a tailored but consistent programme for each country which runs from analysis to implementation and is delivered through a portfolio of policy options.

As for GGP design, GGGI develops GGPs by request of the recipient countries. It stipulates green growth strategies, that is, national and local strategies that meet both the economic and environmental development. Not only is GGP an excellent tool of low-carbon green growth for advanced countries, it is also suited for developing countries because it places priority on the growth aspirations of the developing countries beyond climate concerns.

The precise scope of work for a GGP in each country will depend on the starting conditions and specific challenges. At the most general level of GGP design, GGGI conducts a comprehensive diagnosis on a country's green growth potentials and its internal and external challenges. The diagnosis involves assessing the territorial and socio-economic conditions as well as the potentials in aligning development needs with

required actions to avoid irreversible impacts of climate change. Based on the result of the diagnosis, GGGI suggests the country's vision on green growth, refine the policy options available for the GGP and detail the implications for implementation in the context of the broader green growth strategy. More specifically, GGGI seeks national alignment around priority sectors and prepares the green growth implementation roadmap for the recipient countries. While energy security/efficiency, water, resources management, green technology and industries, green infrastructure and city are considered as critical sectors in green growth, each GGP has its own priority sectors according to the country's individual situation and needs.

Table 1 shows the whole lifecycle of a Country Programme, comprised of four phases which are scoping, set-up, GGP design, and execution and partnership phases.

Table 1. Typical Lifecycle of a Country Programme

	Scoping Phase	Set-up Phase	GGP Development Phase	Execution and Partnership Phase
Main Points	<ul style="list-style-type: none"> Establish relationships with key stakeholders, ensure shared agreement on the programme's high-level scope, and obtain high-level government buy-in Identify local counterparty Allocate basic GGGI resources Put preliminary MOU/contacts in place 	<ul style="list-style-type: none"> Determine detailed programme of work with country and capacity building model Create formal steering committee of key stakeholders Ensure local counterparty(s) set up for success Consult with wider international community to maximise coordination Allocate budget and secure final MOU 	<ul style="list-style-type: none"> Development of a comprehensive/sectoral GGP for the country and regular review of the progress Build local capacity, with long term goal of transition to independent delivery Build strong commitment from recipient country government on the implementation of the GGP 	<ul style="list-style-type: none"> GGP implemented over time, including detailed road maps Transfer skills to local stakeholders so they can implement growth plans independently Conducive policy framework around GGP put in place to stimulate private sector investment flows Recipient country becomes a knowledge and capacity contributor to GGGI and its partners
Outcome	<i>Initial relationship building and exploration of opportunities with a new recipient countries</i>	<i>Detailed agreement of work to be done with GGGI, resources to deliver it, and set-up of local counterparty</i>	<i>Completion of country's GGP</i>	<i>Recipient country implements its GGP independently, and contributes content to GGGI's network</i>

GGGI Country Programme's strong suit is its emphasis on and attention to building a solid and substantial foundation for green growth in the developing countries, which ensures the prolonging impact of the GGP throughout the course of green development in the recipient country for many years to follow. This is the reason why the lifecycle of a Country Programme covers Execution and Partnership phase.

By analysing the obstacles of developing countries' (particularly LDCs') efforts in green growth policies, GGGI has identified the following four elements that are crucial to secure the continuous implementation of GGPs proposed by GGGI, namely

institutionalization, development and diffusion of technology, capacity building, and financing.

First, a GGP proposes an institutional building process for its implementation. The legislative designing and the institutional arrangement for executing suggested policies serves as a national framework on green growth. This allows the policy to be integrated into the whole national policy system and further secures continuous efforts in national and local levels. It constitutes also the stakeholders' capacity building of the recipient countries.

Second, as factual evidence demonstrates that green technological innovations will enable the LDCs to leapfrog in their development process, GGP prioritizes the development and diffusion of suitable green technology as a key element. Green technology provides a combination of benefits, including enhanced energy security and diffusion, reduced CO2 emissions and lower energy costs. Efficient transport technologies and energy sectors will be areas of importance as well. GGGI will encourage a technology platform tailored to each recipient country's development needs and circumstances.

Third, a GGP includes significant capacity building to allow the recipient country to further develop and implement the plan independently and become a content contributor to GGGI's network, able to assist in capacity building for other countries. Capacity building constitutes the base by which LDCs can sustain any GGP. GGGI's work on capacity building mobilizes both international and local experts which will create a collaborative base with relevant stakeholders, from high-level public officials to civil society.

Fourth, without appropriate financing, implementation of GGP may not be efficient. Financing is vital for the implementation of the GGPs proposed by GGGI. Conducive policy framework around GGP should stimulate private sector investment flows. Parallel to its support on the institutionalization of proposed measures under the GGP, GGGI will assist in the mapping of various potential funding sources and facilitate contact between recipient governments and potential funding agencies.

1.2.2 Strategy for Engaging the Recipient Countries

Selecting the right partner countries to collaborate with is critical to maximizing the chances of actualizing the expected outcomes and to ensure real impact on the ground mentioned in Table 1. Given the rapid, on-going lock-in of carbon-intensive infrastructure and the risk that climate change poses to all nations, GGGI will prioritize resources to the parts of the world where it can have the greatest effect (especially the LDC). The thirty largest developing and newly industrialized emitters comprise nearly half of the current global emissions, and many are regional and global leaders.

In parallel, GGGI believes that the country's political leadership is the most important factor to successfully shift a country's economic paradigm toward low emission development path. For example, GGGI requests the participating governments to create

the conditions where recommendations have real impact on policy. GGGI should be invited by a participating government to provide support, and there should be a clearly identified unit within the governments to receive the support and work closely with GGGI. If the GGP is designed for a regional or local government, the national government level support should be ensured.

In addition, there are a number of additional criteria that are equally important, including regional and income-level diversity, poverty reduction potential and others. GGGI will first conduct a preliminary prioritization exercise, in order to select, jointly with donor countries and organisations, the future recipient countries it intends to work with on the basis of a number of criteria numerated in Box 1.⁸

⁸ Some of the Country Programmes will be carried out looking at the country's green growth related plans where such exists; some will scale up the section of the country's Poverty Reduction Strategy Paper (PRSP) or their National Adaptation Programs of Action (NAPAs). Annex 1 is the snapshots of some countries' plans relevant to climate change and green growth.

Box 1. Country Selection Criteria

1. GDP Level and Poverty Reduction Potential

- GGGI gives more priority to poverty reduction and increase in the recipient country's GDP as an output of its GGP.
- While growth is important in a country's development, how does a GGP reduce emissions and at the same time have tangible job creation potential?
- Will the vulnerability to climate change impacts and the livelihood support of this country be greatly affected if a GGP is not implemented?

2. Country's Need Specific Initiative

- A GGP should reflect existing needs and initiatives of the recipient country.

3. Regional and Political Stability

- GGGI is a global institution and thus does not favor any particular region or country.
- Can this country's GGP offer insight into green growth pathways for other countries that have similar geographic or sectoral locations?
- Is the political environment conducive for Country Programme activities?

4. Capacity Building and Partners

- Are there sufficient country capabilities to develop and execute a robust GGP or is outside assistance necessary?
- What additional value will GGGI bring to this country?
- Are there proper government institutions and agencies to support GGGI's projects?
- What previous and on-going projects with donors and international agencies exist in this country?

5. GHG Emissions

- What is the current level of GHG emissions associated with economic activities and land use?
- Does a GGP offer the country an opportunity to avoid a lock-in of carbon-intensive infrastructure development?
- Does the country have an existing database, or how difficult will the collection of data for a credible analytic process be?
- GHG data by sectors and sources, per capita emissions, energy intensity(toe/F\$1,000), carbon intensive (tCO2/\$1,000)

6. International Context

- What kind of influence does the country have on the broader regional and global landscape?
- Is the country a member of major international conventions and regimes?
- What is the country's FDI related framework?
- How is the country evaluated by international institutions?

7. Domestic Policies and Legislations

- What kinds of policies or legislation are in place regarding green growth such as RE &EE, forest management, etc.?

8. Potential Influence

- What is the impact of assistance to the country's overall development plan and strategies?
- To what extent can the outcome be replicated in other sectors or countries?

1.2.3 Candidate Countries for the Period 2011-2012

In the beginning of the year 2011, GGGI tentatively selected 38 candidate countries for the next two years (See Figure2 below). Including the three countries that have already been engaged since 2010, GGGI will more likely to conduct country programmes in the following countries:

- ✓ Central & Mainland Asia (4): Bangladesh, Kazakhstan, Mongolia, PRC
- ✓ Africa (3): Ethiopia, Rwanda, Ghana
- ✓ Southwest Asia (1): UAE
- ✓ Southeast Asia (6): India, Indonesia, Cambodia, the Philippines, Vietnam, Thailand
- ✓ Middle & Latin America (2): Brazil, Costa Rica⁹

Figure 2. Candidate Countries for 2011-2012



Acquiring experience in different continents and countries will contribute to creating a truly global and diverse knowledge base at GGGI. The candidate countries were selected according to diversity along geographies, demand of recipient countries and partnership building progress with GGGI. The country list is open to further discussion and will ultimately be decided by means of additional expert dialogues as well as by conducting more in-depth analytical research in 2011. The final approval of countries will be made by the Board of Directors.

⁹ As of January 2011, there are 6 countries in the Scoping Phase: The Philippines, Mongolia, Bangladesh, India, Ghana, Costa Rica; 6 in Set-up Phase: UAE, Kazakhstan, China, Cambodia, Vietnam, Rwanda; 3 in GGP Development Phase: Brazil, Indonesia, Ethiopia; 1 in Execution and Partnership phase: Thailand.

2 OBJECTIVES

2.1 Long-term Objectives

Integrating environmental and climate change concerns with poverty reduction and social development strategies and plans, green growth refers to a set of strategies that aims for continued economic growth and environmental progress both at the same time. It promotes sustainable growth which helps reduce greenhouse gas emissions and environmental pollution. It is also a new development paradigm that stimulates new economic growth engines and job creation with green technology and clean energy.

The support for green growth, more particularly for developing and underdeveloped countries, corresponds with the goals of GGGI. GGGI understands that more general and consensus-based principles reached by larger-economy-centered bodies like the OECD or G20 may differ from the core values and needs from smaller and less developed individual countries. GGGI leverages expertise on behalf of partner countries (primarily from the developing world) on how to carry out economic development while reducing GHG emissions, using customized methods that are built on the collective experience of GGGI participating countries.

GGGI activities are centred on three main aims: (1) to promote the green growth paradigm by conducting research in green growth theory and practice (2) to disseminate the results of this research around the world and (3) to provide support to developing countries in their endeavours to develop their own green growth strategies that are feasible and well-aligned with other national economic and climate change related goals.

As Seoul Declaration of G20 Seoul Summit 2010 has clearly stated, the recent economic crisis disproportionately affected the most vulnerable in the poorest countries and slowed progress toward achievement of the Millennium Development Goals. Narrowing the development gap and reducing poverty were integral to achieving the G20's Framework objectives of strong, sustainable and balanced growth. As a leading international organisation in green growth, GGGI wants to use its best efforts to contribute to global rebalancing as well as a rapid increase in the developing countries' share of global growth.

Based on the above stated long-term objectives, GGGI is pursuing the three following immediate objectives.

2.2 Immediate Objectives

1) Institutionalization

- ✓ GGGI seeks to scale up and expand its activities to become a fully operating international organisation by 2012. While securing GGGI's financial resources from multiple donors' participation, GGGI will enlarge the Board of Directors

from major donors, senior development country officials and international experts. By 2014, GGGI has a plan to newly establish around five Regional Offices, including Copenhagen office, to enforce its in-house capacity and global network.

2) Research

- ✓ As a global leader of green growth, GGGI will contribute to advance the technical methodology of green growth especially for developing and least developed countries through its Research and Global Strategy activities. GGGI will produce reports on green growth theory and models, organize conferences and workshops, and assist countries in their efforts to strengthen capacity and partnership building.

3) Country Programmes

- ✓ Country Programmes conducted in the up-coming years by GGGI will be the first and foremost cases where the green growth model is practically applied to the LDCs as a new development paradigm. As a practical response to climate change and poverty reduction, GGGI's country engagement will be tailored to LDC's needs, employing the most suitable methodology for each country.

2.3 Focus of Danish Fast Start Climate Financing

Since the poorest countries are the most vulnerable to climate change due to lack of resources, the Danish Fast Start Climate financing will be targeting activities for this group of countries. Focus will be on quick win climate change mitigation and adaptation initiatives, while at the same time building up capacity in developing countries to plan for and develop towards an energy efficient economy with less dependency on fossil fuel.

To achieve the overall objective the Danish Fast Start financing will focus on three thematic areas of intervention:

- ✓ Support to build up institutional capacity in developing countries to plan for climate change responses and to facilitate energy efficient transition – including capacity to develop and implement a carbon free economy. Private sector and civil society are crucial players and will be equally targeted in Danish support programs.
- ✓ Support to specific climate change mitigating CDM (Clean Development Mechanism) projects within transport, agriculture, forestry and industry technology.
- ✓ Support to specific climate change adaptation projects with focus on land and water management.

Key to all Danish Fast Start financing is the participation of private sector and civil society in developing countries, as close collaboration between the public and private sectors is a precondition for reaching climate change mitigations and adaptation targets.

The Danish government's support will be assigned priorities to GGGI's activities in the LDCs and developing countries with considerable demonstration potentials. In line with the priorities for the Danish Climate Envelope for fast-start financing, the Danish funding will primarily be directed towards initiatives within climate-sensitive sectors, such as energy, transportation as well as agriculture and forestry.

In supporting GGGI, the Danish government will facilitate the development and sharing of green growth models combining environmental concerns and climate change issues with poverty reduction and social development. GGGI's research activities as well as dissemination of best practices within these areas will further underpin Denmark's ongoing and future bilateral environmental programmes in partner countries.

Aside from the specific objectives under the Danish Climate Envelope for fast-start financing GGGI's broader development and immediate objectives correspond well with the priorities set forth in the strategy for Denmark's development cooperation *FREEDOM from POVERTY - FREEDOM to CHANGE*. In the strategy, the rationale is that “[T]here cannot be global sustainable development without solutions to crucial environment and climate issues... Stable economic growth must be combined with environment and climate-friendly development in order to be sustainable.”

The strategy furthermore states that to help facilitate sustainable development “[W]e will support growth strategies based on low energy solutions and initiatives that improve the countries' chances of participating in the international CO2 market. Climate friendly technology can lead to increased employment and Denmark will support developing countries' efforts to take advantage of this potential.”

With the expected increase in GGGI Country Programmes, Denmark and GGGI could further down the line cooperate directly on specific projects or elements under the GGP's of countries where Danish development assistance is targeted. Potential countries for such first joint efforts could be Indonesia, Ghana, Tanzania, Bangladesh, Nepal or Cambodia – Indonesia is already a GGGI partner country and the remaining countries are all in GGGI's pipeline.

3 OUTPUTS

3.1. Three Country Programmes Conducted in 2010

In 2010, GGGI has officially launched and started its activities such as Country Programme and Research Programme. Besides its active participation in relevant international events on green growth, GGGI has carried out three Country Programmes in Brazil, Ethiopia and Indonesia. The projects being in their first phase have significant outcome in initiating the GGP in those countries. GGGI has codified existing green growth and development aspirations, and prioritized green growth opportunities based on the detailed, sector by sector analysis and their impact on green growth.

3.1.1 Programme Summary

In Brazil, preliminary analysis has been carried out to support the definition of low carbon options for all key GHG emitting sectors, develop a climate adaptation strategy and assist in the efforts of developing a carbon financing framework for the country. The project started in July 2010 and the first phase of the low carbon sector diagnostic in the forestry, agriculture, steel and electricity sectors were analysed.

In Ethiopia, analysis using the available data has been carried out in 2010, in the energy, agriculture and forestry sectors with the intention to seize the opportunities for CO₂-e abatement in each of the three priority sectors on the basis of the best and most recent data currently available.

In Indonesia, GGGI is supporting the provincial government of East Kalimantan to create a fact base on emission sources and potential reduction opportunities. The government identified the possible CO₂-e abatement sectors in phase one of 2010 and there is an on-going analysis of the green growth strategy in the oil, gas, coal, agricultural, palm oil and forestry sectors.

3.1.2 GGP Design and Partnership

One of the most significant aspects of these projects is that they involved an extensive and collaborative consultation with the relevant stakeholders both in high-level and in local primary partner institutions. GGGI's approach in conducting the Country Programme is based on local interaction as it facilitates high-level engagement, know-how transfer, capacity building and local buy-in which positively impact the chances of implementation of the project.

- ✓ High-level buy-in and relationship building: All three Country Programmes conducted in 2010 were mandated by the recipient governments and have worked extensively with the key ministries and government institutions which would drive the implementation; Brazil project was mandated by the Ministry of Finance, Indonesia project by the Provincial Government of East Kalimantan, and Ethiopia project was mandated by the Prime Minister, who endorsed the project.

Particularly, in Ethiopia, GGGI created inter-ministerial working group meetings that review the work regularly to ensure the project does not fall off-course.

- ✓ Participation of local partners: All Country Programmes conducted in 2010 closely engaged many local partners; Brazil project had a local partnership with EMBRAPA, IPEA, INPE, EPE and etc., Ethiopia project with the Ethiopian Development Research Institute (EDRI), and Indonesia project with REDD Task Force, Central Kalimantan and Kaltim Green Team. Importantly, local partners had frequent interactions with GGGI. For example, GGGI team held training of government officials in Ethiopia, community workshop for local farmers in Indonesia and stakeholder consultation on forestry project in Brazil. In Ethiopia, GGGI team held two half-day workshops attended by roughly 40 people, each in which participants provided valuable input and expressed real enthusiasm to continue to work with GGGI team.

3.1.3 Lessons from the 2010 Programmes

Through the three Country Programmes conducted in 2010, GGGI has achieved significant outcome in developing low carbon GGP, however, there were also lessons to take into consideration for more effective results of the Country Programmes in the coming years.

