

Ministry of Foreign Affairs – Department for Sustainable Growth and Employment, BVB

Meeting in the Council for Development Policy 1 October 2019

Agenda item 6

1. Overall purpose: For discussion and recommendation to the Minister

2. Title: Support to the P4G Initiative

1. Introduction

The Council for Development Policy recommended the Partnering for Green Growth and the Global Goals 2030 (P4G) for approval by the Minister for Development Cooperation at the meeting on November 28th 2017. However, the Council also raised concerns and therefore tasked BVB to follow the initiative closely. Since then several actions have been implemented to follow up among other things on the Inception Review carried out from January to April 2019.

This note presents i) a condensed status of P4G based on findings and conclusions of the Inception Review, ii) an introduction to the revised P4G Theory of Change and Results Framework and iii) a proposal for additional DKK 40 million provisioned in Finance Act 2019 for the years 2019-2022. This note including Annexes serves as an Addendum to the Program Document.

2. Status

P4G key achievements during the first 1½ year include:

- P4G Hub established with thirteen (13) staff members of which three (3) will be posted in Ethiopia (WRI office), Indonesia (GGGI office) and South Korea (GGGI office) in the near future. Operational systems in place.
- Twelve (12) partner countries have signed up to P4G (Bangladesh, Chile, Colombia, Denmark, Ethiopia, Indonesia, Kenya, the Republic of Korea, Mexico, the Netherlands, South Africa and Vietnam)
- Six (6) leading international think tanks and development organisations are engaged in P4G (Global Green Growth Institute/GGGI, Cities Climate Leadership Group/C40, World Economic Forum/WEF, UN Global Compact, International Finance Corporation/IFC, and World Resources Institute/WRI).
- Six (6) National Platforms established/launched (Denmark, Ethiopia, Kenya, the Republic of Korea, Mexico and Vietnam). The remainder expected end of 2019/beginning of 2020.
- Two (2) calls for applications to the Partnership Fund completed. First call received 450 applications of which 17 projects were approved for funding. Second call received 380 applications of which 21 projects are expected to be funded.
- Five Board meetings with high level participation planned and executed.
- Executive Committee established and well-functioning. Members are the P4G Hub, World Resources Institute/WRI, the Netherlands and Denmark represented by BVB.
- P4G Summit 2018 successfully implemented in cooperation with MFA and other stakeholders. Host of P4G Summit 2020 identified.

The independent review led by KFU included visits to Ethiopia, Colombia, Vietnam, Washington D.C. (P4G Hub and World Resources Institute/WRI) and the Netherlands (co-funding). BVB took part in the Inception Review as resource persons.

The Inception Review concluded that amongst a wide range of stakeholders, the concept of using partnerships involving businesses, governments and civil society organisations to explore

joint solutions to tackle green growth issues and SDG challenges is seen as innovative and highly relevant. The Inception Review also concluded that several partnership projects have the potential to create traction and mobilize stakeholders within the targeted SDG areas (Food and Agriculture, Water, Energy, Cities and Circular Economy). Finally, P4G was found aligned with the Danish Strategy for Development Cooperation and Humanitarian Action (World 2030) with its focus on partnership building, green growth, and climate change.

In the aim of meeting and solving urgent institutional and programmatic challenges, the Inception Review presented 20 pertinent and specific recommendations. Rf. to Annex 1 the P4G Executive Committee agrees to 18 out of 20 recommendations. Shortly after the Inception Review, an Action Plan was developed by the Hub and approved by the Executive Committee. Implementation of the Action Plan, which is followed closely by BVB, is on track.

3. Revised Theory of Change and Results Framework

Rf. to Annex 1, Recommendation # 4 the Inception Review found the P4G concept complex and both the P4G Theory of Change and its related Results Framework under-described. Neither the Results Framework for the P4G Hub nor the Results Framework for State of Green (Danish National Platform) included the output level and hence no yearly targets.

The Inception Review recommended the Theory of Change and the Results Frameworks to be re-worked and concepts clarified. In Annex 2 the Theory of Change of the programme is unfolded so that it captures its' dynamics. A revised Results Framework outlining indicators and targets supplements the revised Theory of Change. The Results Framework is adjusted according to new funding resulting in deeper and faster impact of partnership projects and accommodation of additional P4G countries.

In the future the Theory of Change and the Results Frameworks will serve as the main reference for the P4G Hub to document, adequately report on, and proactively plan and steer their work vis-à-vis deliverables. Similarly, the revised Development Engagement Document with State of Green including the updated Results Framework will support the Danish National Platform in documenting, reporting, planning and steering their work vis-à-vis deliverables. Rf. is made to Annex 2.

4. Proposal for new funding

The Inception Review was tasked to assess and recommend on the use of a further DKK 40 million for the years 2019-2022 in addition to the already committed DKK 225 million. The Inception Review recommended the new funding allocated to the partnership fund and suggested to consider setting up a separate window for return applications.

The Executive Committee agrees to the recommendation. On this background, it is proposed i) to increase the Danish funding to the partnership fund from DKK 123 million to DKK 163 million with annual allocations of DKK 10 million to the fund and ii) to add a new partnership fund re-applicant window to the current partnership fund start-up and scaling windows.

The overall purpose of the new partnership fund re-application window remains the same as for the start-up and scaling windows, namely to provide funding to partnership projects which

can contribute to delivering on the Sustainable Development Goals and the Paris Agreement. Whereas the present windows focus on testing the feasibility of innovative approaches (start-up window) and accelerate a solution (scaling window) the new window is specifically tailored to deepen P4Gs focus on advancing extraordinary promising green and climate-friendly solutions.

According to the policy for the re-applicant window approved by the Executive Committee, current P4G partnerships may apply for additional funding if they are able to demonstrate significant momentum and progress toward their targeted model of impact, or if they have identified a new geography or market in which to further expand a model, which is already realizing success elsewhere because of the partnership.

Re-applicants will be evaluated using the same funding criteria as for new applicants, with additional criteria to include demonstrated tangible progress toward existing goals and the desired models of change that P4G is looking to focus on, and strong justification that additional P4G funding is needed for continued acceleration toward that change. The policy further stipulates that re-applicants will follow the same process as new applicants and use the same application forms as each year's call for partnership, except with an additional set of questions added exclusively for re-applicants.

The amount of funding allocated for re-applicants each year will be based on the quality of re-applications and the principle that they need not be capped at a total of DKK 6.15 million (USD 1 million) over multiple cycles. As with all other partnership projects, the Executive Committee and the Board will finally approve.

Upon approval of the Danish granting authorities, the third window will apply from 2020. With regard to 2019, the P4G Hub received applications from three promising partnerships funded in 2018 (re-applicants). These applications¹ will be accepted upon approval of the Danish granting authorities. Annex 3 presents the Cover reflecting the envisaged spending of the additional funds.

5. Next Step

The P4G mid-term review in 2020 will play particular attention to the P4G impact model. At that time, most partnerships from the first application round (2018) will have finished and the assessment can go one level deeper than what was possible in the Inception Review. Information about P4G including the funded partnership projects is available at <https://p4gpartnerships.org/>

Annexes:

Annex 1 – Summary of Inception Review Recommendations

Annex 2 – Revised Theory of Change and Results Frameworks

¹ Applications include: Africa GreenCo; Clean Energy Investment Accelerator; Sustainable Special Economic Zones Africa (further details on <https://p4gpartnerships.org/>).

Annex 3 – Revised Cover

Summary of recommendations of Reviews and Mid-term Reviews

Title of Programme	P4G. Partnering for Green Growth and the Global Goals 2030. (DKK 225 million + DKK 40 million)
File number/F2 reference	2018-43429
Review report date	6 April 2019
Council for Development Policy meeting date	11 September 2019
<p>Summary of possible recommendations not followed</p> <p>(to be filled in by the responsible unit)</p> <p>VBE highly appreciates the outcome of the Inception Review. The department agrees to 18 out of 20 recommendations and to assure timely and relevant follow up a number of action have been taken. They include:</p> <ul style="list-style-type: none"> • On April 12, the P4G Board discussed the recommendations related to the partnership fund (# 6), the role of partner countries and national platforms (# 7), the role of the partner organisations (# 10) and the governance structure (#16). • Based on the strategic orientation coming out of the Board discussion the Hub developed a draft P4G Inception Review Action Plan for each of the recommendations. • On April 24, the P4G Executive Committee discussed and agreed overall to the Hub's proposal for Action Plan, but requested more detailed information in some cases. • The final P4G Inception Review Action Plan finally approved by the Executive Committee is aligned with the present document. <p>Recommendation # 17 and # 18 are neither followed by VBE nor the Hub for the following reasons:</p> <p>P4G partner countries to host Board meetings</p> <p>P4G already faces challenges in securing attendance to Board meetings and moving these meetings to alternating countries will present an even greater challenge in maximizing Board representation. Every other year, a Board meeting is held at the location of the P4G Summit host, which allows partner country participation in hosting Board meetings.</p> <p>Fixed Ration between Fund and Facilitation/Administration</p> <p>The ratio to be flexible taking into account that new (donor) partner countries are expected to come on board in the near future. The proportional approach to be evaluated during the P4G mid-term review to take place after the Summit in 2020.</p>	

Overall conclusion of the review

In its interaction with stakeholders, the inception review team met considerable enthusiasm about P4G. Amongst a wide range of stakeholders, the concept of using partnerships involving private and public partners to explore joint solutions to tackle green growth issues and SDG challenges is seen as innovative and highly relevant. The inception review team also understands and appreciates the rationale behind building and securing high-level political commitment that can be used to advance the green growth agenda at project and/or national level.

However, a range of most important institutional and programmatic issues and challenges need to be resolved at the earliest - and with no further ado. This includes key areas such as e.g. a) improvement of the partnership selection process, b) improvement of the theory of change and the associated results framework, c) clarification on the pertinent role and functions of national platforms and the Danish embassies vis-a-vis the Hub, d) further inclusion of the partner organisations (GGGI, WEF, WRI, C40 and IFC), e) adjustments to the operations of State of Green under P4G, and f) formalisation of P4G's governance structure.

The inception review report presents the findings of the inception review including 20 pertinent and specific recommendations and a range of lower level observations and suggestions. The report includes a 3-page executive summary (pages iii-v).

Background

The P4G programme is still in its infancy and it is still early days. The value added of this specific inception review was - at an early stage – to provide findings and recommendations with a view to adjust and fine-tune what could be perceived as a somewhat complex instrument.

P4G was presented to the Programme Committee on 26 June 2017. A desk appraisal exercise was undertaken during the final stages of the programme formulation utilising the following template: "Quality Assurance checklist for appraisal of programmes and projects above DKK 10 million", and finalised 13 November 2017. Based on the lessons from 3GF, past engagements with WRI, and experience from other business instruments, this appraisal model was assessed to be appropriate. On 28 November 2017, The Council for Development Policy recommended the P4G initiative for approval by the Minister for Development Cooperation while also raising some concerns and providing recommendations for improvement.

P4G's partner countries include Chile, Colombia, Denmark, Ethiopia, the Netherlands, Kenya, Mexico, South Korea, and Vietnam. Partner organisations include the Global Green Growth Institute (GGGI), C40, the World Economic Forum (WEF), World Resources Institute (WRI), and the International Finance Corporation (IFC).