- ✓ GGGI team has learned that understanding recipient countries' priorities and aspirations by working closely with governments is the only way to ensure the analysis and recommendations are relevant through the Programme duration.
- ✓ Right balance has to be achieved between comprehensiveness of the approach and adapting the analysis to governments' requirements.
- ✓ It was found that different projects were at diverse situation, causing difficulty to attain real recipient country governments' ownership, e.g. in Indonesia it was subtle to move away from the perception of GGGI as a donor rather than a co-owner of the project.
- ✓ While on-the-job capacity building was happening across projects, the lack of structure made it difficult to evaluate and scale/share with other projects.
- ✓ There is a potential trade-off between involving local partners (increasing the capacity building element) and delivering output with speed and quality.

3.2 Implications for 2011 and Beyond

From the experience of conducting Country Programmes in 2010, GGGI has derived Performance Management Criteria as well as potential strategic implications for future Country Programmes.

3.2.1 Country Programme Performance Management Criteria

To achieve high level performance in conducting the Country Programme, GGGI has developed the following performance management criteria (See Table 2 below).

Table 2. Performance Management Criteria

High-level Performance Criteria	Detailed Performance Criteria
Quality of country's high level strategy/green growth agenda	<ul style="list-style-type: none"> • Are targets/strategies based on robust and comprehensive analysis generated by the GGGI project?
Political support for green growth agenda	<ul style="list-style-type: none"> • Have high-level officials been involved in the project over time? • Has the project been supported by institutions across government?
Design and development of green sectoral policies	<ul style="list-style-type: none"> • Are sectoral policies based on the analytical results of the project? • Have the relevant agencies in government been directly involved in the project?
Mobilisation of new resources for green investments	<ul style="list-style-type: none"> • Has GGGI developed material which will be used to access public and private funds? • Has GGGI create some direct connection to potential funders?
Local capacity to implement green growth programmes	<ul style="list-style-type: none"> • Have the people in charge of implementing the plan been directly involved in its development as team members? • Have capacity building modules been developed and rolled out during the project?
Strength of local GGGI counterparty and country network	<ul style="list-style-type: none"> • Has the local partner contributed significantly to the study? • Has the local partner provided access to key stakeholders/networks?
Specific transferability of the programme learning/experience	<ul style="list-style-type: none"> • Has the team generated material that is easily useable by other teams in various countries? • Has the knowledge created been captured and codified for GGGI's use?
Quality of partnership/engagement with wider GGGI system	<ul style="list-style-type: none"> • Is the ownership of the project truly shared with GGGI? • Has GGGI senior staff been involved directly with the project through its duration?

3.2.2 Potential Strategic Implications for 2011

The following potential strategic implications for the Programmes in 2011 have been set up based on the lessons learned from the 2010 Programmes conducted in the three countries.

- ✓ Creation of a local ‘steering group’ would strengthen and support the relationship between recipient government and GGGI team.
- ✓ More frequent interactions with local partner institutions are required to ensure consistency of methodology applied with GGGI’s approach.
- ✓ Stronger GGGI presence on the ground with deeper involvement in problem solving/analysis as well as stakeholder management would enhance GGGI’s ownership.
- ✓ Creation of specific training modules/tools explicitly built into projects is necessary.
- ✓ GGGI should ensure secondments from local institutions to GGGI’s teams to increase capacity and improve ownership of project by local partners.
- ✓ Regular, multi-team communication mechanism is necessary to ensure regular updates to be shared across teams.
- ✓ GGGI IT Knowledge tool should be established to collect data, presentations, reports, etc. (teams to produce ‘standardized’ materials)
- ✓ Criteria for defining the success of individual projects are needed in advance.

3.3 Expected Outputs of GGGI in the Future

In 2011 and beyond, GGGI aspires to create tangible and substantial output in three areas, i.e., institutionalization of GGGI, advancement in developing green theory and models, and implementation of Country Programmes.

Output 1: Institutionalization

- ✓ Full constitution of the GGGI Board of Directors. The Board will be composed of up to 20 representatives from donor and recipient countries as well as internationally recognized experts in green growth related fields.
- ✓ Full activation of the Advisory Council which will comprise of up to 25 members to provide advice on and facilitate GGGI’s activities.
- ✓ Establishment of Regional Offices, including one in Copenhagen, to secure GGGI’s in-house capacity, achieve strong global presence through networks, and enhance operational efficiency of GGGI.
- ✓ Provision of technical or financial assistance of Seoul HQ in establishing and managing the Regional Offices.

Output 2: Advancing Green Growth Theory & Practices

- ✓ Systemization of green growth theories and models and the creation of analytic tools for identifying cost-effective developmental pathways for low carbon, green growth opportunities in the developing countries.
- ✓ Organisation of conferences and workshops and participation in major global events to present and share GGGI's experience on facilitating global practices in green growth.
- ✓ Design and implementation of curriculums and programs to enhance local stakeholders' capacity on green growth practices.

Output 3: Conducting Country Programmes

- ✓ Establishment and approval of GGPs in LDCs and effective execution of diverse measures in responding to climate change, promoting economic growth, and fostering job creation.
- ✓ Development and implementation of suitable green growth strategies and measures for major sectors such as energy, transportation, water, forest, agriculture, etc. in accordance with local context.
- ✓ Efficient implementation which can deliver established GGPs integrated into the whole national policy system.
- ✓ Support sustainable implementation of GGPs in the long term through strong public/private capacity and partnerships between the national and local level.

4 CONTRIBUTION TO CROSS-CUTTING ISSUES AND PRIORITY THEMES

4.1 Poverty Reduction

The poorest parts of the global population are the most vulnerable to climate change and the adverse environmental impacts of high-carbon growth. More than 70 % of the 2.6 billion people living on less than 2 USD per day live in rural areas and are largely dependent on agriculture or other production directly based on natural resources.¹⁰ As such, these people are the most adversely affected by natural disasters such as draught and flooding as well as by soil and water depletion caused by environmental degradation. With limited resources and capabilities, the poorest parts of the population have the most difficulty recovering from the impacts of climate change.

GGGI's partnerships with governments to integrate environmental and climate change concerns into poverty reductions and social development strategies have the potential to enhance the effects of poverty reduction efforts through addressing the underlying environmental vulnerability of the poorest parts of the population.

Aside for addressing the management of ecosystems and natural resources through the GGP, GGGI will also assist governments in designing the most efficient and sustainable energy provision systems. Worldwide, almost 3 billion people still rely on traditional solid fuels, such as wood, dung, crop residues, and coal. Approximately 1.5 billion have no access to electricity, and an additional 1 billion only have access to unreliable electricity supplies.¹¹ Clean, reliable and affordable energy services will not only allow the rural population to more efficiently cultivate the arable lands through irrigation and agro-processing but will also significantly increase the range of income-generating activities and livelihoods through inherent job creation as well as micro-enterprises.¹²

Furthermore, through GGGI's distribution of knowledge, research and best practices (including on technology) new sources of potential income might be identified in the GGP. Some of these new sources of income will either directly or indirectly benefit the poorest part of the populations.

4.2 Gender

Women constitute the vast majority (approx. 70 %) of the poor and marginalised parts of the populations which are adversely affected by climate change and environmental degradation.¹³ Hence GGGI's efforts to engage national and local government agencies to develop GGP will inherently benefit women and girls in its own right. Furthermore,

¹⁰ UNDP, 2010.

¹¹ UNDP, 2010.

¹² Climate Change, Vulnerable Communities and Adaptation. Livelihoods and Climate Change.

Information Paper 1: Increasing Community Resilience to Climate-Related Disasters through Sustainable Livelihoods. International Institute for Sustainable Development, December 2003.

¹³ UNDP, 2010.

GGGI's emphasis on gender mainstreaming in all aspects of the development, implementation and capacity building to the benefit of the GGP will further enhance these benefits.

Women and girls perform time-consuming labour-intensive tasks such as manual labour in agriculture and fetching of fire wood and water. Increased access to clean, reliable and affordable energy services will especially benefit women and girls as many of their tasks could be performed more efficiently, hence freeing up their time for further income-generating activities. Additionally, with women constituting the vast majority of the poor, and comprising 60 % of the developing world's population which is employed in the informal non-agricultural sector,¹⁴ women stand to gain the most from enhanced opportunities in micro-enterprises.

The health payback from a transition away from non-solid fuels towards clean energy will also to a large extent benefit women and children. Every year, approximately two million - mostly women and children - die, mainly from tuberculosis or other respiratory diseases, as a result of indoor air pollution caused by the use of traditional biomass fuels and coals.¹⁵

Through research projects and a general mainstreaming approach in the Country Programmes, GGGI will initially focus on:

1. Gender and household energy use
2. Gender and sustainable agriculture
3. Gender, water and climate change

GGGI's role in mainstreaming gender in all aspects of its development, implementation, and capacity building will not only benefit the poor and marginalized, but will also help to integrate research findings on gender and green growth to policy and implementation.

4.3 Environment

Addressing environmental concerns and climate change is an integral part of GGGI's objectives.

GGGI's main mechanism for engaging in dialogue with partner governments on the issues of environment and energy is the GGP. Analyses will be conducted to identify the sectors mainly facing environmental challenges and those with the greatest potential for reduction of environmental damage e.g. through GHG reduction measures. Through the

¹⁴ Informal employment is generally a larger source of employment for women than for men in the developing world. Other than in North Africa, where 43 per cent of women workers are in informal employment, 60 per cent or more of women workers in the developing world are in informal employment (outside agriculture). International Development Research Centre (IDRC), *Mainstreaming Informal Employment and Gender in Poverty Reduction: A Handbook for Policy-makers and other Stakeholders*, 2004.

¹⁵ UNDP, 2010.

development of GGPs, these environmental concerns will be integrated into the national plans for growth and poverty reduction, ensuring environmental sustainability and reduced adverse impact on global climate change.

GGGI and the partner country's governments will focus on sectors such as energy, transportation, industry, agriculture, forestry, waste and water management. Some of these sectors, e.g. agriculture, forestry and water management, are directly affected by environmental degradation and climate change, while others hold significant reduction potentials i.e. energy, industry, and transportation.

Through providing access to research and best practices, GGGI will enable partner governments to develop adaptation and mitigation plans as inherent elements of the GGPs, which are suitable for their specific national circumstances. Furthermore, GGGI will assist in the capacity building of institutes and agencies tasked with environmental monitoring and evaluation. In doing so, GGGI will contribute to global efforts to reduce GHG emission and reduce the impact of climate change, not least on the developing countries which are the most adversely affected by these changes.

4.4 Governance

Improved environmental governance and local institutions capable of developing and implementing a GGP is essential to the success of GGGI's work. To ensure that the GGP is carried out to the benefit of the partner country's population, GGGI's approach is based on the principles of local ownership.

However, experience shows that environmental and energy strategies and action plans, developed in isolation from other sectoral policies and programming or broader development planning, are typically less effective in protecting the environment and the integrity of critical ecosystem functions. The key drivers of development are often the productive sectors of the economy, including agriculture, forestry, fisheries, energy, transport, and finance. As such, integrating environment-related commitments and targets onto both sectoral policies and broader economic and development planning requires a comprehensive governmental approach, engagement of key stakeholders and sufficient institutional capacity.

GGGI will engage the key stakeholders, the prime minister's / president's offices, relevant central ministries (economy, finance, planning, development, energy etc.) as well as local government agencies, private sector and civil society in an effort to facilitate comprehensive dialogue and planning, and consistent and effective implementation. Through the in-built capacity assessments of the Country Programmes cycles and consecutive capacity building plans, GGGI will support institutional capacity building required for sustainable planning and implementation of the GGPs.

Efficient implementation of GGPs requires cross-governmental cooperation as well as collaboration between central and local government agencies. GGGI will facilitate these processes of cooperation and ensure that sufficient capacity is developed at all levels to

guarantee sustainability of the GGP. On the ground deliveries in terms of clean, reliable and affordable energy supply, poverty reduction and opportunities to the people will enhance government structures, visibility and legitimacy.

4.5 Expected Impact of the Component Support

The Danish government will, as the first confirmed donor besides the government of the Republic of Korea, be able to monitor the work of GGGI, provide technical assistance and voice its opinion through the various mechanisms described further in section 6, not least through the participation on the GGGI Board of Directors. As such, the Danish support is expected to lead to a considerable improvement in developing countries' ability to address and respond to climate change, environmental degradation and energy security issues. Ultimately, this will improve the living standards, health and welfare of the global population as a whole, but not least the poorest and marginalized most adversely affected by current and future climate change and environmental degradation.

Having environmental concerns as a primary focus, the component support fully complies with the cross-cutting priorities of the Danish strategy for development cooperation since it directly facilitates poverty reduction and gender equality, and, through the principles of local ownership, sustainability and capacity building, also seeks to enhance governance.

5 BUDGET

GGGI Preliminary Budget

The Republic of Korea has committed to providing \$10 million per year in 2010 for the next three to five years and Denmark \$5 million per year for 2011-2013. GGGI is currently in discussion with many other institutions and governments regarding funding in future years. The most advanced discussions so far have been with the governments of UAE, Germany and Japan.

Table 3 shows GGGI's preliminary budget from 2010 to 2014.

Table 3. GGGI's Preliminary Budget (Unit: USD)

Category	Description	Detailed Description	2010(May-Dec)	2011	2012	2013	2014	
Income	Donors	Korea	9,880,869	10,000,000	10,000,000	10,000,000	10,000,000	
		Denmark	-	5,000,000	5,000,000	5,000,000	-	
		Others	-	11,400,000	27,500,000	35,000,000	40,000,000	
	TOTAL		9,880,869	26,400,000	42,500,000	50,000,000	50,000,000	
Expenses	Activities	Country 1 (Brazil) Country 2 (Indonesia) Country 3 (Ethiopia)	5,217,391	726,400	500,000			
		Country 4		2,000,000	2,500,000	500,000		
		Country 5		2,000,000	1,500,000	1,000,000		
		Country 6		2,000,000	1,500,000	1,000,000		
		Country 7		2,000,000	1,000,000	1,000,000		
		Country 8		1,500,000	1,000,000	1,000,000		
		Country 9		1,000,000	1,000,000	1,500,000		
		Country 10		1,000,000	1,000,000	1,500,000		
		Country 11		1,000,000	1,000,000	1,000,000		
		Country 12				1,000,000	2,000,000	2,000,000
		Country 13				2,000,000	1,000,000	1,000,000
		Country 14				2,000,000	2,000,000	1,000,000
		Country 15				2,000,000	1,000,000	1,000,000
		Country 16				1,920,000	1,500,000	1,500,000
		Country 17				1,500,000	1,000,000	1,500,000
		Country 18					1,500,000	1,000,000
		Country 19					1,000,000	2,000,000
		Country 20					1,750,000	1,500,000
		Other Countries					3,500,000	12,250,000
		Total		5,217,391	13,226,400	21,420,000	24,750,000	24,750,000
		Research and Knowledge	Green Growth Research, Theory & Model development, DB Building, etc.	726,087	6,652,800	10,334,000	12,250,000	12,250,000
		Network Mobilization	Donor/recipient country/international agency mobilization, partnership building, etc.	869,565	792,000	1,275,000	1,500,000	1,500,000
		Global Strategy	Global Dissemination, Capacity Building	569,565	3,432,000	5,221,000	6,500,000	6,500,000
		Operations	Seoul HQ	2,498,261	1,640,000	2,250,000	2,500,000	2,500,000
			Branch Offices (around 5)		1,000,000	2,000,000	2,500,000	2,500,000
	Total		2,498,261	2,640,000	4,250,000	5,000,000	5,000,000	
TOTAL		9,880,869	26,400,000	42,500,000	50,000,000	50,000,000		

- * Income from the ROK in 2010 was calculated from KRW (South Korean Won) to US\$ with 1 USD = 1150 KRW
- * Expenses for financial auditing and external evaluation are included in the budget for the country programme.

The figure of \$50,000,000 USD represents the target budget of GGGI, acquired from various different sources of funds. These include direct funding from donor countries into GGGI, in addition to project-based funding from donor countries or multilateral banks.

GGGI's expenditure on activities consists of 90% of the total budget while operations account for the remaining 10%. The 90% flowing into activities is composed of approximately 50% for Country Programmes, 24% for research, 3% for network mobilization and 14% for global strategy.

As GGGI is currently in its initial phase of internal set-up and organization, it requires more financial resources allocated to operations to include start-up costs such as office rent and appliances. GGGI will make efforts to decrease the current operations expense figure of 10% to 7% as it advances to the latter stages of institutionalization.

The annual budget for each Regional Office is 500,000 USD, but the actual expenses will vary case by case. The budget allocated for the individual country programmes is based on rough estimate too and the expense may be less or more than the figures shown in the Table 3.

The detailed annual budget allocation plan will be prepared by GGGI management and its final allocation will be determined by the BOD members.

6 MANAGEMENT AND ORGANISATION

GGGI has initially been established as a non-profit foundation under Article 32 of the Civil Code of the Republic of Korea on 16 June 2010. The aim is for GGGI to later be converted into an intergovernmental organisation in accordance with agreements between the major contributing governments, which are contributing towards the Institute.

6.1 Organisational Structure

The organisational structure of GGGI consists of the Board of Directors; Facilitative Committee of the Board of Directors; Management Committee; Advisory Council; Auditors; Headquarters and Regional Offices.

The Board of Directors will upon its complete constitution consist of up to 20 Directors. The Board of Directors must include at least the following six members:

- ✓ One person recommended by the government of the Republic of Korea (as host nation to the GGGI headquarters)
- ✓ One person recommended by each government or organisation that has made a financial contribution to support the activities of GGGI equal to the amount prescribed by the board of directors
- ✓ Two internationally recognised green growth and climate change experts
- ✓ Two green growth and climate change experts from major developing countries.

Currently in its formative stage, the Board consists of the following members:

- ✓ Chair:
 - Dr. Han Seoung-soo, former Korean Prime Minister and President of UN's General Assembly.
- ✓ Co-Vice Chairs:
 - Lord Nicolas Stern, Professor at LSE and Chair of Grantham Research Institute on Climate Change and the Environment
 - Professor Tom Heller, Director of the Climate Policy Initiative.
- ✓ Members:
 - Kim Sang-hyup, Secretary to President Lee Myung-bak for Green Growth
 - Ambassador Shin Kak-soo, Vice Minister for the Ministry of Foreign Affairs and Trade
 - Montek Singh Ahluwalia, Deputy Chair of Planning Commission of United Progressive Alliance of India
 - Noeleen Heyzer, Executive Secretary of UNESCAP

- Trevor Manuel, Head of National Planning Commission of South Africa (invited, but not yet formerly instated in the Board)
- ✓ Auditor:
 - Hur Dong-soo, Chairman of Korea Business Council for Sustainable Development.

GGGI Headquarters is organised in four units:

- ✓ The International Cooperation Unit is responsible for international partnerships and cooperation, public relations and fundraising, in particular, necessary for GGGI's converting into an intergovernmental organization by 2012.
- ✓ The Research Unit is responsible for research on green growth theory and models, methodology for providing basis for country-specific strategies and best practice sharing through dissemination materials.
- ✓ The Global Strategy Unit designs and develops GGP's and conduct capacity building programmes. As country programmes constitute major part of GGGI's activities, Research Unit also participates in the above mentioned activities.
- ✓ The Management & Support Unit is in charge of finance, accounting, HR, recruiting, legal affairs, IT and facilities management of Seoul Headquarters and regional offices.

The Headquarters is located in Seoul and the total number of expected staff at the Headquarters is roughly more than 50 by the end of 2011, by recruiting talented and qualified individuals for each units.¹⁶

The establishment of regional offices overseas as well as elsewhere in Korea is subject to the resolution of the Board of Directors. The regional offices will enable GGGI to reduce its reliance on external consultants and increase support for rapid response engagement by utilizing in-house resources. No regional offices have been established so far, but candidate cities are under consideration on each of the continents, which include Copenhagen. The main role of the regional offices will be to overlook the collaboration efforts in the region. It will also include the gathering of necessary information and collaboration from the country's various research institutes and national organizations.

¹⁶ Within the four units mentioned above, GGGI staff will have the following skills and experiences to perform an excellent contribution towards GGGI's in-house capacity building:

Staff in the International Cooperation Unit would have a strong background in international relations, business, communications, and/or other related fields with relevant professional experiences; Staff in the Research Unit would have expertise particularly in economics, climate change, regional planning and development, engineering and public policy, etc.; The profile of staff in the Global Strategy Unit is somewhat similar to those in Research Unit, however, mostly emphasizes regional expertise; The Management & Support Unit would demand business administration skills including finance, accounting, HR, law, and information systems.

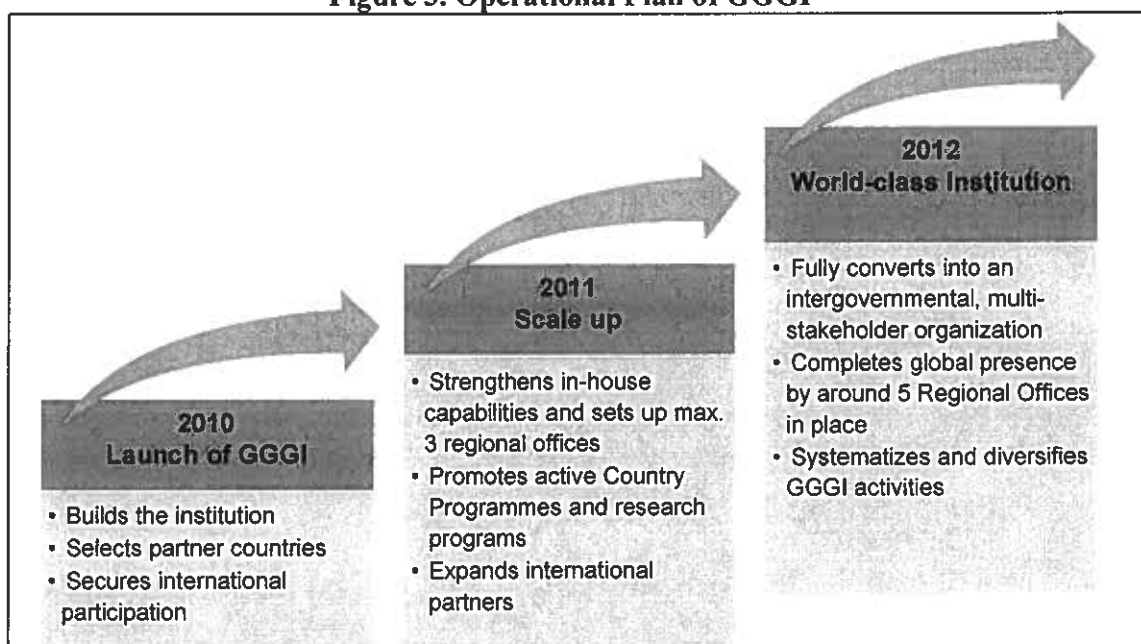
Specifically, the regional office in Copenhagen will enhance the potential to involve Danish expertise on emission reduction, climate change and development assistance from e.g. the Danish Energy Agency, UNEP/Risø and the Ministry of Foreign Affairs in the work of the Institute. Furthermore, it enables synergies between GGGI's work and the Danish government's Initiative on Global Green Growth in a strategic partnership with the Republic of Korea to be explored to the greatest extent possible.

6.2 Transition into an Intergovernmental Organization

By 2012, GGGI plans to fully convert itself into an intergovernmental organization. In order to become such an organization, GGGI itself will scale up in 2011 by strengthening in-house capabilities and promoting active country and research programs as well as expanding international partners.

In order to become an intergovernmental organization, there needs to be an agreement amongst 3 or more countries. The treaty or convention needs to be drawn up where the vision of GGGI as an intergovernmental organization, the governance mechanism, future business plans, financing mechanisms and the rules of procedure will need to be identified. This draft treaty or convention also requires official signatures of the countries willing to participate in GGGI while the draft treaty will also have to be ratified by the Korean National Assembly.

Figure 3. Operational Plan of GGGI



6.3 Management

The Management Committee of GGGI consists of Executive Director, Deputy Executive Director and four Directors of each units of the Headquarter. The Executive Director

heads the GGGI management team and is accountable solely to the Board of Directors. Mr. Richard Samans, the former Managing Director of World Economic Forum has been named to the first Executive Director in February 2011¹⁷, the Deputy Executive Director is Tae Yong Jung. The four Directors who will lead each units of the Headquarter are in process of selection as of January 2011.

6.4 Guiding Principles

GGGI's management shall be conducted according to the following principles:

- ✓ **Transparency:** GGGI is committed to conducting its work in an open architecture that embraces associated organisations such as local and international governmental, non-governmental, academic and private institutions. GGGI's Management requires clear communications with all those affected.
- ✓ **Global Partnership:** GGGI operates on the principle of global partnership in order to position the green growth model as the new global growth paradigm. GGGI seeks to be globally represented with representation by countries of all income levels and geographic regions.
- ✓ **Results-oriented Accountability:** In overseeing its projects on behalf of its stakeholders, GGGI's Management shall ensure that its staff makes relevant links to outputs of projects so as to achieve stated goals and purposes of projects.
- ✓ **Credibility:** GGGI's management shall ensure that Institute staff adheres to relevant standards or best practices as developed by international development organisations and intergovernmental organisations.

6.5 Partnerships/Implementing Agencies

6.5.1 Building Partnerships

GGGI supports and shares the goals and objectives of various international regimes dedicated to sustainable development and environmental integrity. It works hand in hand with the UN, OECD, World Bank, Asian Development Bank, European Bank for Reconstruction and Development, etc. and in discussion with many other organisations.

¹⁷ In his capacity as Managing Director of the World Economic Forum, Mr. Samans was responsible for the Forum's public-private partnership initiatives and its relations with governments, international organizations, NGOs, unions and other non-business constituencies. He had developed the organization's portfolio of multi-stakeholder projects, which currently engage over 300 Forum member companies in action or policy-oriented work in collaboration with experts from official, civil society, academic and other institutions, while helping to structure the global issues program content of the Forum's meetings. Before joining the Forum in 2001, he serves as Special Assistant to the President for International Economic Policy in the U.S. White House. As Senior Director of the National Security Council's International Economic Affairs directorate and a senior staff member of the National Economic Council, he assisted President Clinton on a broad range of international trade and financial policy matters.

Particularly in the UN, GGGI's Chair of the Board of Directors, H.E. Dr. Han, is a member of the Secretary-General's High-level Panel on Global Sustainability and is expected to act as a co-facilitator with H.E. Ms. Hedegard to lead a working group on paradigm shift and green growth for the Panel. GGGI believes that such actions will definitely complement and enhance the more general work of current international environmental organisations in related areas in future.

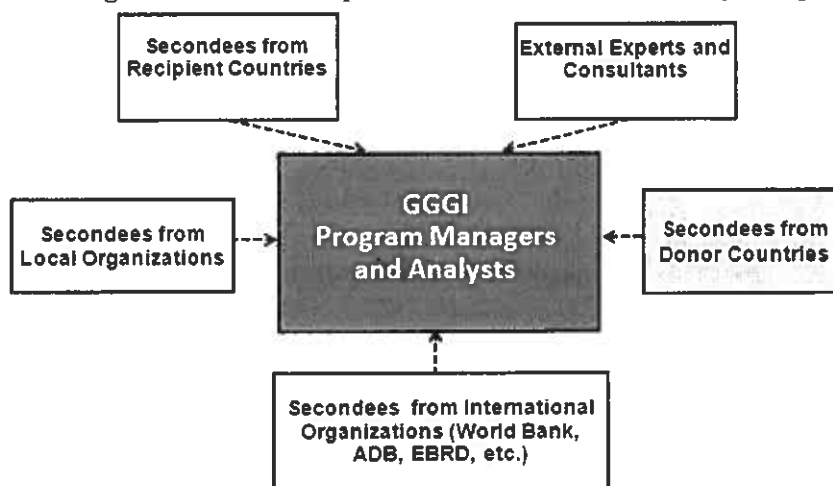
GGGI has already concluded MOUs with Climate Works, UNESCAP, ADB, WEF and National Research Council for Economics, Humanities and Social Sciences of Korea. The following are entities with which GGGI is in discussions on MOUs:

- ✓ **Bilateral Partners:** Cambodia, Denmark, Kazakhstan, Mexico, UAE
- ✓ **International Organisations:** IEA, OECD, UNECA
- ✓ **Multilateral Partners:** EBRD, World Bank
- ✓ **Academic Institutions:** Masdar Institute of Science and Technology, Tsinghua University

6.5.2 Expert Network Mobilisation

Especially for its Country Programme and Research Programme, GGGI works in an 'open architecture' that embraces public/private organisations not only in donor-sided partners but also in recipient countries.

Figure 4. GGGI's Open Architecture for Country Programme



GGGI mobilizes expertise from external international and local consultants, secondees from donor and recipient countries, representatives from international organisations, i.e., World Bank and EBRD, private sector, in addition to GGGI staff. The following are potential agencies in recipient countries that may participate in GGGI's diverse activities.

Collaboration may range from specific projects, to longer-term and broader partnerships at the international, national, and local levels.

- ✓ **Key Ministries of Recipient Countries:** Ministry of Finance, Economic Planning, Environment, Climate Change, Development, Energy, etc.
- ✓ **National and Local Agencies/Research Institutes/Universities:** i.e., Brazilian Agriculture Research Cooperation, Institute for Applied Economic Research (Brazil); Ethiopian Research Development Institute (Ethiopia); REDD Task Force, Central Kalimantan, Kaltim Green Team (Indonesia), National Research Council for Economics, Humanities and Social Sciences (Korea).

Through the network approach, GGGI will engage with existing resources in relevant research environments around the world, government agencies and multilateral organisations to collect best practices. In doing so, GGGI will integrate the contact and exchange with established expertise, donors and partner governments into the institute's daily work. Furthermore, the organisational and management structures of the GGGI will enable donors to be involved in the decision making processes of the Institute and in reviews and evaluations. Technical assistance from outside agencies will be solicited for Country Programmes.

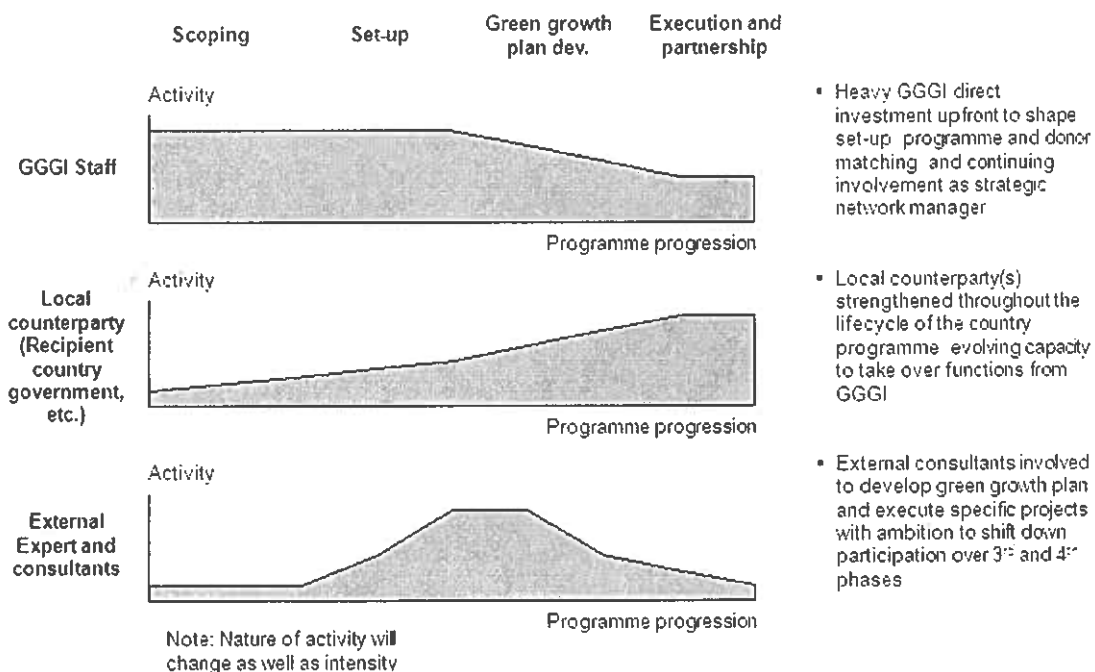
Table 4 summarizes the main points that need to be checked for external consultant mobilisation and the following Figure 5 shows the weight of main participants' activities throughout the four phases of a country programme.

Table 4. Checkpoints for Expert Mobilization during the Lifecycle of a Country Programme

	Scoping Phase	Set-up Phase	GGP Development Phase	Execution and Partnership Phase
Check Points	<ul style="list-style-type: none"> • Recipient Country counterpart is selected • Initial relationship is established and opportunities are explored without external support • GGGI staff will be the main driver of action at this phase 	<ul style="list-style-type: none"> • Preliminary list of potential external partners to collaborate the programme is prepared • Size and resources of the Country Programme team for the recipient country is determined • MOU is signed with the 	<ul style="list-style-type: none"> • External agencies (consultants) to develop the GGP for the recipient country are selected and engaged • GGP is reviewed and revised • Independent external review group is 	<ul style="list-style-type: none"> • Private capital mobilisation is facilitated to implement GGP supported by GGGI • Reviews and evaluations of implementation of GGP by GGGI, the donor, and recipient country

		recipient country for GGP development	mobilized	
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Figure 5. Main Participants' Activity Weight by Phases



6.5.3 Involvement of Danish Expertise

GGGI has a particular interest in engaging with Danish expertise in a formalised manner. GGGI has, independently and prior to contact with the Embassy of Denmark to the Republic of Korea, initiated a dialogue with UNEP/Risø to establish cooperation between the two initiatives. Additionally, GGGI is keen on involving the expertise of the Danish Energy Agency in its work.

The Danish Energy Agency (DEA) has indicated its readiness to become a lead capacity on specific topics of GGGI's network cooperation and will, in collaboration with GGGI, identify potential leading roles for DEA in GGGI's constituted network. As such, DEA could be the anchor for assessments of emission reduction potential of GGGI country projects and plans (NAMA, crediting and MRV), but also on activities related to sustainable energy and climate policy design, in particular related to energy efficiency and implementation of renewable energy sources.

The Danish expertise can become involved in GGGI's work in various ways. Firstly, GGGI will, in its efforts to collect research, develop models and gather best practices,

assist in the dispersion of the work done by Danish agencies in the field of energy efficiency, sustainable development etc. Secondly, through Country Programmes and the soliciting of outside expertise, Danish technical assistance can be provided on a case-by-case basis. Thirdly, through the establishment of a GGGI Regional Office in Copenhagen, the Danish experts can engage in GGGI's daily work, coordinate and enhance synergies between the various initiatives of the Institute and the Danish agencies. Fourthly, Danish experts can be invited to be represented in the GGGI advisory council. Finally, staff-exchanges and secondments of experts between e.g. the Danish Energy Agency and/or UNEP/Risø and GGGI may be established to further enhance the exchange of ideas and expertise.

The Danish Energy Agency has valuable experience in developing international economic climate and energy model capacity and in undertaking a wide range of economic analyses in both the European and global contexts in cooperation with e.g. the Danish Ministry of Climate and Energy. Especially, best practices on mitigation (NAMA), and monitoring and evaluation of emissions (MRV) is a focus area for DEA. Mitigation plans have to be cost effective, politically viable, measurable and reportable. Hence, it is a priority to develop methodologies to compare mitigation plans and actions according to up-front investments, future direct cost savings e.g. in the energy sector, and co-benefits such as reduced air pollution, increased sustainability etc. Transparency and credibility in the measurement and evaluation of mitigation actions are crucial to establish a systematic and reliable approach to international financing of the various countries' mitigation plans.

Furthermore, the DEA has long-term experience with energy and climate change policy design in particular in relation to building regulatory frameworks and incentive structures for improved energy efficiency and integration of renewable energy sources.

The DEA's engagement with GGGI, in the form of short term advisory services, would be covered by separate, additional funding under the Danish Climate Envelope.

6.6 Management and Organisation Procedures

Work Plans and Budgets

The DCG and GGGI will closely discuss the each year's Country Programme activities and budget distribution, to be submitted to the Board of Directors for final approval. As a member of GGGI's Board of Directors, representative from Denmark will participate in work plans determination as well as budgets allocation through both the DCG and the Board of Directors.