Recommendations by the review team	Follow up by the responsible unit
Partnership selection process	

<p>REC 1. The Hub should continue improving the application and selection process including clearly communicated guidelines for the programme and proposals (i.e. eligibility, process, assistance, and concept clarification).</p>	<p>Agree. The following areas of improvement will be captured throughout 2019 and reflected in the 2020 application process:</p> <p>The terminology used in P4G's application and selection process to be reviewed as part of the updates to the P4G's Theory of Change and Results Framework (see recommendation # 4). Guidelines to be updated accordingly.</p> <p>Introduction of improved templates and for funded partnerships requirements for submission of an MOU.</p> <p>Clarification of the role of the Investment Advisor.</p> <p>Preference for partnerships with partner country representation to be reflected in the 2019 selection process. From 2020 on board the principle that a partnership should have relevance for at least one partner country (see recommendation # 6).</p>
<p><i>Facilitation Support</i></p>	
<p>REC 2. Analytical work should be undertaken documenting the value of facilitation to boost a) learning, b) accountability, and c) donors' appreciation of the concept. Facilitation targets and entry points to be driven by the partnerships and included in reporting.</p>	<p>Agree. A consolidated description of the P4G facilitation concept to be completed by January 2020. The description will built on learnings throughout 2019 including outcomes from partnerships participation in high-level events, accelerations workshops etc.</p> <p>Consulting partners will provide commercial advisory to partnerships and country level facilitation (see recommendation # 8).</p>
<p><i>Responsible Business Conduct</i></p>	

REC 3. Follow-up procedures for the partnerships' work with - and commitment to - responsible business conduct to be established including how to avoid adverse impact of projects and possibly also maximizing potential positive impact. Ensure clarity on the grievance mechanism of P4G supported projects and/or establish a P4G institutional grievance mechanism.	<p>Agree Sub-grant agreement text to be improved (commitment to human rights, labor rights, environment and anti-corruption concerns as part of operations and core strategies) and WRI's existing corporate vetting processes to be activated.</p> <p>Currently, a grievance mechanism is not considered necessary. If deemed necessary, subject to assessment of the midterm review to take place after the Summit in 2020 (see recommendation # 20).</p>
<i>Theory of change and results framework</i>	
REC 4. The DMFA to contract a consultant to work with the Hub to improve the results framework, incl. formulation of output level, strengthen the theory of change, and further define and clarify key P4G concepts. Changes in outcomes need formal approval in Danida's system.	<p>Agree DMFA will contract the consultant, which will further refine and finalize P4G's Theory of Change and Results Framework. Documentation to be completed and approved by Ex.Com. in beginning of August 2019. Approval by the Danish Council for Development Policy in September 2019.</p>
<i>Depth vs. Breadth</i>	
REC 5. Focus the P4G partnership fund around thematic areas linked to communities of excellence.	<p>Agree Links to thematic areas to be incorporated into the 2019 selection process. Preference for certain thematic areas to be clearly communicated when the 2020 round is opened.</p>
<i>Partner countries</i>	
REC 6. Eligible partnerships should include minimum one partner from a P4G partner country. Align the expansion to new partner countries with the size of the partnership fund.	<p>Agree Preference for partnerships with partner country representation to be reflected in the 2019 selection process. On board from 2020 the principle that a partnership should have relevance for at least one partner country.</p>
<i>National Platforms (NP)</i>	
REC 7. Partner countries to ensure that the national platforms are adequately staffed and resourced. The Hub is to continue dialogue with partner countries to facilitate that high level (Board) commitments trickle down to empowered national platforms.	<p>Agree Dialogue with partner countries to be intensified. In the remaining of 2019, the Hub will conduct mission trips to current and new P4G country partners.</p>

REC 8. Strengthen the Hub's country presence through partner organisations' country offices in the least developed countries (LDC) and lower and middle-income countries (LMIC) countries. Hire staff to facilitate and support the NPs in LDC and LMIC countries (e.g. full-time embedded secondment to WRI Ethiopia, with portfolio responsibilities also for Kenya and Vietnam) and to work with country partnerships.	Agree. New funding from the Netherlands will allow for a light-touch, regional approach to expanding Hub's country presence with work via consultants including one member in the WRI Ethiopia office to support partner countries in Africa, and one in GGGI's Vietnam office to support partner countries in Asia. These roles would support existing partnerships and the curation of new partnerships within each partner country and the region.
REC 9. Against approved annual workplans and budgets, national platforms in LDC and LMIC P4G partner countries can each access a budget line of appr. USD 10,000 annually. Budget line to be made available by and from the P4G Hub.	Agree. For 2019, the Hub will allocate USD 30,000 total for LDC/LMIC P4G member country. The Hub expects the budget for this area to total USD 50,000 per year with current plans for number of LDC/LMIC member countries. The Hub will retain control of how funding is allocated within each National Platform.
<i>Partner organisations</i>	
REC 10. Develop a strategy for unlocking partner organisations' knowledge, network, and resources to engage in a) ODA national platforms, b) partnerships, and c) continuous technical dialogue with Hub staff.	Agree. The future Danish DMFA Secondment will be responsible for developing the strategy. The Hub will meet with local chapters of partner organisations in its mission trips in 2019, and bring partner organisations into signature P4G moments such as 2019 Acceleration Workshops and State of the Art Awards.
REC 11. The Danish Ministry of Foreign Affairs (DMFA) to leverage current and future core funding to the partner organisations from DMFA (and potentially also other core donors), to induce partner organisations to engage more proactively in P4G.	Agree. VBE will initiate the dialogue with MKL, which is currently negotiating the core-funding agreement with GGGI, and follow up with other partner organisations. The future DMFA Secondment will liaise with Denmark (and The Netherlands) on their funding agreements with the partner organisations.
<i>Involvement of DMFA and embassies</i>	

REC 12. Clearly define the role of the Danish embassies with a focus on policy dialogue, facilitation, and related high-level engagement. Allocate resources to allow embassies to engage more actively in an interim period until P4G and the national platforms are more established.	Agree VBE acknowledge the important work of the Danish Embassies in the engagement of new partner countries and through the development of national platforms. VBE will strive for identifying resources to be allocated on top of the new funding from NL.
<i>The Danish P4G National Platform</i>	
REC 13. The Danish national platform to broaden its focus from P4G, build up knowledge about other Danida instruments, and facilitate engagement of Danish stakeholders in the broader palette of Danida funded business instruments.	Agree VBE/DMFA to support building capacity within the Danish national platform through systematic knowledge sharing.
REC 14. The Danish NP to develop an information package to Danish embassies in P4G countries presenting P4G, outlining functions and services of the Danish NP vis-a-vis embassies and partnerships in related P4G countries.	Agree VBE/DMFA to link the Danish National Platform with the embassies and the partnerships in related P4G countries.
REC 15. The Danish NP is activated for inspiration, advice, and information sharing on e.g. NP governance, functions, services, and outreach to partnership projects vis-a-vis other national platforms - especially emerging NPs and NPs in LDC and LMIC countries.	Agree The Danish NP to intensify outreach to National Platforms in P4G partner countries.
<i>Governance structures</i>	
REC 16. Describe and formalise the roles, distinct functions, and relationships of the Board, the Executive Committee (ExCo), and the Hub.	Agree An updated Governance Framework document and Decision Making Table to be presented to the Board in August 2019.
REC 17. P4G member countries could occasionally host the half-yearly P4G Board meetings. Against an approved workplan and budget, a budget line for ODA countries volunteering to host is to be made available by and from the P4G Hub.	Disagree. P4G already faces challenges in securing attendance to Board meetings and moving these meetings to alternating countries will present an even greater challenge in maximizing Board representation. Every other year, a Board meeting is held at the location of the P4G Summit host, which allows partner country participation in hosting Board meetings.
<i>Unallocated funds</i>	

REC 18. Maintain the overall 60/40 ratio between partnership fund and facilitation/administration for all donor funding.	Disagree. The ratio to be flexible taking into account that new (donor) partner countries are expected to come on board in the near future. The proportional approach to be evaluated during the P4G mid-term review to take place after the Summit in 2020 (see recommendation # 20)
REC 19. The unallocated/new Danida funding is to be allocated to the partnership fund (depending on decision of Dutch funding currently foreseen to be spent mainly on additional facilitation and project management).	Agree. Communicated to WRI/Hub at the Executive Committee meeting 24 April 2019.
<i>Mid-term review in 2020</i>	
REC 20. In the mid-term review in 2020, address 'proof of concept'. The review to pay particular attention to P4G's approach to facilitation, the P4G impact model, and value for money.	Agree. The mid-term review will take place after the 2020 Summit.

I hereby confirm that the above-mentioned issues have been addressed properly as part of the appraisal and that the appraisal team has provided the recommendations stated above.

Signed in **Copenhagen** on the **12 April 2019** by **Henrik Vistisen (signed electronically through F2 communication of today)**.

Review Team leader/TQS representative

I hereby confirm that the responsible unit has undertaken the follow-up activities stated above. In cases where recommendations have not been accepted, reasons for this are given either in the table or in the notes enclosed.

Signed in **Copenhagen** on the **29 may 2019** by **Ole Thonke, Head of VBE (signed electronically through F2 communication of today)**.

Partnering for Green Growth and the Global Goals 2030 – P4G

Development Engagement Document – Danish National Platform, State of Green

2018-2022

Revised version September 2019

Danida
Ministry of Foreign Affairs, Denmark
September 2019

File no.: 2017-28945

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P4G in Brief!

P4G - Partnering for Green Growth and the Global Goals 2030 - is a global initiative that brings together businesses, governments, and civil society organisations in partnerships to test ideas, develop and prove **market-based green and inclusive solutions** to deliver on the Sustainable Development Goals and the Paris Agreement.

P4G provides **funding to innovative partnership projects** and engages actively with the partnerships to **accelerate their ideas and solutions**. P4G provides access to networks, support to attend key events, partnership name recognition & legitimacy, engagement of relevant national actors through dedicated national platforms, and links to key investors/funders. P4G works pro-actively to create **platforms for communication and knowledge exchange** across partnerships and stakeholders. Key elements of these efforts include biennial **P4G high-level summits** and production of **State-of-the-art reports**. The overarching success criteria of P4G is that the models and solutions proven in the most **successful partnerships are taken to scale by the market** to truly make a difference in achieving the SDGs and the Paris Agreement.

P4G partner countries play an important role in increasing **political awareness and commitment** to the partnership projects and P4G's agenda. Current partner countries include Chile, Colombia, Denmark, Ethiopia, the Netherlands, Kenya, Mexico, Republic of Korea, and Vietnam. P4G also partners with a number of **leading think tanks and development organisations** that contribute with their cutting-edge knowledge and network to P4G and its partnerships. These partner organisations include the Global Green Growth Institute (GGGI), Cities Climate Leadership Group (C40), World Economic Forum (WEF), UN Global Compact, International Finance Corporation (IFC), and World Resources Institute (WRI). P4G commenced operations on 1 January 2018 and is managed by a 'Global Hub' hosted by the World Resources Institute in Washington DC.

List of abbreviations

DED	Development Engagement Document
DKK	Danish Kroner
3GF	Global Green Growth Forum
MFA	(Danish) Ministry of Foreign Affairs
BVB	Sustainable Growth and Employment
P4G	Partnering for Green Growth and the Global Goals 2030
PD	Programme Document
SoG	State of Green

1. INTRODUCTION

The present Development Engagement Document (DED) details the background, justification, objectives and management arrangements concerning State of Greens (SoG) participation in 'Partnering for Green Growth and the Global Goals' (P4G) as the Danish National Platform.

P4G is a global initiative with the mission to become the world's leading forum for developing public-private partnerships at scale to deliver on the SDGs and the Paris Agreement. P4G brings together business, government, and civil society organisations in partnerships driven by a common purpose to advance market-based green and inclusive solutions. By providing funding to partnerships, help them accelerate through expanding their network and creating a platform for knowledge exchange, 'the P4G way' is a unique approach to advancing such purpose-driven partnerships.

The Danish Ministry of Foreign affairs supports P4G with an initial appropriation of 225 million DKK in 2017, and an additional 40 million DKK Denmark in 2019. All P4G Partner Countries are expected to set up a National Platform with the purpose of incubating, anchoring and accelerating P4G projects with national partners' contribution.

2. BACKGROUND

Denmark has an international reputation for its conducive policy, planning and regulatory framework which promotes responsible and sustainable growth, employment and social welfare. There exist a strong partnership between the public and private sector which is based on trust, flexibility and mutual respect for the contribution by each part to the development of the society.

The establishment of a national P4G platform in Denmark has the ambition to be the go-to partner for Danish businesses and organisations that wish to engage in and create public private partnerships funded by P4G. The Danish National Platform will work to engage Danish stakeholders across sectors, and across the public and private sphere, as active partners in P4G multi-stakeholder partnerships. By doing so Denmark will contribute to delivering market driven green solutions to meet the SDGs in P4G targeted developing and emerging economies.

3. JUSTIFICATION

State of Green (SoG) was set up in 2008, when Denmark was preparing to host the UN Climate Conference, COP15.