Reporting

GGGI, according to its policy and terms, will annually implement internal review and financing auditing of its activities. The report will be thus available to the DCG. It should include, but not exclusively, previous year's progress, performance and expenditure in comparison with GGGI's initially established plans/budgets. The DCG itself will conduct its own output review/evaluation and financial auditing.

Monitoring & Evaluation

A Program Monitoring Review Unit (PMRU) will be mainly established to undertake monitoring of on-going Country Programmes. To ensure that the project is on track and that the results are being achieved as planned, the PMRU uses some pre-determined qualitative and quantitative indicators. The DCG and GGGI will also conduct an output review/evaluation as well as financial auditing, for that, separate internal and external teams will be established each Country Programme.

Investment Management

As GGGI's activities focus on establishing and providing GGP's and strategies, there is no need for specific management procedures for investments. Although securing funding for investment is an important part in promoting green growth in LDCs, GGGI supports will be mainly focused on the institutionalization of proposed measures.

7 FINANCIAL MANAGEMENT AND PROCUREMENT

The financial management of GGGI will follow internationally accepted rules and regulations in accordance with Korean law. GGGI is a non-profit foundation established under the Korean Civil Code (see Annex 4, GGGI's Articles of Incorporation). The budgeting and allocation of a donor's support will follow GGGI's procedures. Technical assistance will be procured according to needs and requirements as defined by GGGI. All the payment from GGGI to technical assistants should be passed through a third party accounting firm designated by GGGI, while funding from the donors is directly transferred to GGGI's account.

The auditing will also take place according to GGGI's rules. According to its articles of incorporation, GGGI shall be audited by an independent external audit organisation entrusted by the auditors of GGGI. Regarding the matters of donations, GGGI will make available to the public the annually collected amount of donations and the uses thereof on its website.

7.1 Financial Auditing

- ✓ **Internal Financial Review:** The DCG shall also review the financial status of the projects prepared by GGGI according to internationally accepted accounting standards.
- ✓ **External Review of Country Programmes:** The status of the Country Programmes will be audited annually by an independent auditing committee composed of international accounting professionals.

8 REPORTING, MONITORING, REVIEWS AND EVALUATION

8.1 Guiding Principles

The Reporting, Monitoring, Reviews and Evaluation (RMRE) of GGGI's output and activities shall be conducted according to the following principles:

- ✓ **Results-oriented accountability:** RMRE shall make relevant links to outputs of projects so as to achieve stated goals and purposes.
- ✓ **Transparency:** RMRE processes will be conducted in a fully transparent manner by establishing clear channels of communications with all those affected by the RMRE.
- ✓ **Accessibility:** The results of RMRE shall be readily available to donors, partners and other stakeholders in the project.
- ✓ **Impartiality:** RMRE shall be undertaken in a fair and complete fashion and should review both the strengths and weaknesses of outputs and methods.

8.2 Reporting

With respect to the Country Programmes, midterm and final reports will be submitted to the DCGs and the Board of Directors.

The midterm report shall focus on providing the DCGs and the Board of Directors with a general overview of the progress being made on the ground. It should provide an objective evaluation of what works and what does not at the defining halfway juncture, with a view to facilitating evaluation and performance improvement of the Country Programme. Efficient and transparent feedback mechanisms need to be established in order that suggestions from the DCGs and Board of Directors can be incorporated.

The final report shall include financial reporting for the period covered, narrative description of project activities and detailed information on project objectives and milestones. The reports may vary in length, detail and format. However, a standardised report format shall include a section on the quantitative analysis of the actual achievements made against that originally planned, the actual expenditure against that originally planned, and explanations for deviations from the original plan, in addition to suggestions for improvement.

GGGI shall establish books and records regarding the project and the grant funds and make them available for inspection at the request of the DCGs.

8.3 Monitoring

A Program Monitoring Review Unit (PMRU) will be established to undertake monitoring of on-going activities particularly associated with a Country Programme. To ensure that the project is on track and that the desired results are being achieved, the PMRU will utilise a milestone-based approach with a clear checklist to monitor the progress from one phase of work to the next in the step-by-step implementation of GGPs. The PMRU shall also make suggestions for improvement, which will then be reported to GGGI and the DCG.

The PMRU checklist might be designed as follows:

- 1) Preliminary Phase
 - ✓ Have we established relationships with recipient country national / regional government and key stakeholders?
 - ✓ Has a local counterparty been identified?
 - ✓ Do we have a preliminary MOU or contract in place?
- 2) Set-up Phase
 - ✓ Do we have preliminary analysis with local counterparty(s) on priority issues to address?
 - ✓ Have we leveraged existing local knowledge through consulting with relevant local or international stakeholders and institutions (e.g. World Bank?)
 - ✓ Has a budget been allocated?
- 3) GGP Development Phase
 - ✓ Has a comprehensive GGP been developed?
 - ✓ Are measures being undertaken to build local capacity and engage in knowledge transfer?
- 4) End Phase
 - ✓ Are local stakeholders and partners capable of further developing and implementing green growth initiatives independently?
 - ✓ Does a policy framework exist for private sector investment flows for green growth?
 - ✓ Are there measurable outcomes to help build empirical case for green growth?

8.4 Review and Evaluation

GGGI, according to its policy and terms, will implement annual internal review and auditing of its activities including its Country Programmes, Global Strategy, and Research Programme.

The DCG and GGGI will conduct output reviews and evaluations, in addition to auditing of its activities. For the execution of these procedures, both internal and external teams will be established for each Country Programme.

The time interval applicable for the review and evaluation process will be decided by the DCG and GGGI. In the case of three-year Country Programmes, a review may be conducted in 2.5 years from the starting year. For this process, independent experts will be invited to provide their feedback and evaluation with a view to fulfilling the principles of transparency and impartiality.

8.4.1 Output Review and Evaluation:

- ✓ **Donor Consultative Group (DCG):** The DCG will conduct its own output review and auditing after 2.5 years starting from 2011. For this process, experts from participating donor and recipient countries will be invited to contribute. The DCG review will include formal feedback to counterparty and risks analysis.
- ✓ **Independent Evaluation Team (IET):** An independent evaluation team (IET) composed of outside experts will conduct a comprehensive external independent assessment of outputs and deliver feedback to the DCG. This team will be composed of experts from both donor and recipient countries.

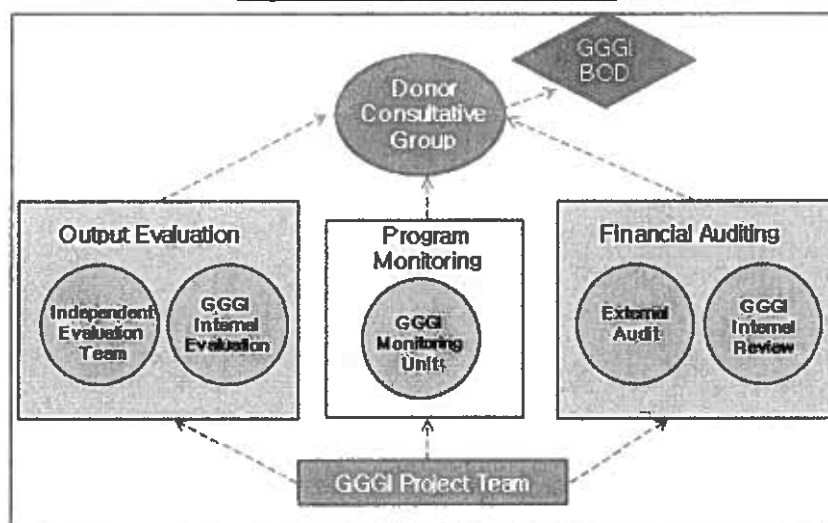
There are five key considerations for both the internal and external review processes:

- ✓ Developing a baseline standardised format for country review processes which will allow reports to be easily understood.
- ✓ Creating feedback mechanisms for reviews to influence resource allocation decisions.
- ✓ Developing clear criteria for decisions about program next steps.
- ✓ Codifying review insights into databases in order to develop new tools and institutional memory of what works and what does not.
- ✓ Creating channels for dissemination of lessons learned and best practices.

8.4.2 Financial Auditing:

- ✓ **Internal Financial Review:** The DCG shall also review the financial status of the project prepared by GGGI according to internationally accepted accounting standards.
- ✓ **External Audit of Financial Status of the Project:** The financial status of the Country Programmes will be subject to annual auditing procedures starting from 2011. This process will be executed by an independent auditing committee composed of international accounting professionals.

Figure 6. Evaluation Process



In summary, GGGI project team conducts internal output evaluation and auditing. In addition, independent team of experts from donor and recipient countries conducts external output evaluation and auditing. The PMRU monitors on-going activities of GGGI project team. Lastly, the DCG reviews and compiles all reporting, monitoring and review processes and reports to GGGI Board of Directors.

8.2 Indicators

Indicators are formulated for the evaluation of outputs in Country Programmes, Research Programme, and Global Strategy. Below are based on estimation, and should be adjusted according to the final budget allocation. The following are some of the quantitatively measurable key indicators of GGGI's activities for the period 2011-2014:

- ✓ Carry out Country Programmes successfully as planned; the number of conducted projects may vary depending on the individual project and the total annual budget decided by the DCG and GGGI. To ensure sustainability and local ownership of the projects, sufficient local stakeholder participation should be assured in each Country Programme.
- ✓ Establish a GGP to create and implement national and local strategies and policies for the recipient LDCs; In general, GGGI will establish comprehensive and/or sectoral GGP as part of the Country Programme. Being flexible, the number of established GGP will be at least one per country.
- ✓ Via Research Programme activities, actively participate in the international debate on green growth and significantly contribute to the building up of a green growth theory and model for LDCs. GGGI will conduct sizable research projects related to green growth theory and modelling through in-house capacity building and active networking with external experts.

- ✓ Through capacity building programs, train a critical mass of public officials/ civil society leaders. GGGI will conduct capacity building program in at least three countries per year, the total number of trainees and the content of the training will depend upon assessments of the needs in partner countries.
- ✓ Organize international conferences that have an impact on global issues for green growth, disseminate best practices and participate in international events to share GGGI's activities. GGGI will participate in more than five major international conferences and events per year. GGGI will be the principal organizer of at least one of these conferences or events.
- ✓ Build successful partnerships among countries, international organisations, as well as local public/private partners for supporting green growth and GGGI's activities.

9 KEY ASSUMPTIONS AND RISKS

9.1 Key Assumptions

There exist three key assumptions critical to the achievement of the objectives of this proposal.

- ✓ The global appeal of green growth strategies as a means to realizing strong, sustainable and balanced development will be maintained or further enhanced. In turn, this will facilitate the acquiring of both an increased number, and a higher level, of support from donor countries.
- ✓ GGGI, through successful fundraising and the establishment of Regional Office, will be converted into an international organisation by 2012.
- ✓ Through Country Programmes, GGGI will establish comprehensive GGP, which the recipient countries will implement efficiently through their national policy system. The lessons learned from such successful country engagement experiences will improve GGGI's capacity to assist other developing countries.

1) Higher level of, or sustained interest in green growth facilitates GGGI's institutionalization.

Climate change as a phenomenon is not going to disappear. The resulting negative environmental consequences on developing countries will only get worse, impacting especially the poor and most vulnerable people. The international community recognizes the green growth strategy as a new development paradigm which corresponds to the needs of the LDCs as it incorporates both climate change mitigation measures and poverty reduction solutions. Convinced by the cause and initiative of GGGI, various donors will show their willingness to support GGGI, which will ensure the Institute's financial stability.

2) Establishing an extensive network of Regional Offices, GGGI will be successfully converted into a fully operating international organisation by 2012.

The success of existing and upcoming collaboration with partner countries and organisations will enhance GGGI's in-house capacity and also enable the expansion of its Regional Offices. Based on this, GGGI will be successfully converted into an international organisation by 2012. Regional Offices, as regional and global hubs, will play a key role in strengthening the network for green growth, which will thereby contribute to the global dissemination and realization of GGGI's green growth strategies.

3) GGGI's well-designed GGPs will be successfully applied to the recipient countries.

GGGI's Country Programmes conducted in the upcoming years represent the first cases in which the green growth strategies are applied to the LDCs in practice. Recipient countries will adopt and integrate these strategies into their national policy portfolio in order to fight against climate change and poverty, while building future capacity for such purposes.

9.2 Potential Risks and Mitigation Measures

Some of the potential risks and the mitigation actions that can address such challenges and ensure the sustainability of GGGI GGPs are outlined below.

9.2.1 GGGI's Sustainability as an Intergovernmental Organisation

1) *Delayed or insufficient funding can hinder the progress of Country Programmes and impede GGGI's efforts towards becoming an international organisation by 2012:*

- ✓ Expand availability of core funding through a step-by-step donor cultivation process
- ✓ Leadership at the highest level engages in efforts for above donor cultivation activities and promotes widespread dissemination of GGGI activities.
- ✓ Process and respond to donor enquiries and requests in an efficient and timely manner.
- ✓ To insure sustainability of the country programme, prioritize those of already engaged countries and initiate new one when funding is secured.

9.2.2 Securement of Solid and Effective Implementation of GGP

1) *Implementation risks exist as the operationalization of a green growth strategy needs to occur across multiple sectors of the national or regional economy of the target country:*

- ✓ Ensure rigorous application of country-selection criteria prior to committing to a project
- ✓ Prioritize the acquisition of a strong commitment from client government on implementation of GGPs
- ✓ Comprehensive and systematic sector-by-sector implementation approach.
- ✓ Develop necessary enablers and ensure active collaboration of key local stakeholders and high-level government officials.
- ✓ Consistently strive for practical recommendations and assist in on-the-ground implementation of green growth policies.

2) *Political change or a shift in the political landscape can alter the will of a given government in continuing existing GGP and limit power of existing contacts:*

- ✓ Depoliticize green growth – design GGPs such that resulting benefits can be shared across the political spectrum and discourage use of GGPs as political tool.
- ✓ Avoid dependency on specific contacts – maintain horizontal visibility across highest levels of government to ensure management continuity.
- ✓ Seek local legislation and institutionalization of green growth policies at early stage.

3) *Organisational risks can include difficulty of operating in some recipient countries, such as limited flows of information and testing living conditions:*

- ✓ Leverage existing knowledge through establishing shared processes and ways of working with local partner institutions.
- ✓ Organize technical workshops with local experts and stakeholders to test our assumptions and probe for additional ideas and data sources.
- ✓ Utilize local human resources where possible and provide flexible working conditions for locally-based staff.

10 COMPONENT IMPLEMENTATION PLAN

The support will be implemented from 2011 and until 2013.

Annexes

- 1. Country snapshots**
- 2. Outline of country projects for year 2010**
- 3. List of GGGI Board of Directors**
- 4. Articles of Incorporation**

Annex 1. Country snapshots

Table 1. Bangladesh: Climate Change Strategy and Action Plan

Population & GNI per Capita	156,118,464 (July 2010 est.) & US\$590 (2009 est.)
Percentage of GHG Emissions	Non-Annex I Party to the United Nations Framework Convention on Climate Change. 17.1% of total GHG in LUCF.
Document Issuing Entity	Ministry of Environment and Forests (September 2008)
Objectives	To articulate a strategy to manage climate change and its impacts in Bangladesh leading towards an action plan of programs addressing the needs for substantive interventions with a definitive timeline for their implementation.
Process of Development	In the aftermath of the COP13 at Bali, Indonesia, the Bangladesh government developed the Bangladesh Climate Change Strategy and Action Plan (BCCSAP) under the overall supervision of a Steering Committee on Climate Change.
GHG Emissions Scenario	Cites the IPCC's prediction that the effects of global warming will be felt more by developing countries like Bangladesh. Even though Bangladesh emission is miniscule, it wishes to play its part in reducing emissions now and in the future. Raising irrigation and water use efficiency through improved agronomic practices and proper waste management is likely to lower emissions of methane from these sources.
Scope of the Plan	Covers a 10 year Climate Change Action Plan from 2009 – 2018 in the areas of food security, social protection and health; disaster management, infrastructure, research and knowledge management; mitigation and low carbon development; and capacity building and institutional strengthening
Mitigation Action Plans	Energy generation/use (i) Develop a strategic energy plan and investment portfolio to ensure national energy security and lower greenhouse gas emissions (ii) Gas exploration and reservoir management (iii) Development of coal mines and coal fired power stations etc.
Adaptation Action Plans	The plan will focus on improvements in agricultural practices, water management, biodiversity and ecosystem management etc.
Financial Sources	National Climate Change Fund, Multi-donor Trust Fund (Pending)
Legal & Regulatory Framework	Operational
Observations	The BCCSAP sums up Bangladesh's current thinking on desirable activities to build climate resilience into the economy and society of Bangladesh through adaptation to climate change.

Table 2. Brazil: National Plan on Climate Change

Population & GNI Per Capita	201,103,330 (July 2010 est.) & US\$10,260 (2009 est.)
Percentage of GHG Emissions	Non-Annex I Party to the United Nations Framework Convention on Climate Change. 124.1% of GHG in LUCF.
Document Issuing Entity	Inter-Ministerial Committee on Climate Change (December 2008)
Objectives	To identify, plan, and coordinate the actions and measures that can be undertaken to mitigate GHG emissions in Brazil, as well as those necessary for the adaptation of society to the impacts that occur due to climate change.
Process of Development	President initiated PNMC in April 2007 on the recommendation of the Ministry of Environment and Brazilian Forum on Climate Change. In November 2007, President appointed Inter-Ministerial Committee on Climate Change (CIM) to oversee Plan.
GHG Emissions Scenario	Cites the IPCC as scientific consensus that anthropogenic climate change is occurring. Presents national emissions data from 1994. States that Brazil has contributed little to the problem (in terms of comparative per capita and per area emissions).
Scope of the Plan	Covers energy (renewable/clean energy, biofuels, consumption reduction, oil and gas); forests and agriculture (ecosystem conservation, agriculture and ranching, strengthening sinks); and other sectors (industry, waste, transport, and health). Plan lists 32 activities in implementation and 13 activities in the "conception phase."
Mitigation Action Plans	Energy generation/use- Add 7,000 MW of renewable energy from bagasse cogeneration, mini-hydro, and wind; increase bagasse cogeneration to 136 TWh (11.4% of energy mix); add 34,460 MWh from hydro power and solar water heating to reduce energy needs by 2200 GWh/year. Other action plans include increasing the share of water and rail transport. Reducing deforestation by 40% by 2009 etc.
Adaptation Action Plans	To improve regional modeling of climate change impacts, vulnerability mapping for coastal zones, biodiversity, water resources, electricity generation, oil and gas, desertification in order to reduce poverty and inequality etc.
Financial Sources	National Climate Fund, Amazon Fund etc.

Table 3. Cambodia: National Green Growth Roadmap

Population & GNI per Capita	14,453,680 & US\$1,850 (2009 est.).
Percentage of Emission according to UNFCCC	Non-Annex I Party to the United Nations Framework Convention on Climate Change. -140.3% of GHG in LUCF (1994 base level)
Document Issuing Entity	United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP)
Objectives	It lays out ideas for increased multi-stakeholder collaboration in the design and implementation of projects and programs that can further inclusive and sustainable development in Cambodia.
Process of Development	Discussions at three Inter-ministerial Green Growth Working Group (IGGWG) Meetings held in Phnom Penh throughout 2009.
GHG Emission Scenario	The roadmap begins by proposing a number of interventions to aid the mainstreaming of Green growth concerns into overall development framework of Cambodia. Such interventions will enhance inter-ministerial and multi-stakeholder cooperation.
Scope of the Plan	In the medium term, projects ideas focus on sustainable development – in line with Cambodia’s decentralization and deconcentration (D&D) strategy; interventions to further sustainable development in energy, forestry and water, waste management, and transportation sectors.
Mitigation Action Plans	Integrate the eco-village/eco-city initiatives into national strategic development plan; develop national strategy for greening industries: based on resource efficiency and 3R strategies
Adaptation Action Plans	Develop stimulus measures for promotion of sustainable agriculture including index-based insurance schemes and/or micro-financing.
Financial Sources	International climate related funds (proposed)
Legal Framework	Operational
Observations	It is important that interventions in the long-term continue to enhance the viability of medium-term interventions, for instance by implementing regulations and fiscal policy tools to create incentives for green growth. This will create coherence in the development trajectory and contribute to the reduction of Cambodia’s carbon dependency and ecosystem degradation. Greener and smarter development will thus improve health and overall quality of life of the people.
Legal Framework	Operational
Observations	Activities are categorized as “in implementation phase” or “in conception phase.” Some activities in implementation date from the 1990s or earlier; others are newer.

Table 4. Costa Rica: National Climate Change Strategy; Peace with Nature

Population & GNI per Capita	4,516,220 (July 2010 est.) US\$10,940 (2009 est.)
Percentage of GHG Emissions	Non-Annex I Party to the United Nations Framework Convention on Climate Change. -6.9% of GHG in LUCF.
Document Issuing Entity	Ministry of Environment and Energy; National Biodiversity Institute (INBio) et al. (February 2008; July 2009)
Objectives	The National Climate Change Strategy focuses on the promotion of carbon neutral companies, regions and communities, among other stakeholders, will provide incentives for action and an additional differentiation factor in the country's competitive strategy. The Pax Natura (Peace with Nature) project aims to mitigate the emission of CO ₂ into the atmosphere by reducing deforestation in the project area.
Process of Development	Costa Rica, through the framework of the presidential initiative "Peace with Nature" has, unilaterally and voluntarily, taken the decision to implement its national strategy on climate change. This means that the Government will implement the necessary decrees, laws, incentives and budget to make all environmental protection actions in the country, reliable and verifiable by any international agency.
GHG Emissions Scenario	Cites the work of IPCC as fundamental to evaluating the climate change problems faced by the world today. It also cites the Stern report as helping in data evaluation and in the promotion of a greater understanding on the economic aspects and impacts of climate change.
Scope of the Plan	(i) Utilize 12,000 hectares of private forests in the project area in the Payment for Environmental Services (PES) program for a 10-year period. (ii) Monitor deterioration or recovery according to a baseline of above-ground biomass, biodiversity, water quality, and contribution of economic resources through PES in the project area.
Mitigation Action Plans	Emission reductions by source, which include, the following: Energy, Transportation, Agriculture, Land Use (including land use change and the reduction of deforestation), Industry, Solid Waste Management and Tourism among other sectors.
Adaptation Action Plans	Adaptation seeks to reduce the vulnerability of economic growth, social development, and ecosystems to the threats of climate change. By identify the economic, social and environmental risks of climate change by geographic zone and sector (energy, transportation, etc.).
Financial Sources	Carbon Tax, FONAFIFO (The National Forestry Financing Fund)
Legal framework	Operational
Observations	Deforestation control in the project area is established as the main measure to adapt to climate change. The aim is for the forest to maintain its infiltration capacity and water quality associated with the geological conditions, which are especially conducive to water production in the area.

Table 5. Ethiopia: Green Growth Planning

Population & GNI per Capita	88,013,491 (July 2010 est.) & US\$330 (2009 est.)
Percentage of GHG Emissions	Non-Annex I Party to the United Nations Framework Convention on Climate Change. -30.4% of GHG in LUCF.
Document Issuing Entity	Prime Minister's Office/ Global Green Growth Institute (GGGI) (2010)
Objectives	This plan is focused on addressing the challenges that emanate from the impacts of climate change and coming up with strategies to adapt to these challenges. The project in Ethiopia has two aims: 1) to help the Ethiopian Government come up with its comprehensive green growth strategy and 2) to identify the long-term institutional requirements to implement the plan and embed green growth planning within the country.
Process of Development	The Ethiopian government and business leaders realize the need for immediate and effective action to respond to climate change. The option to choose a green growth path from the outset will help the nation promote its economic development as specified in Ethiopia's Plan for Accelerated and Sustained Development to End Poverty(PASDEP).
GHG Emissions Scenario	Ethiopia's emissions are lower than the average level required to stabilize global temperatures but will increase as the country's economic growth accelerates.
Scope of the Plan	The plan defines clear goals in selected sector to establish green growth plan for Ethiopia. It also highlights the advantage of following the green growth path to economic development and not the traditional growth pattern.
Mitigation Action Plans	Energy generation/Use: use of renewable resources such as hydro, wind, geothermal and bioenergy. Transport: Clean electricity for trains and cars, reduced dependence on oil. Land Use: Focus on yield increase not expansion of land area, sustainable long term land use. Forest: Expansion of forest cover, healthier approach to heating and cooking. Biodiversity: maintenance of the biodiversity and the ecosystem.
Adaptation Action Plans	Agriculture - Improve crop yield while reducing the expansion of land. Forests/Land use - Increase the forest cover, - reduce deforestation by providing alternative source for energy used for cooking and heating homes. This will reduce the burning of biomass. - Water - Access to clean water both in the urban and rural areas.
Financial Sources	International donor grants, Adaptation Fund etc. (Pending)
Legal Framework	In the final stage of document completion
Observations	The Ethiopian Green Growth Plan identifies and quantifies actions that enable green growth for Ethiopia and accelerate growth for the country. The adaptation interventions prepares for changes in economic structure as a result of climate risk factors.

Table 6. Ghana: Energy Scenarios for Ghana

Population & GNI per Capita	24,339,838 (July 2009 est.) & US\$1,480 (2009 est.)
Percentage of Emission according to UNFCCC	Non-Annex I Party to the United Nations Framework Convention on Climate Change. -154% of GHG in LUCF (1994 base level).
Document Issuing Entity	United Nations (May 2006)
Objectives	This UN-Energy demonstration study by UNDESA et.al focused on alternative national policies to increase the share of renewables in the energy supply mix of Ghana.
Process of Development	It was initiated by UNDESA in response to the Johannesburg Plan of Implementation's call to, "With a sense of urgency, substantially increase the global share of renewable energy sources." The plan uses a bottom-up approach to project future energy demand based on medium- to long-term scenarios of socio-economic, technological and demographic development.
GHG Emission Scenario	There is a huge untapped potential in the renewable energy sources like, hydro, wind, biomass/biofuel, solar, etc.
Scope of the Plan	Based on the assumed population and economic growth rates, the overall final energy demand is projected to increase 3.3 times over the study period 2003-2030, with an average annual growth rate of 4.5%.
Mitigation Action Plans	In this scenario a minimum share obligation of renewable energy is imposed on electric utilities, starting from 2010. The share of renewable technologies in total electricity generation has been assumed at 2% for 2010, progressively rising to 20% in 2030.
Adaptation Action Plans	The introduction of improved variety of crops and the expansion of irrigation system in the hinterlands will reduce dependence on rain-fed agricultural practices.
Financial Sources	International Fund (Proposed)
Legal Framework	Operational
Observations	As in other countries under similar economic conditions, the role of renewable energy technologies in the future energy supply of Ghana will be limited. Some supporting policy measures are needed to promote these technologies if further market penetration is to be realized. In this respect, the government's energy policy objectives under GPRS II ¹⁸ already include diversifying the national energy mix by implementing programs to support renewable energy sources including micro hydro, wind, and solar PV.

¹⁸ GPRS II stands for Ghana Poverty Reduction Strategy II which is a policy document meant to accelerate economic growth and poverty reduction by supporting the private sector wealth creation capacity.

Table 7. Guyana: Transforming Guyana's Economy while Combating Climate Change

Population & GNI per Capita	748,486 (July 2010 est.) US\$3,030 (2008 est.)
Percentage of GHG Emissions	Non-Annex I Party to the United Nations Framework Convention on Climate Change. - 978.8% of GHG in LUCF.
Document Issuing Entity	Office of the President (May 2010)
Objectives	It sets out how Guyana can provide the world with a working example of how immediate action can stimulate the creation of a low-deforestation, low-carbon, climate-resilient economy.
Process of Development	The strategy's starting point was Guyana's National Development Strategy (NDS) and National Competitiveness Strategy (NCS). The NDS sets out the country's overall development framework, with the NCS taking forward specific economic development priorities.
GHG Emissions Scenario	Mentioned the proposals of the Informal Working Group on Interim Financing for REDD+ (IWG-IFR), which state that action on deforestation and forest degradation must start immediately, and not wait until the expiry of the first commitment period of the Kyoto Protocol (2013).
Scope of the Plan	Shows the willingness to participate in REDD+ by adopting three steps - Step 1 – Establish Economic Value to the Nation. Step 2 – Evaluate REDD+. Step 3 – Decide whether to participate in REDD+.
Mitigation Action Plans	The activities in the document are the revised version of the first Low Carbon Development Strategy (LCDS) draft which outlined insights on how to stimulate the creation of a low deforestation, low-carbon, climate-resilient economy in Guyana. It also outlined a set of conditions, which if met, might provide the basis for Guyana to participate in REDD+ and place almost its entire forest under long-term protection.
Adaptation Action Plans	Agriculture/water: Support to grow and market non-subsistence agriculture products without stimulating deforestation. Provision of clean water and preventing flooding in the lowland areas of the coastal regions. Biodiversity/ecosystem: Protecting 10 percent of the country's most attractive forest assets (e.g., Kaieteur Falls) to comply with protected area obligations under the Convention on Biological Diversity etc.
Financial Sources	Low Carbon Finance Authority, REDD
Legal Framework	Operational
Observations	The LCDS emphasizes the need for adaptation of human and natural systems without impacting the livelihood of the rural communities (Amerindian communities) negatively. Outlines how investments in priority climate adaptation infrastructure can reduce the estimated 10% costs to Guyana's current GDP as a result of flooding.

Table 8. Indonesia: National Action Plan Addressing Climate Change (NAPACC)

Population & GNI Per Capita	242,968,342 (July 2010 est.) & US\$4,060 (2009 est.)
Percentage of GHG Emissions	Non-Annex I Party to the United Nations Framework Convention on Climate Change. 50.8% of GHG in LUCF.
Issuing Entity	State Ministry of Environment(November 2007)
Objectives	To commit to global efforts to mitigate and adapt to climate change through the management of the economic and quality of life of the people; To formulate a National Action Plan to address climate change, to be used as guidance to various institutions in carrying out a coordinated and integrated effort to tackle climate change.
Process of Development	Established National Committee for Climate Change through Environmental Ministerial Decree No.53/2003. The members of this National Committee are representatives from departments and institutions related to climate change. Formulation of Presidential Regulation concerning Climate Change that will function as umbrella to all activities related with climate change impact, both in term of mitigation and adaptation.
GHG Emissions Scenario	Makes reference to IPCC's 2007 report that shows evidence to climate change impacts especially in the developing countries. Notes its interest in playing an active role in global efforts to tackle climate change.
Scope of the Plan	Constituted a national energy conservation plan focusing on a short, medium and long term implementation period. The long term objectives of the climate change adaptation agenda is the integration of climate change adaptation into national development plans.
Mitigation Action Plans	Energy generation/use. Act NO. 17/2006 concerning the change on Act No.10/1055 regarding custom regulations that give free or reduced import tax for clean technology equipment. - Encourage economic growth based on low pollution energy growth by increasing the new energy and renewable energy utilization, with eradication of fossil fuel subsidy gradually in stages. Energy Self Sufficient Program for electric energy source hydro power. - Implementation of Cleaner Production Program (CPEE) and Energy Efficiency for energy intensive industry such as cement, steel, fertilizer, pulp and paper, textile, power plant etc.
Adaptation Action Plans	Disaster Risk Reduction program related with climate through reforestation, afforestation, particularly in critical forest/land, in the upstream and downstream (coastal area) with community involvement; Other adaptation action plans includes the agricultural and water sector.
Financial Sources	National budget (under consideration). A combination of fiscal, financial or market instruments is proposed.
Legal Framework	Operational
Observations	Much of the NAPACC is based on a long term sustainable development management regulation and a guarantee to rehabilitate the ecologic social condition. It identifies the importance of implementing LULUCF as a measure to mitigate GHG emission.

Table 9. Kazakhstan: Astana Green Bridge Initiative

Population & GNI per Capita	15,460,484 (July 2010 est.) & US\$10,270 (2009 est.)
Percentage of Emission according to UNFCCC	Non-Annex I Party to the United Nations Framework Convention on Climate Change. -3.0% of GHG in LUCF (1994 base level).
Document Issuing Entity	United Nations Economic Commission of Asia and the Pacific (2009)
Objectives	Overarching Goal is to facilitate the establishment of a Europe-Asia-Pacific partnership that will outline the blueprints for a shift from the current conventional development patterns to green growth. One of the major declaration of the participating countries in the initiative is that “Green Growth as appropriately adapted to country specific circumstances and as understood in the context of SD, is one of the approaches for supporting the rapid economic growth, the achievements of the Millennium development goals and environmental sustainability”
Process of Development	The initiative is championed by the Government of Kazakhstan outlines the blueprint of a first-ever inter-regional partnership between two of the world’s largest regions – Europe and Asia and the Pacific
GHG Emission Scenario	Renewable energy and energy efficiency in hydro and wind energy. Develop new and strengthen existing mechanisms for technology transfer.
Scope of the Plan	Five priority program areas and comprehensive actions have been identified under the initiative, namely: Eco-efficient use of natural resources and investment in ecosystem; low-carbon development and adaptation to climate change; promotion of sustainable urban development; promotion of green business and green technology; promotion of sustainable lifestyles and improvement of quality of life.
Mitigation Action Plans	Low carbon development in areas like sustainable urban development, sustainable transport and trade corridors etc.
Adaptation Action Plans	Climate proof irrigated agriculture, including promoting organic agriculture and ecological food, fisheries and eco-tourism development, etc.
Financial Sources	Participating governments and private funding
Legal Framework	Operational
Observations	Common elements of low carbon strategies include an optimal mix of (a) reducing demand; (b) moving away from carbon-intensive fossil fuels and their associated GHG emissions; (c) continuing to meet the development needs of all groups in society, but especially those of the poor and vulnerable; (d) ensuring energy security and (e) maintaining important carbon sinks, such as forests.

Table 10. Kenya: Atlas of our Changing Environment

Population & GNI per Capita	40,046,566 (July 2010 est.) & US\$1,570 (2009 est.)
Percentage of Emission according to UNFCCC	Non-Annex I Party to the United Nations Framework Convention on Climate Change. -130.4% of GHG in LUCF(1994 base level).
Document Issuing Entity	United Nations Environment Program (UNEP) (2009)
Objectives	Atlas of Our Changing Environment demonstrates the government's desire to bring scientific evidence of environmental change derived from Earth observation science to the fore of Kenya's natural resources management to help make decisions that will stand the test of time.
Process of Development	The report was produced as a result of Kenya government's request for support to produce this Atlas, which came immediately after the launch of Africa Atlas. This report supports Kenya's Vision 2030 which is the country's new development blueprint for the period 2008 to 2030. It aims to make Kenya a "middle income country providing high quality life for all its citizens by the year 2030.
GHG Emission Scenario	Kenyan energy sources have been typically derived from the domestic environment rather than from imports. Fuelwood accounts for 70 per cent of all energy consumed in rural areas, it accounts for as much as 90 per cent of energy use while electricity supplies six per cent of the country's energy, of which hydropower sources represent more than 64 per cent. Eighty-one per cent of the energy used in Kenya is from renewable sources, including solid biomass (fuelwood).
Scope of the Plan	The report advises on conservation and sustainable development of Kenya's forests and water management system. It also encourages investments in the renewable energy sector especially biomass, solar, geothermal, hydro and wind energy.
Mitigation Action Plans	The exploitation of solar, wind, and biogas energy is still very low in spite of the country's enormous potential for these environmentally sound energy sources and the need for sustainable and affordable energy sources to reduce reliance on fuelwood.
Adaptation Action Plans	The government is advised to support climate change adaptation strategies, including monitoring climate change and disseminating information to farmers. Farmers will need to improve management approaches, including crop diversification; water harvesting, recycling, and conservation; and the irrigation and shading and sheltering of crops.
Financial Sources	International funding proposed
Legal Framework	Non-operational(independent report)
Observations	When energy supply is inadequate and poor populations have limited access to energy, hardship sets in and meaningful social and economic development is hampered. Electricity power rationing due to prolonged droughts, for example, often leads to the closure of several industries with negative consequences on employment and Gross Domestic Product (GDP).