SoG's Strategic Plan 2017-2020 lays out SoGs approach and priorities for the next three years. According to the plan SoG will:

- further emphasize the aim to position Denmark internationally as a green frontrunner
- build relations between Danish and international stakeholders in the green area
- facilitate a professional and value-adding dialogue between Danish companies and international decision-makers
- increase awareness about the SDGs among Danish businesses including SMEs and advocate for integration of the SDGs in their strategies and practices

P4G and SoG share ambitions and strategies for the coming years. In consequence, the government supported by the private sector and other stakeholders have decided¹ to anchor the national P4G platform in SoG and tasked it with catering for and promoting the interests of Danish business, academia, cities, financial institutions and civil society as an integral part of the Danish commitment to P4G.

Anchoring the national P4G platform within SoG is expected to significantly increase the interest and willingness of the Danish business community to engage in partnerships to be implemented in developing and emerging countries. Developing and emerging economies on their side will benefit from Danish systemic solutions and funding models. Finally, engagement with Danish partners will give access to multidisciplinary approaches and planning tools which are on demand internationally and in line with the approach of P4G.

4. ROLE AND RESPONSIBILITY

The objective of P4G is to contribute to delivering market based green solutions to meet the SDGs and Paris Agreement through public private partnerships. P4G's mission is to be the world's leading forum for public private partnerships pursuing a more sustainable, inclusive future. The national Danish P4G platform will support this overall objective through its activities.

The national Danish P4G platform contributes to the P4G objective through engaging Danish stakeholders, in particular the private sector, as active partners in P4G partnerships and will do this by:

- Creating general awareness among Danish stakeholders through national outreach, hosting and co-hosting of events in Denmark, engaging with Danish embassies abroad and through communication (output 1)
- Mobilising individual Danish stakeholders through bilateral meetings to secure their active engagement in the P4G agenda, as well as offering them concrete assistance during the application procedure for P4G funding (output 2)
- Playing an active role in promoting P4G, Danish partnerships and solutions internationally by actively co-hosting larger international events in Denmark every year, securing Danish stakeholder representation at the biennial P4G Summits, and actively presenting Danish stakeholders at international events (output 3)
- Contributing to efficient coordination and knowledge-sharing among P4G National Platforms in coordination with the Global Hub in Washington, including but not limited to the Annual Network Gathering and bilateral meetings with P4G national platforms in other countries (output 4)

The National Danish P4G Platform will coordinate its activities (communications, preparations for Danish stakeholder representation in international events like the biennial P4G Summits, etc.) closely with the Ministry of Foreign Affairs. The National Danish Platform will also ensure synergy with Danida-funded instruments as for example the Partnering with Denmark, the Danida Market Development Partnership Programme, and Denmark's Climate Change Funding Program, as well as different growth and export-oriented activities.

¹ Minutes of meeting February 10th 2017 and Cabinet decision June 1st 2017

5. MANAGEMENT SET UP

To benefit from structures already in place, the SoG board of directors² serve as the governing body of the national platform. The board meets four times a year. P4G is a separate item on the agenda and minutes of meeting serve as progress reporting to MFA³ with regard to tasks delegated to SoG. A separate P4G financial statement is prepared and approved by the directors and the state authorized public accountant.

To support the board and create ownership among the stakeholders, an advisory panel has been set up with representatives from the private sector, cities, academia, financial institutions, civil society, etc. The panel give input to and keep track of progress in national platform activities. The panel include individuals experienced in developing countries and emerging economies. A reasonable gender balance is pursued. MFA/BVB has a permanent seat in the panel.

Furthermore, a broader community around the national platform where stakeholders in general will be invited to participate will continuously be engaged.

The staff of SoG is experienced when it comes to working with green growth issues, branding Denmark etc. To undertake the responsibilities related to facilitating the engagement of Danish stakeholders in partnerships to be implemented in developing and emerging countries, two full-time employees with relevant profiles and a part-time student are specifically recruited to fulfill this particular role.

6. RESULTS FRAMEWORK

Programme Title		Partnering for Green Growth and the Global Goals 2030 (P4G)
Programme objective (The Danish NP contributes to the objective but will not report on the objective level)		The P4G programme objective is to contribute to delivering market-based green solutions to meet the SDGs and Paris Agreement through public-private partnerships P4G's mission is to be the world's leading forum for public-private partnerships pursuing a more sustainable, inclusive future
Impact indicators		a. Number of market-driven solutions that have secured investment finance for further scaling and replication b. Number of market-generating solutions that are replicated and operated at scale c. Additional donors commit funding for P4G
Baseline	2017	0
Target	2022	a. Minimum 2-3 market-driven solutions replicated at scale (each solution based

² The Ministry of Foreign Affairs; the Ministry of Climate, Energy and Utilities; the Ministry of Industry, Business and Financial Affairs; the Ministry of Environment and Food; the Confederation of Danish Industry; the Agriculture and Food Council; the Danish Energy Association and Wind Denmark

³ State of Green is anchored in Trade Council

		on/driven by a cluster of P4G partnerships) b. Minimum 1-2 market-generating solutions replicated at scale(each solution based on/driven by a cluster of P4G partnerships) c. Two additional donors engaged and funding committed beyond 2022
Outcome		The Danish NP will contribute to the P4G objective through engaging Danish stakeholders, in particular the private sector including SMEs, as active partners in P4G partnerships
Outcome indicators		a. Number of partnerships with Danish private sector stakeholders will have received start-up funding before 2022 b. Number of partnerships with Danish private sector stakeholders will have received scale-up funding before 2022 c. Number of Danish private sector partners that have joined existing P4G partnerships
Baseline	2018	N/A
Target	2022	a. 10 start-up partnerships receive funding b. 3 scale-up partnerships receive funding c. 8 Danish partners (2 per year from 2019-2022)
Output 1:		Danish NP creates awareness among Danish stakeholders on P4G
Output indicators		a. Number of Danish meetings where the Danish NP presents P4G b. Number of Danish partnership events with Danish P4G platform as co-host c. Engagement with Danish embassies d. Communication, incl. joint communication with DMFA on P4G
Baseline	2017	N/A
Annual target	2018	N/A
Annual target	2019	a. 5 meetings – one per P4G-relevant SDG b. 3 national events c. Close dialogue with Danish embassies in all P4G countries (e.g. on relevant companies to engage in partnership opportunities) d. Active promotion of P4G through various communication channels. incl. press releases, tweets, newsletters etc.
Annual target	2020	a. 5 meetings – one per P4G-relevant SDG b. 3 national events c. Close dialogue with Danish embassies in all P4G countries on relevant companies to engage in partnership opportunities d. Active promotion of P4G through various communication channels. incl. press releases, tweets, newsletters etc.
Annual target	2021	a. 5 meetings – one per P4G-relevant SDG b. 3 national events annually c. Close dialogue with Danish embassies in all P4G countries on relevant companies to engage in partnership opportunities d. Active promotion of P4G through various communication channels. incl. press releases, tweets, newsletters etc.
Annual target	2022	a. 5 meetings – one per P4G-relevant SDG b. 3 national events annually c. Close dialogue with Danish embassies in all P4G countries on relevant companies to engage in partnership opportunities

		d. Active promotion of P4G through various communication channels. incl. press releases, tweets, newsletters etc.
Output 2:		Danish NP mobilises Danish stakeholders to engage actively in the P4G agenda
Output indicators		a. Number of bilateral meetings held with Danish stakeholders (potential partners in P4G partnerships) b. Number of partnerships with Danish stakeholders applying for funding after support by national Danish P4G Platform
Baseline	2018	N/A
Annual target	2018	N/A
Annual target	2019	a. 30-40 bilateral meetings with potential Danish partners b. 6-8 applications include Danish partners
Annual target	2020	a. 30-40 bilateral meetings with potential Danish partners b. 6-8 applications include Danish partners
Annual target	2021	a. 30-40 bilateral meetings with potential Danish partners b. 6-8 applications include Danish partners (hereof 1-2 new partners)
Annual target	2022	a. 30-40 bilateral meetings with potential Danish partners b. 6-8 applications include Danish partners (hereof 1-2 new partners)
Output 3:		Danish NP plays an active role in promoting P4G, Danish partnerships and solutions internationally
Output indicators		a. Active co-host role in larger international events in Denmark every year (e.g. C40, WFS) b. Number of Danish stakeholders that participate in P4G Summits c. Active role presenting Danish stakeholders at international events every year (e.g. UNGA, COP)
Baseline	2017	N/A
Annual target	2018	N/A
Annual target	2019	a. 2 larger international events in Denmark b. N/A c. 2 international events
Annual target	2020	a. 2 larger international events in Denmark b. 10 Danish stakeholders from Danish ministries (excluding DMFA), civil society and private sector c. 2 international events
Annual target	2021	a. 2 larger international events in Denmark b. N/A c. 2 international events
Annual target	2022	a. 2 larger international events in Denmark b. 15 Danish stakeholders from Danish ministries (excluding DMFA), civil society and private sector c. 2 international events
Output 4:		Danish NP contributes to efficient coordination and knowledge-sharing among P4G National Platforms in coordination with the Global Hub
Output indicators		a. Active contribution to organisation of yearly NP gatherings

		b. Bilateral meeting(s) with P4G national platforms in other countries
Baseline	2017	N/A
Annual target	2018	N/A
Annual target	2019	a. Contribution to planning of an inspiring NP gathering in a P4G country (e.g. through presentations, invitation of presenters, sharing best practices etc.) b. At least one meeting (virtual or physical) with all other NPs
Annual target	2020	a. Contribution to planning of an inspiring NP gathering in a P4G country (e.g. through presentations, invitation of presenters, sharing best practices etc.) b. At least one meeting (virtual or physical) with all other NPs
Annual target	2021	a. Contribution to planning of an inspiring NP gathering in a P4G country (e.g. through presentations, invitation of presenters, sharing best practices etc.) b. At least one meeting (virtual or physical) with all other NPs
Annual target	2022	a. Contribution to planning of an inspiring NP gathering in a P4G country (e.g. through presentations, invitation of presenters, sharing best practices etc.) b. At least one meeting (virtual or physical) with all other NPs

7. BUDGET

Based on the annual previsions in the FFL2018, the budget approved by the Danish government in August 2017⁴ and the operations and expenses of 2018, the indicative grant budget is foreseen as follows (DKK million):

Budget	2019(1)	2020(1)	2021(1)	2022(1)	Total
Staff (2)	1.7	1.7	1.7	1.7	
Activity related cost (3)	0.7	0.7	0.7	0.7	
Travel (4)	0.6	0.6	0.6	0.6	
Office Cost (5)	0.5	0.5	0.5	0.5	
Administration cost (6)	0.3	0.3	0.3	0.3	
Total**	3.8	3.8	3.8	3.8	
In kind contribution (7)	0.4	0.4	0.4	0.4	

(1) Subject to an appropriation by the Danish Parliament under the Finance Act for the fiscal year in which the payment is to be made. The budget excludes costs related to the P4G thematic meetings 2019-2022

(2) Head of P4G activities with professional communications skills, in-depth knowledge of Danish business and industry and strong stakeholder management skills (fulltime); Partnership Specialist with extensive experience in partnership facilitation and development assistance programs (full time); 1 student employee (part time)

⁴ As minimum 3.5 mill. DKK annually

(3) Workshops for potential partners in Denmark, mini-conference on best practices, hosting of meetings of Advisory Panel, outreach and public affairs related activities

(4) Close cooperation with other National Platforms in order to secure maximum Danish involvement in partnerships, and participation in P4G board meetings (observer status). Rules and regulations concerning travel will be the same as those applicable for SoG (adopted by the board of SoG including MFA/statens rejseregler).

(5) Rent for office space, utilities, equipment etc.

(6) Accounting, preparation of annual financial report (auditing), legal assistance and insurance.

(7) Management support (assistance and supervision by CEO corresponding to 25% of his time), communications (newsletters), branding activities and thematic meetings.

The annual commitment will be disbursed from the MFA to State of Green in two installments, of 1.9 mill. DKK each, at the beginning of January and July each year. Funds disbursed, but not used, in the current period will be transferred to the subsequent period, up until the final commitment period.⁵

⁵ Subject to an appropriation by the Danish Parliament under the Finance Act for the fiscal year in which the payment is to be made.

Partnering for Green Growth and the Global Goals



Programme Theory of Change

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P4G in Brief!

P4G - Partnering for Green Growth and the Global Goals 2030 - is a global initiative that brings together businesses, governments, and civil society organisations in partnerships to test ideas, develop and prove **market-based green and inclusive solutions** to deliver on the Sustainable Development Goals and the Paris Agreement.

P4G provides **funding to innovative partnership projects** and engages actively with the partnerships to **accelerate their ideas and solutions**. P4G provides access to networks, support to attend key events, partnership name recognition & legitimacy, engagement of relevant national actors through dedicated national platforms, and links to key investors/funders. P4G works pro-actively to create **platforms for communication and knowledge exchange** across partnerships and stakeholders. Key elements of these efforts include biennial **P4G high-level summits** and production of **State-of-the-art reports**. The overarching success criteria of P4G is that the models and solutions proven in the most **successful partnerships are taken to scale by the market** to truly make a difference in achieving the SDGs and the Paris Agreement.

P4G partner countries play an important role in increasing **political awareness and commitment** to the partnership projects and P4G's agenda. Current partner countries include Chile, Colombia, Denmark, Ethiopia, the Netherlands, Kenya, Mexico, Republic of Korea, and Vietnam. P4G also partners with a number of **leading thinktanks and development organisations**, that contribute with their cutting-edge knowledge and network to P4G and its partnerships. These partner organisations include the Global Green Growth Institute (GGGI), Cities Climate Leadership Group (C40), World Economic Forum (WEF), UN Global Compact, International Finance Corporation (IFC), and World Resources Institute (WRI). P4G commenced operations on 1 January 2018 and is managed by a 'Global Hub' hosted by the World Resources Institute in Washington DC.

1. Introduction

1.1. What is P4G?

P4G - Partnering for Green Growth and the Global Goals 2030 - is a global initiative with the mission to become the world's leading forum for developing public-private partnerships at scale to deliver on the SDGs and the Paris Agreement. P4G contributes to the SDG agenda with a focus on five SDG areas i.e. Food and agriculture (SDG2), water (SDG6), energy (SDG7), cities (SDG11) and circular economy (SDG12). P4G is contributing to action on Climate Change through implementing climate change agreements and is closely aligned with the Paris Agreement by mobilising partnerships, technology and finance to support the efforts of developing countries to build clean, climate-resilient futures (see box).

P4G brings together business, government, and civil society organisations in partnerships driven by a common purpose to advance market-based green and inclusive solutions. By providing funding to partnerships, help them accelerate through expanding their network and creating a platform for knowledge exchange, 'the P4G way' is a unique approach to advancing such purpose-driven partnerships.

P4G is set-up as a cross-country, cross-sector, cross-organisational initiative, where collaboration and mobilisation of actors is central to the way P4G operates.

The Paris Agreement's central aim is to strengthen the global response to the threat of climate change by keeping a global temperature rise this century well below 2 degrees Celsius. Additionally, the agreement aims to increase the ability of countries to deal with the impacts of climate change, and at making finance flows consistent with a low GHG emissions and climate-resilient pathway. To reach these ambitious goals, appropriate mobilization and provision of financial resources, a new technology framework and enhanced capacity-building is to be put in place, thus supporting action by developing countries and the most vulnerable countries, in line with their own national objectives.

Source: www.UNFCCC.int

P4G has partner countries that play an important role in increasing political awareness and commitment to P4G. Current partner countries are Chile, Colombia, Denmark, Ethiopia, the Netherlands, Kenya, Mexico, Republic of Korea, and Vietnam. P4G also has partner organisations, which bring their cutting-edge knowledge and network to P4G and its partnerships. Partner organisations include the Global Green Growth Institute (GGGI), Cities Climate Leadership Group (C40), World Economic Forum (WEF), UN Global Compact, International Finance Corporation (IFC), and World Resources Institute (WRI).

P4G commenced operations on 1 January 2018. The total initial budget is DKK 225 million over five (5) years, funded by Denmark. An additional DKK 40 million from Denmark and USD 5.9 million from the Netherlands have been pledged in 2019. The ambition is to attract new donors and partners to ensure that P4G continues as a global initiative also in the longer run. P4G is managed by a 'Global Hub' hosted by WRI in Washington DC.

1.2. Introduction to this Document

P4G has been under implementation for 1½ years and completed a number of important milestones. As a newly established fast-paced programme that applies a dynamic approach to partnerships, P4G naturally takes a learning by doing approach, and as such the programme ToC has naturally developed.

This document unfolds the theory of change of the programme and captures its' dynamics. The idea is for this to be a stand-alone document which can serve as a tool for the Global Hub as well as for incoming donors and partners in understanding the complexity of P4G. This ToC explains

the logic behind the programme at an overall level, and is supplemented by a results framework outlining indicators and targets. Each individual partnership project has its own intervention logic and results framework.

1.3. Working in partnerships with market-based ideas

There is a growing recognition that working towards the SDGs and the Paris Agreement can unlock significant market opportunities also in developing countries. The Business Sustainable Development Commission research quantifies the value of business opportunities across four key SDGs: food; cities; energy and materials; and health and well-being to USD 12 trillion. Similarly, the New Climate Economy 2018 report found that climate action and green growth could deliver US\$26 trillion in economic benefit through 2030 compared to business as usual and create 65 million new-low carbon jobs. To capture these SDG-linked market opportunities, substantial investments are required from private sector stakeholders. Engaging and partnering with a broad range of stakeholders is a way to pool complementary resources, capabilities and knowledge that can contribute to unlocking SDG- and climate-related market opportunities and foster new business models which align commercial and social interests.

P4G engages in partnerships with the public and private sectors, and with civil society actors to promote practical and market-based solutions to some of the challenges around reaching the SDGs and increasing ambitious action on climate change, based on solid knowledge and evidence. The anomaly that P4G seeks to address is that solutions do exist, but too often are not taken to scale – particularly in developing countries. The absence of collaborative action across key actors prevents the solutions from becoming models to be adopted across geographies and ready for large-scale investment. The relevant actors may be aware of solutions and may even commit to action, but acting on that commitment is the challenge.

As such the overarching **objective of P4G** is to contribute to delivering market-based green and inclusive solutions to meet the SDGs and the Paris Agreement through public-private partnerships. When working with market-based partnerships, P4G makes a distinction between market-driven and market-generating partnerships, cf. box to the right.

Market-driven partnerships are driven by the business case. These are partnerships where commercial and non-commercial actors co-create, finance and implement new business models, technologies or products that contribute to sustainable development.

Market-generating partnerships are not driven by immediate commercial prospects, but rather by a broader ambition and long-term commercial interest in transforming the market conditions and ultimately generating a market for more sustainable solutions. This type of partnerships aims to address system failures in the market and governance gaps, or to push innovative industry standards that can support the creation of viable markets for sustainable solutions.

Source: Danida - Note on Market-based Partnerships for Sustainable Development (May 2019), p.1

P4G operates with inclusive models for change, and within the area of green growth. As such P4G market-based solutions will contribute to greater equality and have positive impact on inclusive growth and the climate in line with the Paris Agreement. Furthermore, with partnerships at the core of developing these inclusive market-based solutions, P4G will contribute to SDG17.

Partnerships can lessen market barriers and create a link between policy and green solutions and innovations that bring together businesses, business member organisations, trade unions, universities and skills development institutions, financial institutions, civil society and public sector bodies.

The basic assumptions underpinning the P4G theory of change is that:

- The actions of individual actors cannot achieve the SDGs and the Paris Agreement
- The public sector and private or business sector must work together in partnerships to develop market conditions that drive innovative, sustainable and profitable solutions.
- Public-private partnerships must be tailor-made to fit different national contexts, with partners from civil society and academia engaged to bring their knowledge to the partnerships in how to ensure that models that are developed are inclusive in terms of gender, climate change, human rights, etc.

The fundamental driving force for being involved in public-private partnerships by businesses are opportunities for profit and return on investment. Without prospects for profit and return, partnerships involving business are unlikely to start or prosper in the long term.

P4G applies a ‘learning by doing’ approach to develop innovative models of change that by its nature involves high risk for potentially high impact. It is a complex and highly dynamic programme. In this document, the theory of change is broken down into different elements in order to clarify the dynamics and logic of P4G. Section 2 presents the overall objective and vision of P4G and establishes the overall framework in which P4G and the P4G partnerships operate. Section 3 introduces the theory of change, by introducing the outputs, the outcomes and the pathways in the results chains. Different figures are presented to create a visual overview of the intervention logic and illustrate how the different elements of P4G interact with each other.

2. The objective and vision of P4G

The space in which P4G operates can be split into three stages as illustrated in the figure below: ideation, where ideas for partnerships for sustainable solutions are born; implementation where



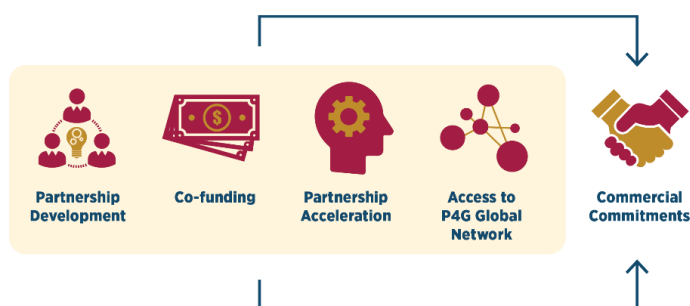
partnership ideas are tested and matured; and replication where solutions are taken to scale.

In **ideation** P4G works to attract ideas, solutions and partners and forge partnerships. The ability of P4G to mobilise relevant partnerships is important since they are a central vehicle for bringing stakeholders together and developing solutions. The ambition formulated in **P4G's mission** is that P4G is to be the world's leading forum for public-private partnerships pursuing a more sustainable, inclusive future.

In the **implementation** stage P4G works actively with partnerships to accelerate their ideas and solutions. Part of the P4G acceleration work is to activate relevant networks and create platforms for knowledge exchange across partnerships and stakeholders. Successful partnerships will have developed, tested and proven innovative market-based solutions which are core to **P4G's objective** of delivering market-based green and inclusive solutions to meet the SDGs and Paris Agreement through public-private partnerships.

A central part of the P4G theory of change is that the models and solutions proven in the implementation stage are taken to scale by the market to truly make a difference. **The vision of P4G** is that innovative market-based solutions are adopted to deliver on the SDGs and the Paris Agreement. In this respect the **replication** stage is essential for P4G. If successful, and the ToC holds true, the market-generating and market-driven models developed by P4G partnerships in partnership with business, will be replicated, new stakeholders will be crowding-in and additional investments in the models and solutions will be secured. This is referred to as 'the ripple effect of amplification' of **the P4G way**, see box. This will be outside the direct control of P4G, but by creating forward-looking and forward-linking loops from implementation to replication

The P4G Way: Accelerating Partnerships for Purpose



For P4G, our aim is to accelerate the progress of all our partnerships through the value of our network, funding, strategic support and visibility. The P4G Way allows us to mobilize entire networks into more purposeful action. Every year, P4G selects partnerships that offer the most innovative solutions that can lead models of change that drive sustainable development and green growth. Once we have these cohorts, they begin aggregating almost organically around certain themes. Think: what do these partnerships have in common? Are they working on different approaches to the same challenge? Are they mobilizing parallel networks? When we identify the links between our partnerships – and be reminded that these partnerships have been chosen for their commitment to the values inherent in their origin stories – it's like dropping a pebble in a pond that has a ripple effect of amplification.

Source: Ian de Cruz: A purpose-Driven Approach to Partnership Success

stage, P4G will contribute to this pathway.

3. The P4G theory of change

3.1. Basing the objective on tangible outcomes to create change

Three main areas of interventions are established in the P4G logic. All three areas lie within the implementation phase, cf. above. Correspondingly, the P4G programme is established with three outcomes, one for each intervention area. These are: creation of market-based solutions (blue outcome area in the figures below); mobilisation of key actors (green outcome area in the figures below); knowledge exchange and learning (orange outcome area in the figures below).

Creation of market-based solutions for some of the challenges that need to be overcome within the five SDGs has the most direct link to the P4G programme objective. In the P4G logic, the solutions that have been tested and proven, and are ready for scale and replication by the market (objective), derive from concrete P4G partnership projects. **The main outcome of P4G** therefore is that innovative market-based solutions within the five P4G SDGs are tested, proven and ready for scale and replication. A very likely path is that several concrete partnership projects will work within the same thematic areas¹ and jointly drive and work towards a ‘solution’. I.e. each solution will derive from a cluster of partnership projects, involving a number of different partners and actors. In order to accomplish the main outcome, P4G seeks to mobilise key actors and foster knowledge exchange and learning. These are therefore referred to as intermediate outcomes.