Table 11. Laos: National Strategy on Climate Change

Population & GNI per Capita	6,368,162 (July 2010 est.) & US\$2,210 (2009 est.)
Percentage of Emission according to UNFCCC	Non-Annex I Party to the United Nations Framework Convention on Climate Change. -1519.0% of GHG in LUCF(1990 base level).
Document Issuing Entity	Department of Energy, Water Resources and Environment Administration (March 2010)
Objectives	To outline the government's approach to mainstreaming climate change as a core element in the 7th National Socio-Economic Development Plan from 2011-15.
Process of Development	The central government set up in 2008 a National Steering Committee on Climate Change (NSCCC) and the Technical Working Groups (TWG) to come up with a framework document. The committee is chaired by the deputy prime minister.
GHG Emission Scenario	The concept of Reducing Emissions from Deforestation and forest Degradation (REDD) under an international framework is still a fairly recent idea in Lao PDR. Subsequently, there has been a flourish of interests in REDD related projects, pilots, capacity building and other activities which support the development of a national strategy and framework for REDD implementation in Lao PDR.
Scope of the Plan	The NSCC is a framework document that has identified seven priority areas for adaptation and mitigation. They include agriculture and food security; forestry and land use change; water resources, energy and transport; industry, urban development; public health. The government of Lao PDR aims to be out of the LDCs status by year 2020 and is doing this through embarking on a Green Growth Path.
Mitigation Action Plans	The action plans for the NSCC is yet to be prepared. However, it will reflect Laos PDR's climate change strategy which has been streamlined in the National Socio Economic Development Plan (NSEDPP 2010-2015).
Adaptation Action Plans	Although Lao PDR has not finalized the adaptation action plan of the NSCC, it will reflect most of the strategies enshrined in its National Adaptation Program of Action (NAPAs).
Financial Sources	International Funding like Least Developed Country Fund (LDCF) proposed.
Legal Framework	Non-operational
Observations	In the plan, among projects at all levels of government and in business and community level activities, an overriding priority will be to promote cleaner production and build adaptation or mitigation synergy while generating environmental and socio-economic benefits. The agricultural and industrial sectors are given as an example due to their resource dependent nature. For the case of agriculture – cultivable land; and industries – mining, hydropower and wood processing.

Table 12. Maldives: Integration of Climate Change Risks into the Maldives Safer Island Development Program

Population & GNI per Capita	395,650 (July 2010 est.) US\$5,230 (2009 est.)
Percentage of Emission according to UNFCCC	Non-Annex I Party to the United Nations Framework Convention on Climate Change. 483.02Gg with LUCF (1994 base level).
Document Issuing Entity	United Nations Development Program (UNDP). (October 2007)
Objectives	The primary aim of this project is to reduce the vulnerability of the population to climate change, including climate-related natural disasters.
Process of Development	The Maldives government has selected to utilize the opportunity afforded through the LDCF to, among other things, re-evaluate and improve its 'Safer Island Strategy'. The term 'safe islands' in the Maldives refers to a range of larger islands which should ultimately provide safe havens for people who are forced to migrate before or after extreme natural disasters.
GHG Emission Scenario	'Safe islands' enable communities to sustain social and economic development during emergencies and disasters. This will be achieved by providing ecologically safe zones and structures to mitigate the impact of climate change induced events such as storm surges, tidal swells, as well as have benefits in the context of other hazards such as tsunamis.
Scope of the Plan	The elevated areas and buildings will be provided on 'Safe islands' to enable vertical evacuation, if necessary. These safe places are intended to provide all basic services in an emergency (health, communication, and transport infrastructure), and have a buffer stock of basic food and water.
Mitigation Action Plans	Enhanced capacity of sectoral planners to collect, analyze and communicate climate risk information; integration of climate risk planning into the Safer Island Strategy of the Maldives;
Adaptation Action Plans	In the long-term, 'safe islands' are envisioned to provide voluntary temporary relocation options for Maldivians living in a more and more hazardous environment as a result of Sea-Level Rise (SLR). Climate change adaptation benefits demonstrated on Islands within and outside Small Island Developing States.
Financial Sources	Least Developed Countries Fund (LDCF)/GEF
Legal Framework	Operational
Observations	This project is one of the best case studies for climate proofing and adaptation action plans.

Table 13. Mongolia: National Renewable Energy Program

Population & GNI per Capita	3,086,918 (July 2010 est.) US\$3.330 (2009 est.)
Percentage of Emission according to UNFCCC	Non-Annex I Party to the United Nations Framework Convention on Climate Change. 2.6% of GHG in LUCF(1994 base level).
Document Issuing Entity	National Renewable Energy Center (NREC) (2005)
Objectives	The Program aims to create conditions for ensuring ecological balance, unemployment and poverty reduction, and sustainable social and economic development by increasing percentage of renewable energy share in the total energy supply of Mongolia, improving the structure of energy supply, and by wide application of renewable energy in rural power supply.
Process of Development	The Government of Mongolia attaches great importance to the use of renewable energy for improving power supply through research and use of environmentally friendly and new sources of energy for the benefit of rural households who are not fully provided with power and “soums” and settlements that would require significant amount of resources to get connected to centralized power grids.
GHG Emission Scenario	The energy sector of Mongolia is the largest contributor to GHG emissions. The cold continental climate and use of coal contributed to high rate of emissions per capita and domestic production.
Scope of the Plan	Constitute conditions for reliable, independent and effective operation of centralized energy grids and regional power supply systems by increased use of renewable energy. Gradually implement goal in increasing percentage share of renewable energy in the total energy production and reach 3-5 percent share in the national energy by the year 2010, 20-25 percent share by 2020 etc.
Mitigation Action Plans	Increase the renewable options of hydro power plants, wind farms, PV and solar heating; improvement of heating boilers for efficiency, improving household energy use by modernizing stoves and furnaces; improving coal quality through the application of effective mining including selective mining and use of dewatering system coal handling plant.
Adaptation Action Plans	Sustainable agriculture, agro-forestry and natural regeneration of the forests. Engage in activities that will check rapid desertification from the Gobi desert.
Financial Sources	CDM, government and private sector funding
Legal Framework	Operational
Observations	The Government of Mongolia will organize and implement the Program through extensive involvement of international banking and financial institutions, donors, private international and domestic investors and cooperation between the government and non-government organisations. Sub-programs aiming to using renewable energy for development of education, health, and agricultural industries will be developed and coordinated with the regional economic and social development plans.

Table 14. Nepal: Biogas Support Program

Population & GNI per Capita	28,951,852 (July 2010 est.) US\$1,180 (2009est.)
Percentage of Emission according to UNFCCC	Non-Annex I Party to the United Nations Framework Convention on Climate Change. 26.0% of GHG in LUCF(1994 base level)
Document Issuing Entity	United Nations Framework Convention on Climate (UNFCCC) (2005)
Objectives	Under the proposed project activity, the Alternative Energy Promotion Center aims to sell biogas digesters (biogas plants) to households located primarily in the rural areas of Nepal. The project activity will reduce greenhouse gas (GHG) emissions by displacing conventionally used fuel sources for cooking, such as fuel wood and kerosene.
Process of Development	The proposed project activity is a sub-project of the BSP-Nepal umbrella biogas program that aims to install a total of 200,000 small biogas digesters all over Nepal. Since it is the first sub-activity of the umbrella biogas program, the sub-project is named BSP-Nepal Activity-1. The umbrella biogas program is the fourth phase of the Nepali government's biogas program at the national level.
GHG Emission Scenario	At the national level, the proposed umbrella program supports the Nepali Government's sustainable energy goals as laid out in 10th Five Year Plan to improve energy access for rural poor and to reduce rural poverty by providing high quality biogas plants to poor households at an affordable price.
Scope of the Plan	Each biogas household is the participant of the project who decides to invest in a biogas plant and owns emissions reductions generated thereafter.
Mitigation Action Plans	This project helped in the forest management system especially in the reduction of fuelwood sourcing which leads to deforestation.
Adaptation Action Plans	The innovative technology of substituting fuelwood with a biogas plants was a good livelihood support for the rural people of Nepal.
Financial Sources	CDM, GEF etc.
Legal Framework	Non-operational
Observations	Nepal does not have a national document on Green Growth Plans. The nation stands a good chance of turning its economic growth and reducing poverty if there are efforts made towards integrating Green Growth Plans at the national and sub-national levels.

Table 15. Nigeria: Economic Transformation Blueprint

Population & GNI per Capita	152,217,341 (July 2010 est.) & US\$1,980 (2009 est.)
Percentage of GHG Emissions	Non-Annex I Party to the United Nations Framework Convention on Climate Change. 43.3% of GHG in LUCF.
Document Issuing Entity	Vision 2020 National Technical Working Group (TWG) (Mid-Term Review June 2009)
Objectives	To effectively control pollution and halt gas flaring in the oil sector. The Vision 2020 also intends to introduce energy efficiency and investment opportunities through technology transfer in the major sectors of the economy.
Process of Development	The Nigerian government during the time of the late President Umaru Musa Yar'dua established the vision 2020 initiative with the aim of transforming Nigeria into one of the world's top 20 economies by 2020. Within its strategy (which has yet to be fully formulated), the government will include both sustainable development and energy efficiency strategies.
GHG Emissions Scenario	The TWG on Energy recommends the introduction of fiscal incentives (such as tax rebates) to incentivize companies to comply with pollution standards, through a rewards system for compliant industries and companies. The phasing out of gas flaring in the oil sector is a top priority.
Scope of the Plan	The vision 2020 document covers these low carbon growth pillars: Finance for mitigation and adaptation, Human Capital, Technological progress in energy/infrastructure, Investment in agriculture and forestry, Trade and private investment opportunities.
Mitigation Action Plans	Energy generation/use: - energy efficiency should be promoted throughout the economy. Increased tariffs on electricity consumption. Build clean energy generating sources from hydro, wind, PV, biomass and tidal. Invest in R&D in the energy sector etc.
Adaptation Action Plans	Agriculture: Organic farming and the use of traditional knowledge. Improved cultivation practices. Protection for aquaculture. Improved Irrigation system. Forestry: Sustainable forest management. Prevention of forest fires. Controlled logging and reforestation etc.
Financial Sources	Tax holiday, investment grants, rebates for pollution standards compliance
Legal & Regulatory Framework	Operational
Observations	The TWGs propose a strengthening of national laws and regulations in order to preserve existing national parks, including all wildlife within the parks. Biodiversity will also be conserved through the creation of local small-scale enterprises that can harness local flora and fauna to produce commercially viable (but sustainable) products.

Table 16. Rwanda : The Economics of Climate Change

Population & GNI per Capita	11,055,976 (July 2010 est.)
Percentage of GHG Emissions	Data not available
Document Issuing Entity	Stockholm Environmental Institute (Sweden) and Department of International Development (UK) (November 2009)
Objectives	To implement no regret (win-win) low carbon measures which will further enhance the potential for carbon credits. Co-benefits from reducing energy imports, enhancing energy security, improving air quality and health, reducing pressures on natural resources, and could help achieve poverty reduction and economic development. Potential adaptation funding synergies.
Process of Development	Follow on phase to provide wider analysis and more detail for emerging priorities. Includes costing for adaptation and low carbon strategies. Identify priorities; provide a firm basis for future funding (markets and adaptation funds). Progress towards a national strategy. To advance early priority areas (e.g. met systems) but also to build capacity institutionally to handle potential flows and finances etc.
GHG Emissions Scenario	Full analysis of low carbon options, costs and potential for prioritization and development of strategy for mechanisms. Develop national strategies to mainstream LCG in planning, including a revised EDPRS and possibly new Vision. Facilitate carbon finance opportunities in voluntary and compliance carbon markets (VCM, CDM). Prioritize agriculture, transport and electricity generation.
Scope of the Plan	A mix of top-down, sector and case studies. This includes detailed analysis of baseline and low carbon options, including potential and costs; Synthesis of existing local case study work; Local adaptation signatures to inform local adaptation and capture vulnerability; Aggregate economic costs of climate change.
Mitigation Action Plans	Electricity: Looked at future development, low carbon options, costs and wider effects. Transport: Fastest growth in energy emissions, urbanization trends. Agriculture: Plans for agricultural intensification will increase emissions. Lower carbon options include cropland management, grazing land management and pasture improvement, livestock management.
Adaptation Action Plans	Expanded research assessment into effects, adaptation and economics. Early capacity building, e.g. meteorological data/systems and early warning systems. Develop national climate change strategy including knowledge management and screening of sectoral and regional plans for climate risks and adaptation opportunities.
Financial Sources	International Fund (Proposed)
Legal Framework	Independent Report
Observations	Consider opportunities to achieve robust development, e.g. in planning hydropower (large reservoirs, small in-stream turbines), biofuels, on-farm carbon management (e.g. zero grazing, woodlots)

Table 17. South Africa: Long Term Mitigation Scenarios

Population & GNI per Capita	49,109,107 (July 2010 est.) & US\$10,060 (2009 est.)
Percentage of GHG Emission	Non-Annex I Party to the United Nations Framework Convention on Climate Change. -4.9% of GHG in LUCF (1994 base level)
Document Issuing Entity	Cabinet of South Africa(July 2008)
Objectives	To produce a sound scientific analysis from which Cabinet could draw up a long-term climate policy; to give South African negotiators under the UNFCCC clear and mandated positions; to ensure that South African stakeholders understand and commit to a range of realistic strategies for future climate action
Process of Development	Commissioned by Cabinet in 2006; Department of Environment and Tourism tasked to develop plan. A “Scenario Building Team” was set up, including research institutes, business, and civil society.
GHG Emissions Scenario	Developed with reference to emission scenarios if growth were “not constrained,” and emission levels “required by science” to prevent climate change. The actions identified in the LTMS are to reduce emissions to the levels required by science.
Scope of the Plan	Energy generation/use: Accelerated energy efficiency and conservation across all sectors. Mandatory energy efficiency targets. Align response to the electricity crisis with LTMS etc. Transport: Targets to reduce transport emissions. Promote public transport, hybrids and electric vehicles etc.
Mitigation Action Plans	Identifies measures to reduce emissions and adapt: activities to “start now” as they will save money over time; measures to scale these actions up with additional resources; tax and incentive packages; and parallel options, e.g. behavioral changes and generation technologies. Considers energy and non-energy emissions, macro-economic analysis, and climate impacts. Addresses mitigation only.
Adaptation Action Plans	The LTMS do not address adaptation. South Africa is developing a National Climate Change Response Policy that touches on vulnerability and adaptation; the document was under discussion at press time.
Financial Sources	International Financing (pending) from UNFCCC, GEF
Legal Framework	Operational
Observations	Plan explicitly identifies actions that would be new or scaled up as part of a response to climate change. Actions identified in the “start now” scenarios reflect on-going priorities and programs; next the plan identifies measures to scale up these initiatives, and explores how market and other instruments might allow South Africa to take higher-cost steps.

Table 18. Uganda: Demonstrating Wind and Solar Energy on Lake Victoria

Population & GNI per Capita	33,398,682 (July 2010 est.) & US\$1,190 (2009 est.)
Percentage of Emission according to UNFCCC	Non-Annex I Party to the United Nations Framework Convention on Climate Change. 19.4% of GHG in LUCF (1994 base level).
Document Issuing Entity	United Nations Development Program (UNDP) (November 2000)
Objectives	This project demonstrates the use of wind and solar energy sources to recharge batteries and meet lighting and other power needs within homes
Process of Development	The project is led by a community organisation, called the Bufumira Islands Development Association (BIDA). This community group has partnered with the East African Energy Technology Development Network (EAETDN), based in Kampala, Uganda.
GHG Emission Scenario	Reduced use of firewood, kerosene and paraffin reduces greenhouse gas emissions. Additionally, Lake Victoria feeds into the Nile and borders on several countries, so any improvements in local water quality may also be considered to bring global benefits.
Scope of the Plan	The scope of the project included providing a solar powered battery charging system so that the rural people could meet lighting and other power needs within homes.
Mitigation Action Plans	Community members are receiving training in proper battery maintenance, which will increase the lifetime of batteries and improve their access to energy services.
Adaptation Action Plans	Users of batteries responded to surveys conducted by BIDA and said that access to the battery charging systems has helped encourage them to settle permanently in the area.
Financial Sources	Local & International Partners
Legal Framework	Non-operational (Independent Report)
Observations	In addition to establishing the power station, the project has allowed some homes to make use of solar panels to meet their energy needs. The project has promoted awareness among battery users about the impacts of improper battery disposal, along with the benefits of using rechargeable batteries. However, the project's final evaluation indicates that there is a much greater need for battery charging in the area than can be met by the current power stations. It is important to note that Uganda is yet to have a national Green Growth Plan.

Table 19. Vietnam: National Target Program to Respond to Climate Change

Population & GNI per Capita	89,571,130 (July 2010 est.) & US\$2,850 (2009 est.)
Percentage of Emission according to UNFCCC	Non-Annex I Party to the United Nations Framework Convention on Climate Change. 23.0% of GHG in LUCF(1994 base level)
Document Issuing Entity	Ministry of Natural Resources and Environment (December 2007)
Objectives	To carry activities responding to climate change with clear focus to effectively respond to immediate emergent impacts as well as potential long-term impacts of climate change.
Process of Development	This document was prepared as a pre-requisite to the UNFCCC's request for a non-obligatory national communication documents from Non-Annex 1 parties to the convention.
GHG Emission Scenario	The national scientific-technological program on climate change will be developed and implemented to provide scientific basics for the development of policy, institution and action plans to respond to climate change; to actively participate into international cooperation on climate change;
Scope of the Plan	Climate change issues must be integrated into development strategies, plans, planning at all sectors and levels; into strategic environmental assessment, legal documents and policy institution; into legal documents development and implementation.
Mitigation Action Plans	Develop a climate change database for research and assessment of climate change impacts and identify measures to respond to climate change;
Adaptation Action Plans	Transfer technologies to respond to climate change to sectors/areas/localities to apply in implement action plans to respond to climate change.
Financial Sources	CDM , International Funding
Legal Framework	Operational
Observations	Climate change needs to be counted as a risk in developing and implementing strategies and plans for socio-economic development or sectoral/local development. Climate change impacts would challenge the goal of poverty reduction and hunger elimination, millennium development goals and the country's sustainable development. Potential impacts of climate change and sea level rise to millennium development goals

Note: GNI per capita (formerly GNP per capita) is the gross national income, converted to U.S. dollars using the World Bank Atlas method, divided by the midyear population. GNI is the sum of value added by all resident producers plus any product taxes (less subsidies) not included in the valuation of output plus net receipts of primary income (compensation of employees and property income) from abroad. GNI, calculated in national currency, is usually converted to U.S. dollars at official exchange rates for comparisons across economies, although an alternative rate is used when the official exchange rate is

judged to diverge by an exceptionally large margin from the rate actually applied in international transactions (World Bank 2010).