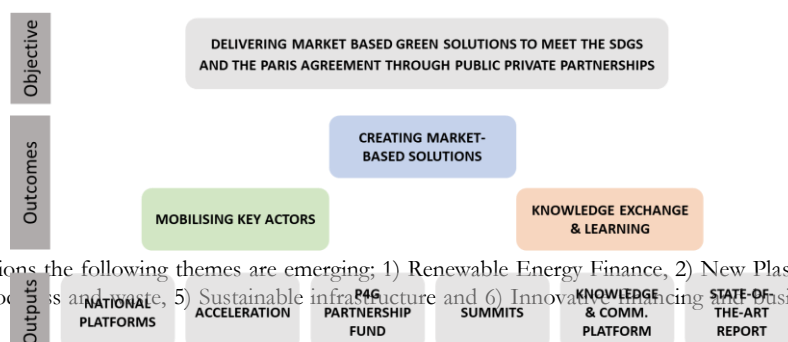
Through **mobilisation of key actors**, partnerships are linked to relevant stakeholders at the national and global level. Key actors also engage in improving the enabling environment for implementation of solutions, and bringing legitimacy to the partnerships and to P4G in general. As such, **the first intermediate outcome of P4G** is that key actors from government, civil society and business act collaboratively to enable implementation of green and inclusive solutions.

The logic behind establishing partnerships is that collaboration, **knowledge exchange and learning** is important. In order to create and achieve green and inclusive solutions, different partners need to learn from the best and share ideas. It is envisaged that the P4G partnerships refine and mature their models and approaches during implementation, and that this can be based on knowledge and learning derived from both outside and within the P4G ecosystem. Similarly, it is also expected that promising ideas deriving from P4G partnerships are made known outside P4G in order to stimulate new thinking. As such **the other intermediate outcome of P4G** is that key actors use knowledge and learning from testing of green and inclusive solutions. This is in order to further mature and grow their solutions.

3.2. Producing outputs

In order to reach these outcomes, six outputs are established. The figure to the right is a simplified version with shortened names of both objective, outcomes and outputs. It is meant to provide a brief overview of the different levels in the results chains of P4G. A full version of

¹ Following the first two rounds of applications the following themes are emerging; 1) Renewable Energy Finance, 2) New Plastics market, 3) Zero emission transit, 4) Food systems and food security, 5) Sustainable infrastructure and 6) Innovation financing. **STATE-OF-THE-ART REPORT**



the figure is included in Annex 3. A more organic version of the ToC is included in Section 3.3, and will be explained in that section.

The following section provides a brief explanation of each of the six outputs that P4G will produce, their main content and individual logic. In the following section, the main element of the theory of change for P4G is established, i.e. how it is expected that the different outputs will produce the outcomes and ultimately ensure that P4G reaches its objective.

Output 1: P4G Partnership Fund established and functioning

Establishment of a P4G Partnership Fund will attract innovative ideas. Emerging partnerships that need support to consolidate the partnership or test the feasibility of innovative approaches can apply for start-up support. More mature partnerships that are engaged in promising market-based green growth innovations but need support to scale up and accelerate their ideas into viable solutions can apply for scale-up funding. It is possible for P4G partnerships that have made significant progress to reapply for funding in a subsequent reapplication funding window to accelerate the partnerships' progress. The P4G Partnership Fund has annual application rounds to find the best and most innovative solutions within a new and dynamic context. To qualify for support, partnerships need to be located and/or benefit a developing or emerging economy under the ODA/DAC list of eligible countries, with a preference for partnerships that are relevant for at least one P4G partner country.

Output 2: P4G National Platforms established and actively engaging in the P4G agenda at the national level

P4G partner countries should establish National Platforms (NPs) to effectively engage in P4G. The NPs consist of relevant established national stakeholders who are able to support the legitimacy, incubation and acceleration of partnerships for sustainable solutions. There are a range of ways to establish an NP and it could even be a partnership itself and consist of both public and private stakeholders. The NPs will engage in national partnerships and help catalyse and accelerate their ideas by linking partnerships to relevant national stakeholders. When at full capacity, the NPs should be able to influence and help enact enabling and sustainable policies, which is particularly critical for market-generating partnerships.

Output 3: P4G contributes to accelerating the partnership projects

Besides receiving funding for testing and developing partnership ideas, an essential part of the support granted from P4G to partnerships is acceleration support. In accelerating the partnerships, P4G provides access to networks, support to attend key events, partnership name recognition & legitimacy, national platform engagement, links to key investors/funders, actual funding/investment leveraged and commercial advisory services that will help advance activities. The objective of acceleration is to increase the likelihood of the partnerships being able to implement their market-based concepts successfully. The different elements of acceleration support are the tools that enable this. P4G helps accelerate all P4G partnerships but services are divided into two tiers. Tier 1 consists of two to three focus (scale-up) partnerships (per year) which receive a high level of acceleration services (see Annex 2 "Acceleration" for a list of services). Tier 2 includes the remaining scale-ups that receive a lower level of acceleration (targeted engagement and acceleration workshop at P4G Summit; connections through and support from National Platforms, Organizational Partners and funders; and communication support). Tier 2 also includes start-up partnerships that have progressed to a point where they can be accelerated at Summits and/or progress to scale-up status (cf. output 4).

Output 4: P4G Summits and Annual Meetings implemented

A P4G partner country will organise a global Summit every two years, with the support of the Global Hub and a Summit Committee consisting of the past, current and future host countries. The first P4G Summit was held in Copenhagen in 2018. The Summits are global events with high-level participation from partner countries (government and private sector), partnerships, partner organisations and other relevant stakeholders. P4G Summits will be hosted by P4G partner countries on a voluntary rotating basis. During years where there is no Summit, P4G will convene an annual meeting to ensure the continuation of knowledge exchange, networking and acceleration of partnerships.

Output 5: Platform for knowledge exchange and communication of partnership solutions to drive green growth established

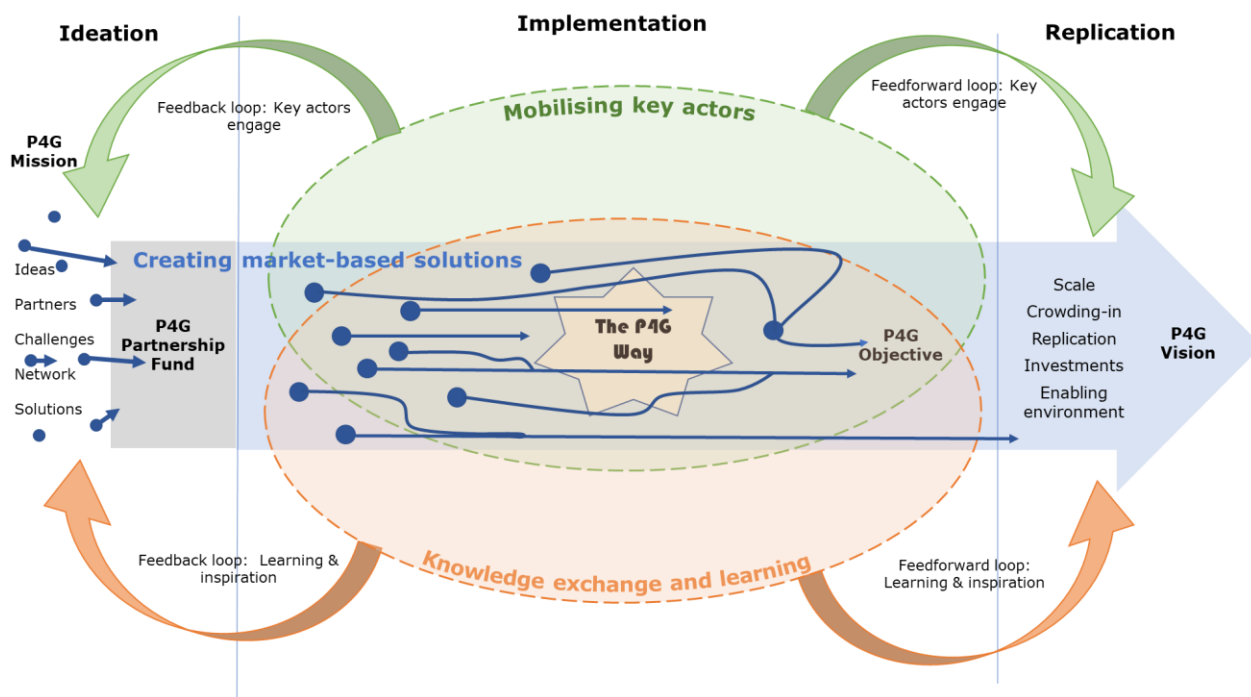
P4G dedicates considerable efforts to facilitate global knowledge exchange and elevate learning to catalyse development of solutions and accelerate transformative partnerships. P4G knowledge products include a P4G website, newsletters, videos, case studies, blogs and other communication products and channels to reach and share learnings, news and other announcements with P4G communities. A State-of-the-Art partnership award ceremony will take place on an annual basis. These awards recognize innovative partnerships for sustainable development. Through a global call for nominations, a winner is selected for each of P4G's five target SDG areas and an overall partnership of the year. Learning Communities will cluster partnership projects thematically with an ambition of becoming networks that are continuously spurring ideas, stimulate exchange and networking amongst partnerships. The learning communities also constitute an important forum for bringing together partnerships that work towards the same objectives (e.g. zero emission transit). Here, partnerships can exchange and converge their ideas which can constitute the basis for the actual system change that is aimed at when talking about market-based solutions that are replicated at scale. As such, the market-based solutions will often derive from a cluster of partnership projects pushing the same agenda.

Output 6: State-of-the-Art Report published to inspire and spur learning

Every second year, P4G will develop and publish a State-of-the-Art report (first time in 2020). Through the report, best practices and innovative solutions will be shared, drawing on the knowledge management services of the Global Hub, WRI and other partners. The reports will investigate the characteristics of transformative market-based partnerships, including those of P4G. WRI is responsible for developing the report.

3.3. Pathways to accomplish outcomes

The six outputs are produced as a means to obtaining the higher-level outcomes. As mentioned, P4G is a complex programme, and the theory of change of the programme is in no way as linear as in other simpler programmes. While the LFA inspired intervention logic presented in Annex 3 provides an overview of the different elements of the programme, it does not give an accurate account of how the programme and the results chains in the programme are expected to play out. The different outputs feed into each other and into the different outcomes, but the outcome are also influence greatly on each other. That is challenging to depict in a diagram, but in the figure below, a more dynamic picture is drawn on the P4G theory of change.



The ideation, implementation and replication stages are depicted in the model. The three outcomes have the same colours (blue, green and orange) as in the LFA version of the ToC above to ease the overview. The blue arrows illustrate partnerships at different stages, and which follow different and non-linear paths.

Pathways to accomplish the main outcome: Innovative market-based solutions within the five P4G SDGs are tested, proven and ready for scale and replication (blue sphere in the ToC diagram)

It is a fundamental assumption in the P4G theory of change that the P4G **Partnership Fund** is able to attract relevant quality partnerships with ideas for market-based solutions (the blue dots at the far-left side in the diagram). P4G targets the development of inclusive market-based that are based on the notion of equality. Inclusivity is an explicit focus area in the selection of the individual partnerships, including requiring applicants to include results areas that relate to gender equality in their projects.

To help ensure that relevant partnerships apply for funding, the terms of funding of the P4G Partnership Fund needs to be attractive for applicants and the P4G brand needs to be well known in the market. The Fund is made interesting and attractive in several ways. As mentioned above, P4G has a distinct offering in the global market. It has two windows and as such is relevant to partnerships at different stages of maturity.

The start-up window allows for **formation of partnerships**. Funding is limited to USD 100,000 and the timeline is approximately one year. This allows for the start-up partnerships to bring their ideas to life and have them tested and matured. Some partnerships will be successful in testing their ideas, and the most promising start-up partnerships can choose to apply for scale-up funding (longer blue arrows). Some partnerships will be successful in developing and maturing their ideas but will not have a model ready for scale as a market-based solution. These partnerships will not apply for scale-up funding (in the case of start-ups) or reapply for scale-up (in the case of scale-ups) but P4G will work towards keeping them connected to the learning communities for inspiration and cross-learning and further acceleration of other partnerships. It is important to not consider such partnership as unsuccessful – they will have obtained important results, but are

just not ready to present a market-based solution. Other partnerships will be unsuccessful in their endeavours or decide to discontinue the partnership for other reasons (short blue arrows). Such ‘failures’ are part of learning and developing market-based solutions and are expected in a programme of this nature.

Besides the assumption that the start-ups can be the scale-ups of tomorrow, the logic of working with these relatively small start-up partnerships is that it is a way for P4G to engage its network and create traction around partnerships, the SDGs, the Paris Agreement and P4G itself, within the network in mutually reinforcing ways. It helps educate actors on what is a P4G partnership, what it takes to be successful and how partners can engage in networking and knowledge exchange in order to accelerate their partnership. This also contributes to P4G's mission of being the world leading forum for public-private partnerships.

The scale-up **partnerships mature** their proposed solutions and are accelerated through interaction with relevant government, private sector and civil society stakeholders. Funding ceiling for scale-ups are USD 1 million. Stakeholders from the broad P4G network are engaged as relevant in the acceleration, which, as mentioned, is one of the key traits of P4G and what differentiates P4G from other funding mechanisms. The assumption is that linking of partnerships with the right institution at the right time for the right intervention can be what makes the difference in driving the partnership forward (long blue arrows). E.g. it makes a difference to a partnership at pre-commercial stage to achieve commercial advisory services to strengthen **commercialisation** of the market-based solutions, or to meet a Minister at a high-level event who has responsibility for driving relevant policy change. P4G's network is key to ‘the P4G way’ of working with partnerships.

Participation in **high-level events**, including the biennial P4G Summit, strengthen the network of the partnerships and allows them to very concretely pitch and test their market-based ideas. The high-level events are also venues for forging of new partnerships, merging of existing partnerships, and a venue where partnerships that work towards to same high-level objective meet each other and possibly align their approaches in order to work towards solutions that will promote changes at larger scale. For this purpose, the P4G Learning Communities play an important role. It is also at high-level events, through the State-of-the-Art report and award that exposure and spotlight is put on the individual partnerships. Via this convening with purpose, it is expected that a solid and very concrete platform for cross-learning and knowledge exchange is created, which impact positively on the success of the partnerships. The Summits can also be used to promote inclusive models. The 2018 Summit in Copenhagen had a youth track which included the ‘UNLEASH innovation lab’ which targeted youth.

To maintain momentum and continuity, P4G will convene an **Annual Meeting** during years without Summits, to ensure the continuation of knowledge exchange, networking and acceleration of partnerships.

Pathways to accomplish intermediate outcome A: Key actors from government, civil society and business act collaboratively to enable implementation of green and inclusive solutions (green sphere in the ToC diagram)

As mentioned in section 2 above, the very foundation of the theory of change behind P4G is that it is necessary to work in partnerships to overcome some of the greatest challenges in the world today. P4G nurtures partnerships and is itself established as a partnership of multiple stakeholders. The Board of P4G consists of high-level government actors, business leaders from the private sector, and top managers from world-leading institutions. As such government, civil society, and business are brought together at the highest level.

The assumption behind establishing a Board of this calibre is that the high-level participation in the P4G **Board** helps legitimise P4G as an initiative, and also helps legitimise the individual partnerships and attract interest from a broad range of public and private stakeholders. The Board members will in their respective organisations and countries function as ‘ambassadors’ for P4G and engage in promoting ‘the P4G way’.

The participation of **Partner Countries** as key actors in the P4G network ensures political engagement and mobilisation about both opportunities and challenges of the individual P4G partnerships, and more broadly on working in partnerships for driving change and fostering green solutions. It is expected that political engagement and mobilisation will mature into strong political commitments to implement reforms which can further catalyse green investments.

The P4G partner organisations provide the partnerships with access to a network of leading organisations and practitioners within the relevant thematic areas – globally as well as nationally. The organisations will engage directly in the individual partnerships both at ideation, implementation and replication stage, either as partners to the partnerships or by providing key catalytic input required by the partnerships to accelerate. At national level, the partner organisations are also expected to engage with the **National Platforms** in order to maximise the potential of the different P4G actors. The National Platforms will engage actively in the partnerships that are implemented in the country and assist in furthering the ideas by mobilising and facilitating access to key national stakeholders – public and private – necessary for the individual partnership to accelerate and succeed. It is further assumed that the NPs engage and help coordinate and ensure that relevant high-level stakeholders participate in the P4G Summits, which further ensures traction around P4G.

Lastly, P4G stakeholders activate their own network to inspire, mobilise ideas, and **curate partnerships**. This is an expected feed-back loop, that will ensure that the partnership fund is continuously fed with new inspiring and promising applications, which will help fulfil P4G’s mission of becoming the world’s leading forum for green public-private partnerships.

Pathways to accomplish intermediate outcome B: Key actors use knowledge and learning from testing green and inclusive solutions (orange sphere in the ToC diagram)

As highlighted a few times, in order to create and achieve the best solutions to the world’s challenges, partners need to come together, learn from each other and share ideas as this area is new, highly dynamic and complex. The **State-of-the-Art report** will, based on empirical evidence, establish new knowledge and lead to heightened political awareness of the role and potential of partnerships in reaching the SDGs and the Paris Agreement. The report will contribute greatly to the knowledge base around ‘the P4G way’, as it builds on actual partnerships, challenges, and solutions.

P4G has also established a recognition **award programme**, which will be granted yearly to outstanding **state-of-the-art partnerships** that have matured and proven market-based successes. Globally leading partnerships will in Summit-years present their project at the Summit, and in non-Summit years at another high-level event. In the initial years, it will be natural that this non-financial award is granted to partnerships external to P4G funding, and in this way it is assumed that the award helps attract already matured partnerships to P4G to inspire P4G’s ‘own’ partnerships and build important networks and learning. Once P4G partnerships mature they will be likely award contestants. If a P4G partnership receive an award, it will create significant exposure while also building momentum for the partnership. Like the Summit, P4G’s award programme builds the P4G brand as the world’s leading forum for public-private partnerships.

The **biennial P4G Summits** are organised to build a strong P4G community and create traction around P4G in order for P4G to become the world's leading forum for public-private partnerships. This directly links to the mission of P4G. The Summits are important platforms to further mobilise P4G stakeholders, facilitate networking and knowledge exchange, showcase partnership solutions, present/promote P4G knowledge products and ultimately contribute to accelerating the P4G partnerships. The Summits are used to boost and confirm the commitment of both new and old stakeholders to P4G.

In the margins of the Summits, P4G is promoting **learning communities** which clusters partnership projects thematically and stimulate knowledge exchange and learning across projects. It is the ambition that these Learning Communities can be upscaled beyond the focus of the Summit to become networks that more continuously stimulate exchange and networking amongst partnerships.

It is not only around high-level events that knowledge is shared and the P4G way is brought to life. More mainstream **communication** channels such as the monthly newsletters, videos, blogs and other materials help grow the P4G brand, inspire partnerships to further develop their ideas, and create a community of knowledge sharing.

Lastly, it is assumed that all these different elements in the P4G knowledge exchange platform also help inspire new partnerships and ideas that lead to the **curation of innovative partnerships**. This is another important feedback loop to the ideation phase and the P4G mission.

Contextual factors influencing the pathway towards the main outcomes: The political environment of the country in which the partnership is implemented; global and national financial stability; experience of partners with working in partnerships; other funding mechanisms available in the market; the ability of partner countries to allocate resources for participation in international high-level events; competing events and initiatives;

3.4. Pathways to the objective and vision of P4G

Pathways to accomplish the overall P4G objective to contribute to delivering market-based green solutions to meet the SDGs and the Paris Agreement through public-private partnerships

If P4G delivers on the two intermediate and the main outcomes, a number of partnerships will have successfully developed, tested and proven their innovative market-driven and market-generating models and solutions. It is not expected that all scale-ups will be successful in the way it was anticipated at the outset. Both failures and continuous changes in set-up, models, and partner constellations is part of the learning journey of P4G, and must be expected in a programme of this nature. The successful solutions are unlikely to be tied to one partnership project in isolation, but rather to derive from a cluster of partnerships that work on models for change within joint thematic areas. The solutions will have matured to a level where the private sector partners in the partnerships have contributed financially to implement the solution in the project country/countries.

The next level for the successful solutions, and what will ensure that P4G reaches its objective is for the market-driven partnerships to secure investment for their solutions for further replication and scale by commercial actors, and for the market-generating partnerships to see their models and solutions replicated and scaled.

The replication of solutions is reinforced by the continuous involvement of a wide range of actors mobilised by P4G and the partnership itself. 'First generation replication' is likely to be with-

in other P4G countries, or where the commercial partners already have ongoing engagement. The solutions developed will need to be adapted to different contextual settings which may require

Case example of a P4G partnership project's pathway to P4G's objective and vision levels

The **Sustainable Special Economic Zones (SSEZ) partnership** in Ethiopia, Kenya, and Nigeria (SSEZ) is a scale-up partnership funded under the 2018 window. A special economic zone (SEZ) is a geographic region whose economic laws differ from those within the rest of the country. These discrepancies, which most often manifest in rules and laws related to lower tariffs, duties and the like, are put in place to level the economic playing field and increase foreign investments. While regular SEZs deliver economic growth and create jobs, their environmental footprint is typically disregarded, and labour conditions and lack of community impact are often criticized.

The SSEZ partnership, is evolving the concept of SEZs by moving beyond “do no harm” environmental stewardship to proactively developing zones to drive attainment of the SDGs through promoting businesses and processes that create positive social and or environmental outcomes. Through the institution of SSEZs, this partnership will focus on promoting human rights, social benefits and curbing the environmental impact of industrial production, while aiming to extend economic growth and job creation beyond the enclave of the zone. Building upon previous success in Nigeria, this partnership will scale in Ethiopia and Kenya, with special focus on sustainable energy and the reuse of water and waste from production within the zone.

Partnership Goals within P4G Funding Cycle (P4G Objective)

- Launch a SSEZ in Kenya
- Launch a SSEZ in Ethiopia
- Develop blended finance models including potential launch of the SSEZ development fund
- Knowledge sharing & capacity building within the partnership

Partnership replication Goals (by 2030) (P4G Vision)

- Create a commercially viable model for sustainable industrial park mainstreaming clean energy, circular economy and the SDGs for replication in P4G countries and beyond.

A P4G theme is emerging – Sustainable Infrastructure

From the 2018 and 2019 funding windows a cluster around Sustainable Infrastructure is emerging. Beyond SSEZ, the 2018 window included the Building Efficiency Accelerator, the Materials Marketplace and the Clean Energy Investment Accelerator. The recently approved 2019 window comprise the Umngeni ecological infrastructure partnership, the clean water for all partnership, and the Ethiopian beverage alliance for water which all contribute to the Sustainable Infrastructure agenda. Together this cluster of partnership projects have the potential to spur cross-partnership knowledge and learning, create synergies and achieve both greater impact and prove a solution related to sustainable infrastructure that can be replicated and operated at scale.

additional resources. The P4G partnership fund is in principle open for partnerships applying for a scale-up partnership to further roll-out matured solutions to support also the replication phase, cf. example in box below.

Pathways to achieving the overall P4G vision: Innovative market-based solutions are adopted to deliver on the SDGs and the Paris Agreement

Based on the assumptions that a) the solutions developed in the P4G partnerships is matured, b) are truly market-based, and c) comprise a value proposition that is sufficiently attractive for public and private stakeholders across countries and sectors to engage in up-scaling, then replication and mobilisation of additional investments will materialise.

The ultimate indicator of success (the P4G Vision) is if other stakeholders (public and private) are crowding-in and take the solution on board to adopt, invest and implement it at a much larger scale and in another setting (e.g. geography or sector) than the original P4G projects.

At national level, the individual project benefits from the active involvement of key actors to adapt the solutions to the local context. Beyond the individual partnerships, P4G will stimulate political commitment and experience from participating in public-private partnerships that contribute positively to the development of an enabling environment for partnership-driven green solutions in the P4G partner countries.