Note: 2 The population data were taken from the United States Central Intelligence Agency (CIA) World Factbook. Some of the figures might be slightly different from the National Statistics of these selected countries.

Note: 3. Some of the country profiles reflects projects instead of policy documents. The need for this approach is to reflect not only policy strategies that are still in principle, but to highlight some case studies of how successful these strategies could be when implemented. Some cases like Maldives, Nepal, and Uganda are good examples.

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Annex 2. Outline of country projects for year 2010

GGGI works in service to its partner national and local governments that have requested GGGI's support for their efforts to implement commitment to green growth. GGGI serves partner governments as a trusted adviser dedicated to helping those governments achieve green growth goals in the interests of their people.

Below are the summary of GGGI's current Country project activities in Brazil, Ethiopia and Indonesia.

BRAZIL

Brazil is an emerging economy with one of the highest greenhouse gas emission in the world. The country's high emission profile stems from its huge deforestation activities in the Amazon Basin. However, the country has made recent efforts to reduce deforestation in the last five years through government and private sector interventions.

The GGGI-sponsored effort in Brazil is hosted by the Brazilian Finance Ministry and involves other key ministries such as Planning, Environment, Industry, and Agriculture. The key objectives are to support the definition of low carbon options for all key GHG emitting sectors, develop a climate adaptation strategy and assist in the efforts of developing a carbon financing framework for the country.

In order to sustain the governmental control on the management of the forest sector, tangible progress must be made in reducing deforestation, creating alternative livelihood support for those (especially the poor) whose lives were affected by the government's regulations on reducing deforestation. GGGI after extensive consultations with relevant stakeholders, is initiating some economic activities for their potential to contributing to local job/income generation, co-benefits to the environment, and the ability of government to impact its development. Some of the pre-selected economic activities includes among others:

- ✓ The Electricity Sector
- ✓ The Steel Industry
- ✓ Sustainable Timber Management
- ✓ Sustainable Agriculture and Cattle Ranching

GGGI envisages that these sectors will not only contribute to a substantial reduction in Brazil's GHG emissions, but has a huge job creation potential that will chart the nation's economic development path to a green and sustainable future.

ETHIOPIA

Ethiopia is still in its early stage of its development and has followed a relatively "green" and sustainable development path. The quest to reach a middle income country status by the year 2020-2025 will push up the country's GHG emissions per capita. A traditional growth path would

give rise to a number of environmental and societal challenges such as a loss of biodiversity, increased urban pollution, degradation of land, and more.

However, Ethiopia has the opportunity and the ambition to adopt a “green” model of economic growth, with the potential to reduce the emission rates. Through the initiative of the government of Ethiopia at the central level, Ethiopia has already taken up a leadership role in the fight against global warming and is firmly set on continuing to set an example for other African countries in this field.

Ethiopia remains extremely vulnerable to climate change and many growth opportunities at the heart of the country’s economic development aspirations might further increase that vulnerability in the years to come. Ethiopia therefore faces the choice between the pursuit of a green growth path and a less environmentally friendly road towards economic growth that might prove unsustainable and even damaging to the country as a whole in the long run. But with the support of the international community, Ethiopia has the resources and the abilities required to implement an alternative development strategy that not only allows the country to realize its economic ambitions but also ensures the sustainability of the progress made over the long run.

The project in Ethiopia has two aims: 1) to help the Ethiopian government come up with its comprehensive green growth strategy and 2) to identify the long-term institutional requirements to implement the plan and embed green growth planning in selected sectors of the economy. Initiatives in selected sectors include:

✓ **Energy**

1. Build at a slower rate
2. Built in tariff that corresponds to major international currencies
3. Private sector participation in wind and geothermal generation
4. Source debt from the debt capital market

✓ **Sustainable forestry**

1. Managing forests, reforesting degraded land and afforesting marginal land
2. Decreasing fuel wood demand through biomass (biofuel) technology etc.
3. Reduce pressure from new agricultural lands on forests and woodlands.

✓ **Agriculture**

1. Farmland and animal productivity (especially adjusting the animal mix)
2. Manure management
3. Mechanization of draft power

INDONESIA

Indonesia is a large emitter and has high deforestation rate with large barriers to effective investment. Indonesia is the third largest emitter of greenhouse gas (GHG) on the planet, and the second largest user of forest and land. It has several large, rural, highly forested provinces characterized by high deforestation rates, high emissions from peat land, and low level of public awareness on climate change issues.

In Indonesia, GGGI has the opportunity to diminish a significant amount of deforestation rate in the country. GGGI is contributing to the design of REDD finance systems and the development of low-carbon growth plans with the provincial government of East Kalimantan, which is the second

wealthiest province in Indonesia and at the same time the third largest emitter with net emissions of 255 Mt CO₂e in 2005. It has set itself a high aspiration to have a new development trajectory that reconciles economic growth with reduced CO₂ emissions and increased sustainability. GGGI is collaborating with the provincial government of East Kalimantan in consultation with relevant stakeholders to formulate a green growth strategy in these five industrial sectors:

- ✓ **Coal**
 1. Revoke concessions in protected areas
 2. Enforce good mining practices e.g. rehabilitation
 3. Flare/use methane leakage etc.

- ✓ **Oil & Gas**
 1. Accelerating oil and gas production
 2. Reduce venting and flaring emissions etc.

- ✓ **Agriculture**
 1. Increasing agricultural productivity
 2. Zero burning Policy

- ✓ **Palm Oil**
 1. Concessions to degraded lands
 2. Zero burning land clearance etc.

- ✓ **Forestry**
 1. Implement reduced impact logging.
 2. Improving management of existing timber plantations etc.

These five sectors are responsible for more than 75 percent of East Kalimantan's GDP but also 89 percent of emissions and 41 percent of formal employment. GGGI is helping the province's decision makers to identify the major abatement opportunity within the different industrial sectors.

Annex 3. List of GGGI Board of Directors



Dr. Han Seung-soo: Dr. Han Seung-soo has agreed to serve as the Chair of the Board of Directors for the GGGI. Dr. Han is both the former Prime Minister of The Republic of Korea and the former President of the United Nations General Assembly. Dr. Han is an accomplished diplomat who has played a central role in his country's own movements toward green growth, and also served as the United Nation's Special Envoy on Climate Change. GGGI is deeply honoured to have Dr. Han working with the institute to promote green growth



Lord Nicholas Stern: Lord Stern has agreed to be the co-Vice-Chair of the Board of Directors and Chair of the Institute's Advisory Board. Lord Stern is the author of the Stern review, a professor at the London School of Economics, and Chair of the Grantham Research Institute on Climate Change and the Environment. Arguably the world's most influential thinker on climate change, he is deeply experienced in development economics.



Professor Tom Heller: Professor Heller has agreed to be the second co-Vice-Chair of the Board of Directors. Professor Heller is a renowned expert in international law and legal institutions, with a long-established focus on the rule of law, international climate control, global energy use, and the interaction of government and nongovernmental organisations in establishing legal structures in the developing world. He is currently also directing the Climate Policy Initiative, a think-tank financed by George Soros which will closely cooperate with the institute.



Secretary Kim Sang-hyup: Secretary Kim is the Secretary to President Lee Myung-bak for National Future and Vision at the Office of the President of the Republic of Korea. He oversees the Presidential Committee on Green Growth and the Presidential Council on National Future and Vision as the co-Head of their respective Secretariats. Previously, Secretary Kim helped launched the Seoul Digital Forum and the renowned World Knowledge Forum which brings together top-quality business thinkers and activists from around the world.



Ambassador Shin Kak-soo: Ambassador Shin holds a MA degree in International Law and a JSD from Seoul National University. Ambassador Shin joined the Ministry of Foreign Affairs in 1977 and has written many articles on various issues in international law, international organisations and Asian affairs in academic journals, newspapers and periodicals.



Mr. Montek S. Ahluwalia: Mr. Montek S. Ahluwalia is the Deputy Chair for Planning Commission of United Progressive Alliance of India. He holds M.A. and M.Phil. degrees from Oxford University and has published a great number of articles on the topics of Indian economy, economic policies, economic growth, and poverty.



Ms. Noeleen Heyzer: Ms. Noeleen Heyzer is the ninth Executive Secretary of the Economic and Social Commission for Asia and the Pacific (ESCAP). Dr. Heyzer is responsible for all programmes of ESCAP and its administration, ensuring that the Regional Commission plays a major role in the development of the region. Since taking office, she has promoted regional co-operation to achieve inclusive and sustainable development in Asia Pacific.

** Mr. Trevor Manuel, Head of Nat'l Planning Commission of South Africa has been invited to join the BOD.*

** Hur Dong-soo, Chairman of Korea Business Council for Sustainable Development, is the auditor of GGGI.*

Annex 4. Articles of Incorporation

ARTICLES OF INCORPORATION

Global Green Growth Institute

**ARTICLES OF INCORPORATION
FOR
THE GLOBAL GREEN GROWTH INSTITUTE
(Non-Profit Foundation established under the Korean Civil Code)**

Preamble

The Global Green Growth Institute is established as a nonprofit, and globally represented institution for addressing global climate change and the promotion of economic growth by supporting developing countries in the development of strategies and policies for “green growth” (i.e. sustainable, climate resilient, low-carbon economic development) through program development and implementation, capacity building, best practice sharing and the provision of grants to partner institutions. By addressing the issues related to global climate change, promoting green-growth, developing new insights and knowledge, and supporting developing countries, the Institute will seek to make significant contributions to the protection of environment by assisting developing countries in their objective to achieve economic growth in a manner that is environmentally sustainable. The Institute will have a staff of experts that provides services to support governments of developing countries in their green growth efforts; collaborates with experts from other institutions including partner organizations, works with civic and business leaders; and operates on principles of global partnership in order to position the green growth model as the new global growth paradigm and to present a practical and effective green growth vision to the world. The Republic of Korea will host the headquarters of GGGI and serve as its lead funder in pursuit of its aspiration to promote and disseminate green growth globally.

The Global Green Growth Institute is being initially established as a non-profit foundation under Article 32 of the Civil Code of the Republic of Korea. The Institute will convert into an international organization based on the international agreements and resolutions between the participating governments.

CHAPTER I. GENERAL PROVISIONS

Article 1. Name

The name of the Institute shall be, in Korean, “*Jaedanbeobin Global Noksaekseongjang Yeonguso*” and, in English, “Global Green Growth Institute” (hereinafter referred to as the “GGGI”).

Article 2. Purpose

The purpose of the GGGI shall be to provide services to developing countries to support them in their efforts to systematically develop and implement green growth strategies and policies, and to engage in analytically sound, fact-based activities to spread green growth practices and approaches as a new growth paradigm around the globe, making significant contribution to the protection of environment by promoting green growth strategies as described in the Preamble and Chapter I, Article 2. GGGI also aims, as an independent and globally represented institution, to build local capacity in developing countries to support green growth, and to assist in the worldwide development and adoption of best practices in green growth principles.

Article 3. Korean and Overseas Offices

- (1) The GGGI's offices shall be classified as follows: the headquarters and branch offices.
- (2) The principal office (headquarters) of the GGGI shall be located in Seoul, Korea.
- (3) The GGGI may establish branch offices in Korea and overseas by the resolution of the Board of Directors.

Article 4. Activities

The GGGI shall engage in the following activities in order to achieve the purposes set forth in Article 2 above:

1. Support for the development of national, regional, and local low carbon green growth plans including provision of and assistance in integrating mitigation and adaptation plans with economic development strategies;
2. Support for the development of measures and policies for implementing strategies for climate change adaptation;
3. Support for strategies for the development and dissemination of green technology;
4. Capacity building for green growth in developing countries;
5. The creation of a global network for the sharing of best practices on low-carbon, climate resilient strategy development, policies, and implementation;
6. The collection of data and construction of tools, models, and methodologies to support its activities;

7. The provision of financial grants to partner institutions in support of the above activities and objectives; and
8. Other matters relevant to cooperation with nations and international organizations relevant to green growth.

CHAPTER II. ORGANIZATION

Article 5. Organizational Bodies

The GGGI shall consist of the following bodies:

1. Board of Directors;
2. Facilitative Committee of the Board of Directors;
3. Management Committee;
4. Advisory Council;
5. Auditors; and
6. Headquarters (including any subsidiaries established under Article 34) and branch offices.

Article 6. Election of Directors

- (1) The Board of Directors shall elect at least five (5) and up to twenty (20) directors. The initial directors at the time of incorporation of GGGI shall be as set forth in Attachment 2 of the Addenda. The Board of Directors should eventually include the following:
 1. One (1) person recommended by the government of the country where the headquarters of the GGGI is located;
 2. One (1) person recommended by each government or organization that has made a financial contribution to support the activities of GGGI equal to or greater than an amount prescribed by the Board of Directors;
 3. Two (2) internationally recognized green growth and climate change experts; and

4. Two (2) green growth and climate change experts from major developing countries.
- (2) Directors other than those set forth in Paragraph (1), Items (1) and (2) shall be elected by the resolution of the Board of Directors from amongst candidates who are recommended by one or more incumbent directors.
- (3) Any vacancy in the office of director shall be filled by the resolution of the Board of Directors within two (2) months from the occurrence of such vacancy. The term of office for the director elected to fill a vacancy shall commence anew from the day of election.
- (4) Any new director shall be elected by the resolution of the Board of Directors at least two (2) months prior to the expiration date of an outgoing officer's term of office.
- (5) The Board Chair shall be elected from among the directors of the GGGI, and the Board Chair may appoint one or two Vice Chairs among the directors; provided, however, that the Board Chair, Vice Chair(s) and the directors at the time of incorporation shall be elected pursuant to Article 3 of Addenda.
- (6) No director, except for the Executive Director, shall serve as a full-time director.

Article 7. Appointment of Executive Director and Auditors

- (1) The Board of Directors by resolution shall appoint the Executive Director. The Executive Director during their term shall serve as a member of the Board of Directors. At the time of incorporation the interim Executive Director shall be as set forth in Attachment 2 of the Addenda.
- (2) The Board of Directors by resolution may appoint a Deputy Executive Director. The Deputy Executive Director shall serve as the designated representative of the Executive Director pursuant to Article 23, Paragraph (1).
- (3) The Board of Directors shall elect one (1) to two (2) auditors who have no special interests with any of the directors and employees of the GGGI, and have expertise in management and accounting. The auditors at the time of incorporation shall be as set forth in Attachment 3 of the Addenda.

Article 8. Term of Office of Directors and Auditors

- (1) The term of office of the directors and the Board Chair shall be three (3) years, which is renewable by resolution of the Board of Directors; provided, however,

that the term of office of directors at the time of incorporation shall be as set forth in Article 3 of Addenda.

- (2) The term of office of the auditors shall be two (2) years, which is renewable for one more term, subject to the resolution of the Board of Directors.

Article 9. Duties of Directors, Board Chair, Executive Director, and Auditors

- (1) The Board Chair shall represent GGGI, oversee general business affairs of GGGI, and serve as the chairperson of the Board of Directors.
- (2) The directors shall carry out the following duties:
 1. Attending the Board of Directors' meetings and resolve issues related to the operations of the GGGI;
 2. Performing the duties entrusted to them by the Board of Directors or the Board Chair; and
 3. Drafting and submitting agenda items to the Board Chair to be discussed at the Board of Directors' meetings
- (3) The directors shall exercise due care as *bona fide* managers in resolving matters brought before the Board of Directors and in performing their duties.
- (4) Subject to the authority and direction of the Board of Directors, the Executive Director shall be the top management officer and oversee GGGI's staff and operations; the Executive Directors shall carry out the following duties:
 1. Implementing matters deliberated and resolved pursuant to Article 12, Paragraph (3), Article 21, Paragraph (1), and Article 24, Paragraph (1);
 2. Chairing the Management Committee under Article 23;
 3. Drafting and submitting agenda items to the Board Chair to be discussed at the Board of Directors meetings as it is necessary for the operation of GGGI;
 4. Performing other duties entrusted by the resolution of the Board of Directors; and

5. Performing any other duties and undertaking decisions necessary to achieve the purposes of GGGI.
- (5) The auditors shall have the following rights and duties:
1. Auditing the operations and the financial status of the GGGI;
 2. Requiring the directors to submit data or opinions necessary for the auditing process, and expressing their opinions thereon at the Board of Directors' meetings;
 3. Ascribing their names and affixing their seals to minutes of the Board of Directors' meetings;
 4. Expressing their opinions to the directors with respect to the financial status and the operations of the GGGI;
 5. Reporting to the Board of Directors if they become aware of any illegal or irregular conduct as a result of the audit of the operations and the financial status of the GGGI; and
 6. Demanding the convening of a Board of Director's meeting, if necessary, in order to submit a report under Item 5 above.
- (6) If any illegalities or irregularities have been found as a result of the audit of the operations or the financial status of the GGGI, such shall be reported immediately to the competent authority.

Article 10. Acting Board Chair

- (1) In the event that the Board Chair is unable to perform his or her duties for a period of three (3) months or more due to an unavoidable circumstance, one of the Vice Chairs nominated by the Board Chair shall act as the Board Chair.
- (2) In case of a vacancy in the office of the Board Chair, the Vice Chair shall act as the Board Chair. Provided, however, if there are two or more Vice Chairs, a Vice Chair elected by the directors shall act as the Board Chair. In such case, the term of office for the acting Board Chair shall be the remainder of the term of his/her predecessor.

Article 11. Dismissal of Directors and Auditors

In the event that any director (including the Board Chair) or auditor commits any of the following acts, such director or auditor may be dismissed by the resolution of the Board of Directors:

- (1) An act of making personal profits by engaging in any businesses other than those set forth in Article 2 by exploiting the materials and/or human resources of the GGGI;
- (2) An act of committing an accounting fraud or a remarkably improper practice, which results in damages to the GGGI, whether actual or threatened; or
- (3) An act of violating the Articles of Incorporation.