Case example of a P4G partnership project's pathway to P4G's objective and vision levels

The **Zero Emission Bus Rapid-deployment Accelerator** (Zebra) partnership was funded under the 2018 P4G window. Zebra aims to accelerate the market for electric buses in Latin America by working towards a tipping point in electric versus diesel bus pricing. It does so by shifting demand and supply simultaneously. It intends to foster demand for e-buses by getting political commitments from major cities in the region to launch a shift to e-buses. On the supply side, the partnership aims to get commitments from bus-manufacturers in the region to supply electric buses. This partnership is supported by P4G.

Partnership Goals within P4G Funding Cycle (P4G Objective)

- Medellín, São Paulo and Mexico City cities commit to zero-emission bus fleets
- Commitment by two bus manufacturers to bring e-buses to cities
- Financial institutions commit to \$1B USD for e-buses
- Sharing lessons with and gaining experience from other P4G partnerships working towards the same solution

Partnership replication Goals (by 2030) (P4G Vision)

- Shift all new bus procurement in leading Latin American cities to zero emission engine technology
- Electric buses reach price parity with diesel buses

The P4G Way incites expansion into the adoption of electric buses by partner countries in Colombia and Mexico, then through the Pacific Alliance and finally throughout Latin America. Then we can link the Latin American approach to electric bus deployments in China and increasingly in Europe, North America, India and around the Globe. This is how the P4G Way can accelerate models of change (in this case the electrification of mobility) that can be replicated and scaled across countries, regions and ultimately, the world.

A P4G theme is emerging – Zero Emission Transit

Following the Zebra project approved in 2018, the E-mobility project, Green freight Asia and the Clean fleets – clean cities projects have been approved in 2019. As such a cluster of projects are now pulling in the same direction and can inspire and learn from each other.

An important assumption in the replication stage in order to reach P4G's vision is that the actors mobilised by P4G will drive the agenda of amplification of the solutions and kick-start their adoption amongst a much broader range of stakeholders. This is the **feed-forward engagement loop** to the P4G vision of continuing engaging key actors. Similarly, the targeted efforts to systematically gather knowledge and learning from the P4G partnerships and disseminate this knowledge widely will be an important assumption for this pathway to materialise as expected – the **feed-forward learning loop**.

Contextual factors influencing the pathway towards objective and vision of P4G: Global financial and economic stability; climate agenda remains a high political priority.

Annex 1: P4G Results Framework

Programme Title		Partnering for Green Growth and the Global Goals (P4G)
Programme objective		<p>P4G programme objective is to contribute to delivering market-based green and inclusive solutions to meet the SDGs and the Paris Agreement through public-private partnerships</p> <p>P4G's mission is to be the world's leading forum for public-private partnerships pursuing a more sustainable, inclusive future</p>
Impact indicators		<p>a. Number of market-driven solutions that have secured investment finance for further scaling and replication</p> <p>b. Number of market-generating solutions that are replicated and operated at scale</p> <p>c. Additional donors commit funding for P4G</p>
Baseline	2017	N/A
Target	2022	<p>a. Minimum 2-3 market-driven solutions replicated at scale (each solution based on/driven by a cluster of P4G partnerships)</p> <p>b. Minimum 1-2 market-generating solutions replicated at scale (each solution based on/driven by a cluster of P4G partnerships),</p> <p>c. Two additional donors engaged and funding committed beyond 2022</p>
<i>* the successful market-driven solutions will lead to results related to the theme in which the solution operates. Relevant indicators related to the SDGs and climate change will therefore be included at project level.</i>		
Main Outcome		Innovative market-based solutions within the five P4G SDGs are tested, proven and ready for scale and replication
Outcome indicators		<p>a. Percentage of P4G scale-up partnerships that contribute to successful solutions/models ready for replication and scale</p> <p>b. Percentage of P4G scale-up partnerships where commercial partners have committed financial contribution (not in-kind)</p> <p>c. Sufficient number of quality applications (could be approved for funding) for start-up and scale-up partnerships</p>
Baseline	2017	N/A
Target	2022	<p>a. 40% for both market-driven and market-generating partnerships</p> <p>b. 70% of P4G scale-up partnerships</p> <p>c. Receipt of twice as many quality applications (on Global Hub's 'Medium list') as available funding allows (start-up and scale-up)</p>

Intermediate Outcome A		Key actors from government, civil society and business act collaboratively to enable implementation of green and inclusive solutions
Outcome indicators		a. High-level commitment by P4G network to the partnerships b. High-level of engagement in Board meetings and Summits
Baseline	2017	N/A
Target	2022	a. Relevant P4G network members contribute to accelerate start-up and scale-up partnerships b. High level engagement in and follow up from all Board meetings and Summits
Intermediate Outcome B		Key actors use knowledge and learning from testing of green and inclusive solutions
Outcome indicators		a. Percentage of scale-up partnerships that refine and mature their models and approaches based on knowledge derived from P4G. b. Amplification of promising ideas derived from P4G partnerships beyond the P4G network. c. Number of funded scale-up partnerships that participate actively in the learning communities
Baseline	2017	N/A
Target	2022	a. 100% of P4G scale-up partnerships b. 3-5 good cases documented from each application round c. 80% of all funded scale-up partnerships
Output 1:		P4G Partnership Fund established and functioning
Output indicator		a. No of start-up partnerships funded b. No of scale-up partnerships funded c. Percentage of partnerships funded that have successfully implemented project activities and achieved the expected results.
Baseline	2017	N/A
Annual target	2018	a. 11 start-up b. 6 scale-up c. 70% of partnerships funded in 2018.
Annual target	2019	a. 7-10 start-up b. 3-5 scale-up c. 70% of partnerships funded in 2019.

Annual target	2020	a. 7-10 start-up b. 3-5 scale-up including possible reapplication grants c. 70% of partnerships funded in 2020.
Annual target	2021	a. 7-10 start-up b. 3-5 scale-up including possible reapplication grants c. 70% of partnerships funded in 2021.
Annual target	2022	a. 7-10 start-up b. 3-5 scale-up including possible reapplication grants c. 70% of partnerships funded 2022.
Output 2:		P4G National Platforms established and actively engaging in the P4G agenda at national level
Output indicator		a. No. of NPs established b. % of national partnerships in which the NP engages c. National platform gathering
Baseline	2017	N/A
Annual target	2018	a. Platforms established in Denmark, Kenya, Ethiopia, Vietnam and Republic of Korea b. NA c. 1 National Platform gathering planned and executed
Annual target	2019	a. Platforms established in Colombia, Mexico and Netherlands b. NPs engage in 50% of the partnerships in the respective partner countries c. 1 National Platform gathering planned and executed
Annual target	2020	a. 8 NPs operating. 2 additional NPs launched (Possibly Indonesia, Bangladesh and South Africa) b. NPs engage in 70% of the partnerships in the respective partner countries c. 1 National Platform gathering planned and executed
Annual target	2021	a. 10 NPs operating. Possible additional NPs launched (TBD) b. NPs engage in 80% of the partnerships in the respective partner countries c. 1 National Platform gathering planned and executed
Annual target	2022	a. 10 NPs operating. Possible additional NPs launched (TBD) b. NPs engage in 80% of the partnerships in the respective partner countries c. 1 National Platform gathering planned and executed
Output 3:		P4G contributes to accelerating the partnership projects
Output indicator		a. No of partnerships with acceleration plans successfully implemented (Tier 1 and Tier 2) b. No. of partnerships that indicate that P4G has helped accelerate the partnership in a relevant way (network, investors, recognition, technical advise etc.)
Baseline	2017	N/A
Annual target	2018	a. All scale-up partnerships b. All scale-up partnerships and 50% of start-ups
Annual target	2019	a. All scale-up partnerships b. All scale-up partnerships and 50% of start-ups
Annual target	2020	a. All scale-up partnerships b. All scale-up partnerships and 50% of start-ups
Annual target	2021	a. All scale-up partnerships b. All scale-up partnerships and 50% of start-ups

Annual target	2022	a. All scale-up partnerships b. All scale-up partnerships and 50% of start-ups
Output 4:	P4G Summits and Annual Meetings implemented	
Output indicator		a. Summits on track (organised, implemented and well attended) b. Summit programme accommodates room for concrete and tangible acceleration of partnerships c. Convene annual P4G meeting between Summit years involving P4G partnerships and network
Baseline	2017	N/A
Annual target	2018	a. P4G Summit organised in Copenhagen with high level participation by all P4G partner countries, P4G partners organisations, and businesses (700+ attendees) b. P4G Partnerships report that participation in the Summit was relevant and valuable c. N/A
Annual target	2019	a. Host country for 2020 P4G Summit selected and planning on target b. Planning of summit is based on ideas and input from partnerships and learnings from 2018 Summit c. Convene annual P4G meeting involving P4G partnerships and network
Annual target	2020	a. P4G Summit organised with high level participation by all P4G partner countries, P4G partners organisations, and businesses b. P4G Partnerships report that participation in the Summit was relevant and valuable c. N/A
Annual target	2021	a. Host country for 2022 P4G Summit selected and planning on target b. Planning of summit is based on ideas and input from partnerships c. Convene annual P4G meeting involving P4G partnerships and network
Annual target	2022	a. P4G Summit organised with high level participation by all P4G partner countries, P4G partners organisations, and businesses b. P4G Partnerships report that participation in the Summit was relevant and valuable c. N/A
Output 5:	Platform for knowledge exchange and communication of partnership solutions established	
Output indicator		a. Number of annual visitors to the P4G website and pageviews. b. Number of annual subscribers to the P4G newsletter and level of engagement as measured by open rates. c. Visibility and level of attendance of P4G's annual State-of-the-Art Partnership awards d. No. of active P4G Learning Communities facilitating knowledge exchange
Baseline	2017	N/A
Annual target	2018	a. 31,000 unique web visitors, 123,000 pageviews b. 2,193 subscribers, average open rate of 31% (20% is considered good) c. Awards attended by 700 high-level business, government and civil society leaders attending P4G Summit; Danish Crown Princess Mary presented the winner the award; broadcast live on Danish TV; social media coverage of win-

		ner d. One Learning Community per (P4G relevant) SDG well-functioning and spurring ideas across P4G partnerships
Annual target	2019	a. 30% growth year-over-year b. 30% growth year-over-year and open rate of 25-30% c. Awards event held on sidelines of UN Climate Action Summit attracts 175 high-level attendees and the partnership of the year winner attracts media and social media coverage d. One Learning Community per (P4G relevant) SDG well-functioning and spurring ideas across P4G partnerships
Annual target	2020	a. 30% annual growth of website visits and pageviews b. 30% annual growth in newsletter subscribers and open rate of 25-30% c. Awards event tied to 2020 P4G Summit, providing high-level visibility and media coverage d. One Learning Community per (P4G relevant) SDG well-functioning and spurring ideas across P4G partnerships
Annual target	2021	a. 30% annual growth in website visitors and pageviews b. 30% annual growth of newsletter subscribers and open rate of 25-30% c. Awards event held in NYC during UN General Assembly meetings with estimated audience of 200 leaders and media coverage of the winner d. One Learning Community per (P4G relevant) SDG well-functioning and spurring ideas across P4G partnerships
Annual target	2022	a. 30% growth in annual web visitors and pageviews b. 30% growth in annual newsletter subscribers and an open rate of 25-30% c. Awards event held in conjunction with 2022 P4G Summit, providing high-visibility venue. d. One Learning Community per (P4G relevant) SDG well-functioning and spurring ideas across P4G partnerships
Output 6:		State-of-the-Art Report published to inspire and spur learning
Output indicator		a. P4G State-of-the-Art reports and other learning materials produced and level of dissemination b. Number of citations of P4G State-of-the-Art reports in media stories and other research publications as tracked by Google Scholar
Baseline	2017	N/A
Annual target	2018	a. No report b. N/A
Annual target	2019	a. No report b. N/A
Annual target	2020	a. P4G State-of-the-Art report and other side products produced. Report downloaded/viewed 2,000 times during first full year of publication. b. Report generates 15-20 media mentions globally, and 2-3 citations in first full year
Annual target	2021	a. No report b. 2020 report receives 8 new media mentions and 4-6 new research citations.
Annual target	2022	a. P4G State-of-the-Art report and related products produced. Report downloaded/viewed 2,500 times during first full-year of publication b. Report attracts 25-35 global media mentions and 5-8 research citations in the

Annex 2: Terms and concepts used in P4G

Acceleration

The acceleration of the P4G partnerships is an essential element of ‘the P4G Way’ intervention logic. Multiple approaches are applied and P4G stakeholders engaged to provide acceleration support to P4G partnerships. Main P4G Acceleration tools comprise:

1. Analytical framework, tools, and guidelines for capturing partnership ToC and optimizing their system change impacts
2. Commercial insights and expertise to sharpen and enable commercialization of partnership models
3. Acceleration workshops and pitch sessions
4. Targeted engagement in catalytic events, including P4G Summit and Annual Meetings
5. Political and coalition mobilization to influence needed change in the policy and regulatory environment
6. Connections through and support from National Platforms, Organizational Partners and donors
7. Telling partnership stories and building partnership brand and profile through communication support (i.e., strategy consultation, P4G website, monthly newsletters, social media push and press release)
8. Sharing best practices and creating synergies through State-of-the-Art Reports and Learning Communities

Green and inclusive solutions

In the context of P4G the term ‘green solutions’ will differ from one cluster of projects to the next. All comprise elements of 1) introduction of new environmentally sustainable innovative technologies and approaches, 2) green finance, 3) catalytic public policy to drive green transition and remove barriers for greater levels of trade and investment in environmental goods and services.