CHAPTER III. BOARD OF DIRECTORS

Article 12. Composition and Functions of the Board of Directors

- (1) The Board of Directors shall consist of directors and the Board Chair elected under Article 6.
- (2) The Board Chair shall convene the Board of Directors' meetings and shall serve as the chairperson of the Board of Directors.
- (3) The Board of Directors shall deliberate, resolve, and establish rules and policies as appropriate on the following matters.
 1. Matters concerning the budget, closing of accounts, loans, and acquisition, disposal and management of the property of the GGGI;
 2. Matters concerning amendments to the Articles of Incorporation;
 3. Matters concerning the dissolution of the GGGI;
 4. Matters concerning the appointment and removal of directors and auditors;
 5. Matters concerning the appointment and removal of the members of Management Committee pursuant to Article 23, Paragraph (2);
 6. Matters concerning the compensation plan for GGGI employees pursuant to an annual submission proposed by the Executive Director; and the standards for the reimbursement of expenses related to the activities of the Institute spent by any director prescribed in Article 35;

7. Matters concerning the basic plan for the establishments of branch offices;
 8. Matters concerning changes in the business plan, whereby the operational expenses equivalent to more than 30/100 of the budget of the relevant fiscal year approved by the Board of Directors, are applied to purposes other than those originally intended;
 9. General matters concerning the organization of the GGGI headquarters and branch offices pursuant to Article 33;
 10. Matters concerning the Management Committee pursuant to Article 22;
 11. Matters concerning the approval of the basic plan regarding the annual or long-term business of the GGGI;
 12. Matters concerning the appointment of Advisory Council Members pursuant to Article 20;
 13. Matters regarding the organization of GGGI and allocation of duties of employees;
 14. Matters regarding the consignment of work to and any contracts regarding such consignment with another entity; and
 15. Other matters required for the achievement of the foregoing objectives pursuant to Article 2.
- (4) The Board of Directors may create an Facilitative Committee of the Board of Directors and any other subcommittees deemed appropriate to the operations of the Board of Directors and appoint the members of such committees, delegating to such committees such powers and authority as the Board of Directors authorizes.
 - (5) The auditors may attend the Board of Directors' meeting to express their opinions.

Article 13. Convening of Board of Directors' Meetings

- (1) The Board of Directors' meetings of the GGGI shall be of two types - regular and extraordinary meetings of the Board of Directors - and shall be convened by the Board Chair.

- (2) Regular meetings of the Board of Directors shall be, in principle, convened at least two (2) times a year with at least one meeting in person in the location of the headquarters; provided, however, that if the Board Chair approved in consultation with other directors, considering extraordinary conditions such as international conferences, the attended meetings may take place in a location other than the location of the headquarters.
- (3) The Board Chair may convene the regular or the extraordinary meeting of the Board of Directors through the means of either telephone conference or video conference, except for the meetings in person as prescribed in Paragraph (2) above.
- (4) Extraordinary meetings of the Board of Directors shall be convened when the Board Chair deems necessary or as otherwise stipulated in the Articles of Incorporation.
- (5) In convening a Board of Directors' meeting, a notice thereof which specifies in detail the purpose of the meeting shall be given to each director at least seven (7) days prior to the date set for such meeting; provided, however, that the foregoing shall not apply when all directors, together and through unanimous consent, demand the convening of the Board of Directors' meeting.
- (6) Notwithstanding the former part of Paragraph (5) above, in cases where all directors in office are present in the meeting and they unanimously consent, matters that have not been notified beforehand may also be submitted for deliberation and resolved.

Article 14. Exceptions to Convening of the Board of Directors' meetings

- (1) In cases where there is a demand for the convening of the Board of Directors' meeting as follows, the Board Chair shall convene the Board of Directors' meeting within twenty (20) days from the date of such demand.
 1. If majority of all directors in office demand the convening of the Board of Directors' meeting by submitting a document stating the purpose of the meeting; or
 2. If the auditors demand convening of the Board of Directors' meeting pursuant to Article 9, Paragraph (5), Item 6.
- (2) In cases where it is impossible to convene the Board of Directors' meeting due to the vacancy of the person authorized to convene the Board of Directors' meetings or his/her decline to convene the meetings, the Board of Directors'

meetings may be convened by the initiative of two (2) or more directors and the consent of a majority of all directors in office.

- (3) The chairperson of such Board of Directors' meeting convened under Paragraph (2) above shall be elected from the directors present at such meeting.

Article 15. Quorum for Resolutions

- (1) Unless otherwise provided for in the Articles of Incorporation, the resolutions of Board of Directors' meetings shall be adopted by the consent of a majority of all directors in office (including the Board Chair). However, in the event of a tie the resolution shall be adopted as determined by the Board Chair.
- (2) The voting right of a director may be delegated to one of the directors by a written proxy duly executed by the director delegating such right.
- (3) Each director shall have an equal voting right, except as prescribed in Paragraph (1).

Article 16. Quorum for Special Resolutions

- (1) The following matters shall be resolved through the unanimous consent of all directors in office.
 1. Matters concerning the dissolution of the GGGI; and
 2. Matters concerning relocation of the headquarters.
- (2) The resolutions of following matters shall be adopted by affirmative vote of more than two thirds (2/3) of all directors in office.
 1. Matters concerning amendments to the Articles of Incorporation;
 2. Matters concerning the dismissal of the directors, including Board Chair and the Executive Director, and the relieving of the position of Board Chair; and
 3. Matters concerning the dissolution or the closure of a branch office within or outside of Korea.

Article 17. Prohibition of Written Resolution

- (1) Subject to Article 15, Paragraph (2), resolutions of the Board of Directors' meetings may not be adopted through written instruments other than the following cases:
 1. International emergency or crisis situation such as war or natural disaster; and
 2. If the Board Chair deems the written resolution necessary and approves it due to an unavoidable reason.
- (2) The Board Chair shall report the matters resolved in writing under Paragraph (1) above to the next Board of Directors' meeting.
- (3) Paragraph (1) above shall not be applied to the decisions of the Facilitative Committee of the Board of Directors pursuant to Article 21.

Article 18. Conflict of Interests

- (1) Including the following cases, in cases where the interests of the Board Chair or any other directors are in conflict with those of the GGGI, they shall not participate in the concerned resolution at the Board of Directors' meeting:
 1. In cases where the matter subject to the resolution is related to the appointment, removal of, or the compensation plan for, the relevant person (including the Board Chair and Executive Director); or
 2. In cases where the interests of the relevant person are in conflict with those of the GGGI, in relation to the matters, such as concerning the receipt of money and properties, or litigation.
- (2) The voting rights of the directors falling under Paragraph (1) shall be excluded when counting the number of the voting rights of the directors in office for the relevant resolution at the relevant Board of Directors' meeting.

CHAPTER IV. ADVISORY COUNCIL

Article 19. Advisory Council

- (1) The Advisory Council shall advise GGGI on the development of national, regional and local low carbon green growth plans including provision of and assistance in integrating mitigation and adaptation plans with economic development strategies, and on matters related to the implementation of low carbon programs, policies and technologies.

- (2) The Advisory Council shall help facilitate GGGI's cooperation with developing countries and international organizations including academic institutions, non-governmental organizations, and other multilateral institutions.
- (3) The Advisory Council shall be convened once per year at the invitation of the Board of Directors and shall be chaired by one of the Vice Chairs,
- (4) The Executive Director, at his or her discretion, may from time to time request assistance from individual members of the Advisory Council, or request assistance from one or more members of the Advisory Council members, to support GGGI's activities.

Article 20. Members of the Advisory Council and Role of the Members

- (1) The Advisory Council shall be comprised of up to twenty five (25) members for the term of two (2) years,, selected by the Board of Directors from among those recommended by any member of the Board of Directors and the Advisory Council, institutions of developing countries, international academic institutes, non-governmental organizations, and multilateral institutions.
- (2) A member of the Advisory Council may represent the organization which recommended him/her and carry out duties to strengthen the relationships between the relevant organization and GGGI.

CHAPTER V. FACILITATIVE COMMITTEE OF THE BOARD OF DIRECTORS

Article 21 Organization, Composition, Authority and Operation of the Facilitative Committee of the Board of Directors

- (1) A Facilitative Committee of the Board of Directors may be organized to facilitate and ensure the close coordination and effective decision making of the Institute, pursuant to Article 12, Paragraph (4).
- (2) The Facilitative Committee of the Board of Directors shall be comprised of the Board Chair (or a representative director designated by the Board Chair), one of the Vice-Chairs, and two other directors as appointed by the Board of Directors.
- (3) The Board of Directors may require the Facilitative Committee to report the matters discussed in the Facilitative Committee to the next Board of Directors'

meeting as appropriate, and may deliberate on the appropriateness of the decisions made by the Facilitative Committee.

- (4) The matters concerning the authority and operation of the Facilitative Committee shall determined by the Rules enacted by the resolution of the Board of Directors pursuant to Article 12 Paragraph (3).

CHAPTER VI. MANAGEMENT COMMITTEE

Article 22 Organization of the Management Committee

- (1) A Management Committee shall be established to manage the effective operations and strategies of GGGI.
- (2) The Management Committee may organize and appoint sub-committees to develop plans for specific operational activities.

Article 23. Composition of the Management Committee

- (1) The Management Committee shall be chaired by the Executive Director or a representative designated by the Executive Director.
- (2) The members of the Management Committee shall be comprised of followings:
 1. Senior management officers of the organization as recommended by the Executive Director in consultation with the Facilitative Committee and approved by the Board of Directors
 2. Two members of the Facilitative Committee as selected by the Board of Directors

Article 24. Authority and Operation of the Management Committee

- (1) The Management Committee shall deliberate and advise the Chair of the Management Committee on the operations and activities of the organization.
- (2) The Executive Director or a designate shall prepare and keep the record of the Management Committee Meetings.
- (3) The Board of Directors may require the Executive Director to report the matters discussed in the Management Committee to the next Board of Directors' meeting as appropriate.

CHAPTER VII. PROPERTIES AND ACCOUNTING

Article 25 Classification of Properties

(1) Any of the following among the properties of the GGGI shall be classified as basic properties.

1. Properties which are specified in Attachment I; and
 2. Part of the general properties resolved at a Board of Directors' meeting to be classified into the basic properties.
- (2) The general properties shall be assets other than the basic properties stated in Paragraph (1).
- (3) The basic properties at the time of incorporation will be contributed by the relevant institutions or organization of the Republic of Korea and other funds for operation may be contributed by relevant institutions or organizations of the Republic of Korea, governments of other countries, relevant institutions or persons.
- (4) The list of the basic properties under Paragraph (1) above is attached hereto as "Attachment 1."

Article 26. Disposition of Basic Properties

In the event that the GGGI intends to dispose of the basic properties (including sale, donation, lease, exchange and provision as security), it shall undergo procedures for allowing changes made to the Articles of Incorporation as set forth in Article 37 hereof.

Article 27. Income for Operation

Any expenses necessary for the maintenance and operation of the GGGI shall be paid from any income arising from the basic properties, subsidies received for specific business purposes, donations, fees that may be received in the conjunction of the provision of services consistent with Article 4, use of retained earnings pursuant to Article 31, and other support funds.

Article 28. Fiscal Year

The GGGI's fiscal year shall begin on the first day of January and shall end on the thirty first day of December.

Article 29. Budgeting

The GGGI's budget for revenue and budget for expenditures shall be determined no later than one (1) month prior to the commencement date of each fiscal year and approved by the resolution of the Board of Directors.

Article 30. Closing of Accounts

The GGGI shall prepare a report on closing of accounts within two (2) months after the closing of each fiscal year and submit the report to the Board of Directors for approval.

Article 31. Retained Earnings

Retained earnings of each year shall be classified as the basic properties of GGGI, unless the earnings are carried forward to the following year by resolution of the Board of Directors for use in the budget of the following year to support the objectives of GGGI..

Article 32. Accounting Audit

- (1) The GGGI shall be audited by an independent external audit organization entrusted by the auditors of the GGGI pursuant to Article 5, Item 5 each year.
- (2) The results of audit as prescribed in Paragraph (1) may be accessed by the government of the Republic of Korea and other funders of GGGI.

CHAPTER VIII. ORGANIZATION OF HEADQUARTERS AND BRANCH OFFICES

Article 33. Organization and Staff of Headquarters and Branch Offices

- (1) The headquarters and branch offices shall be established to pursue and support the GGGI's activities prescribed in Article 4.
- (2) The organization and staffing shall be described in the organization's business and strategy plans. Significant changes to the organizational and staffing plans shall be ratified by the Facilitative Committee of the Board of Directors.

Article 34. Establishment of subsidiary organizations

The GGGI may establish subsidiary organizations for developing and researching green growth strategies in order to support the business conducted by the GGGI through the resolution by the Board of Directors.

CHAPTER IX. SUPPLEMENTARY PROVISIONS

Article 35. Expenses of the Board of Directors

- (1) Expenses required to conduct GGGI business shall be reimbursed in accordance with the standards prescribed in the Rules pursuant to Article 12 Paragraph (3).
- (2) Directors shall be insured against liability consistent with Korean Law.

Article 36. Dissolution of the GGGI and Its Residual Properties

- (1) Upon the occurrence of any of the following instances, the GGGI may be dissolved by the resolution by the Board of Directors' meeting as prescribed in Article 16, Paragraph (1), Item 1:
 1. Where the GGGI is approved as an international organization according to the globally accepted procedures; and/or
 2. Where the GGGI becomes unable to achieve its objectives as described in the Preamble and Article 2.
- (2) Once the resolution by the Board of Directors on the dissolution of GGGI is made, the Board Chair shall report such dissolution to the competent authority without delay.
- (3) In case of dissolution under Paragraph (1), Item 1 above, The GGGI's remaining assets at the time of dissolution shall be reverted to the international organization upon obtaining the approval of the competent authority, and in other cases of dissolution the GGGI's remaining assets shall be transferred to the Government of the Republic of Korea and will be settled in accordance with an appropriate procedures.

Article 37. Amendment to the Articles of Incorporation

- (1) Any amendment to the Articles of Incorporation shall take place by the resolution pursuant to Article 16, Paragraph (2), Item 1 and upon obtaining the approval of the competent authority.

- (2) Notwithstanding Paragraph (1) above, any changes to the purposes shall not drastically conflict with or differ from the existing purposes.

Article 38. Donations

- (1) Regarding the matters on donations, the GGGI shall make it available to the public the annually collected amount of donations and the uses thereof on its website.
- (2) Regarding the disclosure pursuant to Paragraph (1) above, if a donor (including a corporation, foundation, or individual) requests anonymity, the donation shall be registered as an anonymous donation and the amount shall be included in the annually collected amount and open to the public.
- (3) In the case where a donor requests the issuance of certificates on the matters regarding the donation (e.g. details of expenditure) or disclosure of related matters, the Institute shall comply with the request.

Article 39. Designation of Partner Institutions

- (1) For the purpose of carrying out GGGI's business, the Board of Directors may approve the designation of external organizations as "partner institutions" with GGGI; any of the following types of institutions may be candidates for such designation: *provided, however*, that the partner institutions designated at the time of the establishment are as set forth in Article 4 of the Addenda:
 1. International agencies for climate change and green growth (including affiliated institutions therewith);
 2. International agencies for providing aid to developing countries;
 3. Specialized research institutions to address relevant issues such as global climate change and energy crisis;
 4. Specialized research institutions to develop green growth strategies and technologies;
 5. Specialized research institutions for green growth-related society, culture and policy;
 6. Academic, non-governmental, or non-profit foundations engaged in research on economics, development, mitigation, adaptation, low-carbon technologies, or green growth policies; and/or

7. Any other institutions or associations within or outside of Korea with whom creating such a partnership would further the conduct of business pursued by GGGI.
- (2) The terms of each such partnership may be set forth in a Memorandum of Understanding between GGGI and any proposed partner institution for consideration by the Board of Directors and adopted by Board resolution; such Memoranda of Understanding shall specify the commitments being made by GGGI to the partner institution and the commitments made by the partner institution to GGGI in order to further the conduct of business pursued by GGGI.

Addenda

Article 1. Date of Enforcement

The Articles of Incorporation shall take effect from the date GGGI is registered with the relevant court by obtaining approval from the competent authority.

Article 2. Transitional Measures

Any acts, which promoters and others conducted to establish GGGI when the Articles of Incorporation were effective, shall be deemed to have been conducted in accordance with the Articles of Incorporation.

Article 3. Directors and auditor as Founding Members

The list of name and term of office of directors and auditor at the time of incorporation shall be set forth in "Attachment 2 and 3" as attached hereto.

Article 4. Partner Institutions

The following is the initial list of partner institutions designated for the purpose of the development and support of businesses at the time of the incorporation of the GGGI:

1. Korea International Cooperation Agency;
2. Presidential Committee on Green Growth of the Republic of Korea;
3. National Institute of GHG Analysis under the Ministry of Environment of the Republic of Korea;
4. Korea Legislation Research Institute;
5. ClimateWorks Foundation
6. Climate Policy Initiative

Article 5. Names and Seals of Initiators (TBD)

All initiators shall prepare the Articles of Incorporation and place their respective signatures or seals thereon in order to establish the GGGI as set forth below:

Initiator	Address	Seal/Signature
Han Seung-soo		
Shin Kak-soo		

Kim Sang-hyup		
Park Dae-won		
Hur Dong-soo		

[Attachment 2]

Name List of Initial Directors of Global Green Growth Institute

Title	Name	Resident Registration No.	Address	Term
Board Chair	Han Seung-soo			3 years
(Joint) Vice-chair	Thomas Heller			3 years
(Joint) Vice-chair	Lord Nicholas Stern			3 years
Director	Kim Sang-hyup			3 years
Director	Shin Kak-soo			3 years
Director	Andreas Merkl			3 years

[Attachment 3]

Initial Auditor of Global Green Growth Institute

Title	Name	Resident Registratio n No.	Company	Address	Term, (year.)
Auditor	Hur Dong-soo		Korea Business Council for Sustainable Development		2 years.