The term ‘inclusive’ solutions is used to emphasise that the green solutions are also geared to benefit the poor and the vulnerable in order to leave no one behind. To this end, green solutions should also include a focus on gender equality and human rights.

Key Actors

The intermediate outcomes A and B both use the terminology ‘key actors.’ Key actors can be both from within the P4G community itself (partner organisations, partner governments, board members etc), but can also be actors from the outside considered important in order to accelerate partnership ideas, share knowledge, provide investment advice etc. While the intermediate outcome A indicators only refer to the direct P4G network, their intended impact will extend to external networks.

Market-based partnerships

Multi-stakeholder partnerships between at least one commercial and one non-commercial partner, where the business case, or the commercial potential, is the foundation for achieving the development objective. The partnership must have the potential to become commercially viable or create new commercial opportunities, within an existing or new market in the medium or long term in order to foster sustainable change. Therefore, businesses’ participation in such a partnership is typically linked to their core business activities.

Market-driven partnerships

Market-driven partnerships are driven by the business case. These are partnerships where commercial and non-commercial actors co-create, finance and implement new business models, technologies or products that contribute to sustainable development.

Market-generating partnerships

Market-generating partnerships are not driven by immediate commercial prospects, but rather by a broader ambition and long-term commercial interest in transforming the market conditions and ultimately generating a market for more sustainable solutions. This type of partnerships aims to address system failures in the market and governance gaps, or to push innovative industry standards that can support the creation of viable markets for sustainable solutions.

Public-Private Partnerships

The term public-private partnerships are traditionally used to describe a relationship between a private actor and a government entity for provision of public services, e.g. in relation to infrastructure projects. In P4G the public-private partnership terminology is used differently. The requirement to a P4G partnership is that it must include at least one commercial partner and at least one non-commercial partner. There is no formal requirement to include a public partner as co-applicant in the respective partnerships². However, involvement of multiple public stakeholders is considered critical for successful implementation and ultimately up-scaling and replication. Consequently, P4G works systematically (e.g. through the National Platforms and the Summits) to facilitate close engagement between the partnerships and relevant public stakeholders. As such the public dimension of the public-private partnerships is not defined by the legal status of the partners as the project is initiated, but a broader engagement of public sector stakeholders as the partnership matures.

Replication at scale

Partnerships ideas that have matured into market-based solutions will be ready for replication in a variety of settings and contexts.

‘First generation replication’ is likely to be either happening in other geographic locations within a given country, or spreading to other P4G countries (through P4G networks), or to other countries where the project partners already have ongoing engagements. P4G’s intervention logic is set up to support and facilitate such replication, e.g. through national platforms and partner organisations.

The ultimate indicator of success (the P4G Vision) is if other stakeholders (public and private) are crowding-in and replicating to adopt, invest and implement the market-based solution at a much larger scale and in another setting (e.g. geography or sector) than the original P4G project.

Scale-up partnerships

Partnerships that are already engaged in promising, business-driven green growth innovations and need support to scale up and accelerate their impact.

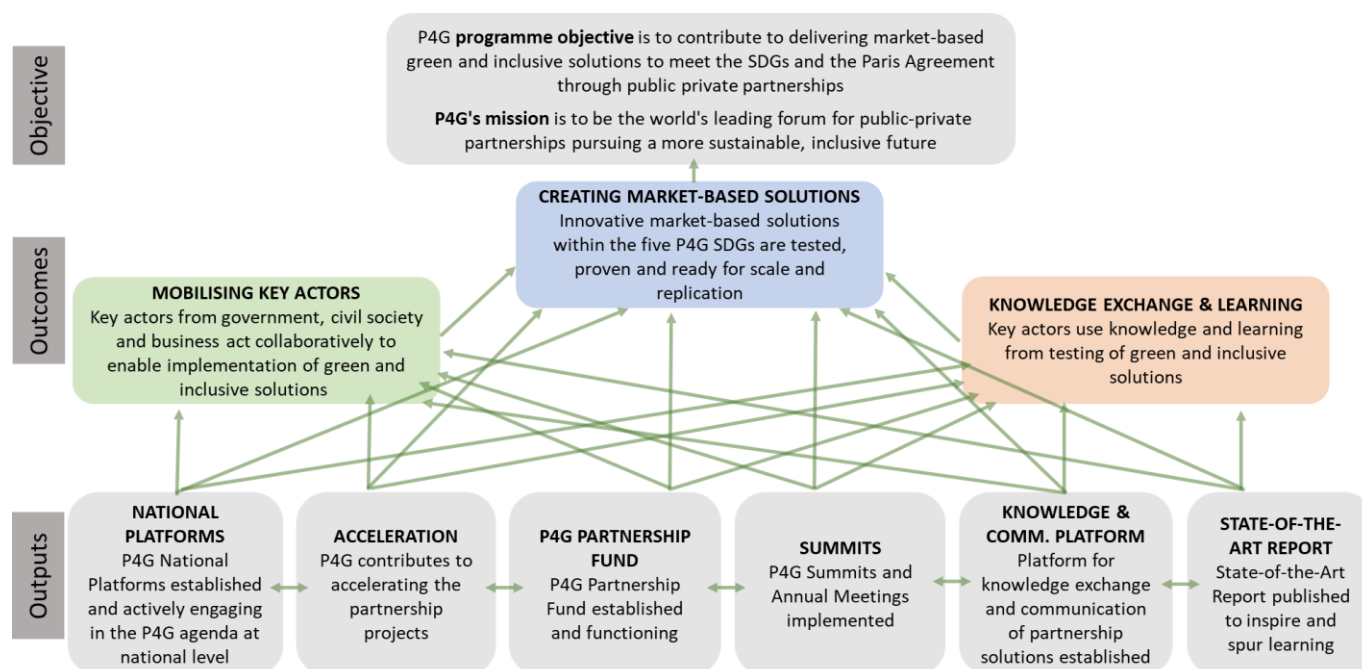
Start-up partnerships

Promising, early-stage partnerships that need support to consolidate the partnership or test the feasibility of innovative approaches.

² If a relevant government entity is not a signed member of the partnership, evidence of relevant government acknowledgement and endorsement of the partnership’s activities is required.

Annex 3: Basic intervention logic of P4G

The dynamics on the P4G programme is high and so is the complexity of the theory of change. Outputs and outcomes impact on each other in different directions and synergies are created. The below diagram – a more classic LFA inspired intervention logic - illustrate this.



Partnering for Green Growth and the Global Goals 2030 (P4G)

Key results:

Impact level:

Minimum 3-5 market-based solutions replicated at scale (each solution based on/driven by a cluster of P4G partnerships)

**Relevant indicators more specifically related to the SDGs and climate change will be included at the level of the individual partnerships.*

Outcome level:

- 40% of scale-up partnerships contribute to successful solutions/models ready for replication and scale
- High-level commitment by P4G network to the partnerships
- 100% of scale-up partnerships refine and mature their models and approaches based on knowledge derived from P4G.

Output level

- 39-51 start-up partnership funded
- 18-26 scale-up partnerships funded (incl. re-application window)
- 70% of partnerships funded have successfully implemented project activities and achieved the expected results.
- National platforms established in all partner countries
- Three successful high-level summits organised
- Two state of the art reports published

Justification for support:

- P4G facilitates and supports partnerships involving governments, business partners and civil society to accelerate innovative solutions to challenges related to meeting the SDGs and the Paris Agreement.
- P4G facilitates investments in inclusive, sustainable growth and development in developing countries and emerging economies focusing on SDGs and climate in line with Denmark's Strategy for Development Cooperation and Humanitarian Action – The World 2030.
- Additional resources in the partnership fund will allow P4Gs to deepen the focus on advancing extraordinary promising green and climate-friendly solutions.

Major risks and challenges:

- Global cooperation on climate and global goals slows down
- Partner ownership diminishes
- New partner countries do not join; partners do not participate actively or contribute financially or engage with national platforms and/or existing partner countries leave

Strategic objectives:

P4G programme objective is to contribute to delivering market-based green and inclusive solutions to meet the SDGs and the Paris Agreement through public-private partnerships

Main Outcome: Innovative market-based solutions within the five P4G SDGs are tested, proven and ready for scale and replication.

Intermediary outcomes A) Key actors from government, civil society and business act collaboratively to enable implementation of green and inclusive solutions and B) Key actors use knowledge and learning from testing of green and inclusive solutions

Justification for choice of partner:

World Resources Institute stands out as an influential think tank with a wide outreach of networks and coalitions and thus form an ideal host for P4G's international activities. State of Green is known for branding Denmark internationally as a frontrunner in the green transition. The Council for Development Policy endorsed WRI and State of Green in 2017 when the original P4G appropriation was presented.

Summary:

P4G is a global initiative that brings together businesses, governments, and civil society organisations in partnerships to test ideas, develop and prove market-based green and inclusive solutions to deliver on the Sustainable Development Goals and the Paris Agreement. P4G provides funding to innovative partnership projects and engages actively with the partnerships to accelerate their ideas and solutions. P4G provides access to networks, support to attend key events, partnership name recognition & legitimacy, engagement of relevant national actors through dedicated national platforms, and links to key investors/funders. P4G works pro-actively to create platforms for communication and knowledge exchange across partnerships and stakeholders. The overarching success criteria of P4G is that the models and solutions proven in the most successful partnerships are taken to scale by the market to truly make a difference in achieving the SDGs and the Paris Agreement. P4G partner countries play an important role in increasing political awareness and commitment to the partnership projects and P4G's agenda. Current partner countries include Bangladesh, Chile, Colombia, Denmark, Ethiopia, Indonesia, Kenya, the Republic of Korea, Mexico, the Netherlands, South Africa and Vietnam. P4G also cooperates with a number of leading thinktanks and development organisations, that contribute with their cutting-edge knowledge and network to P4G and its partnerships.

Budget:

Output 1 – Partnership Fund established and functioning	40 DKK million
Total (additional funding)	40 DKK million

File No.	2017-28945					
Country	Global					
Responsible Unit	BVB					
Sector	43010					
Partner	World Resources Institute, State of Green					
	<i>DKK mill.</i>	2019	2020	2021	2022	20xx
Commitment	10	10	10	10		40
Projected ann. disb.	10	10	10	10		40
Duration	2019-2022					
Previous grants	DKK 225 million					
Finance Act code	§06.38.02.12					
Head of unit	Ole Thonke					
Desk officer	Dorrit Skaarup Jensen					
Reviewed by CFO	YES: Marie Gro Svenstrup					

Relevant SDGs [Maximum 5 – highlight with grey]

 No Poverty	 No Hunger	 Good Health, Wellbeing	 Quality Education	 Gender Equality	 Clean Water, Sanitation
 Affordable Clean Energy	 Decent Jobs, Econ. Growth	 Industry, Innovation, Infrastructure	 Reduced Inequalities	 Sustainable Cities, Communities	 Responsible Consumption & Production
 Climate Action	 Life below Water	 Life on Land	 Peace & Justice, strong Inst.	 Partnerships for Goals	

