




















































Cover Note –World Economic Forum - 2019-2020: Green Growth and Inclusive Sustainable Development in Developing Countries

<p>Key results:</p> <ul style="list-style-type: none"> - Progress in finding solutions for a circular economy in China and 2-3 countries in Africa based on a multi-stakeholder approach and with a focus on e-waste. (PACE) - Progress towards a sustainable value chain for batteries in Africa hereby promoting green transition throughout the battery value chain (GBA) - Progress towards improving the conditions for investments for the SDGs in at least two developing countries (SDIP) <p>Justification for support:</p> <ul style="list-style-type: none"> - There is a need for accelerating sustainable economic growth in developing countries to meet the SDGs, including meeting rising demands for sustainable energy, tackling challenges with the present global re-coupling of growth with resource consumption and increased waste. - With strengthened capacity WEF can support a broader group of developing countries in enhancing public-private collaboration for inclusive sustainable growth and green transition. - The engagement addresses the Danish strategic aim of 'inclusive, sustainable growth and development' and contributes to the implementation of the MoU between WEF and Denmark regarding SDGs, green growth and financing for sustainable development by promoting sustainability in global value chains, addressing sustainability challenges in the growth paths of developing countries and facilitating investments. - There are clear synergies between the support to WEF and P4G and Partnering with Denmark. <p>Major risks and challenges:</p> <ul style="list-style-type: none"> - Weak ownership among key local stakeholders will be mitigated through selection of partners with high level of commitment and stakeholder driven approaches - Immature models for circular economy will be mitigated through regular review and adjustment 	File No.	2019-38928																						
	Country	Global																						
	Responsible Unit	BVB																						
	Sector	Inclusive and sustainable growth																						
	Partner	World Economic Forum																						
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	Commitment	15					15																	
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	Head of unit	Ole Thonke																						
	Desk officer	Pernille Borgbo																						
	Reviewed by CFO	YES: Marie Gro Svenstrup																						
	Relevant SDGs <i>[Maximum 1 – highlight with grey]</i>																							
<table border="1"> <tr> <td> No Poverty</td> <td> No Hunger</td> <td> Good Health, Wellbeing</td> <td> Quality Education</td> <td> Gender Equality</td> <td> Clean Water, Sanitation</td> </tr> <tr> <td> Affordable Clean Energy</td> <td> Decent Jobs, Econ. Growth</td> <td> Industry, Innovation, Infrastructure</td> <td> Reduced Inequalities</td> <td> Sustainable Cities, Communities</td> <td> Responsible Consumption & Production</td> </tr> <tr> <td> Climate Action</td> <td> Life below Water</td> <td> Life on Land</td> <td> Peace & Justice, strong Inst.</td> <td> Partnerships for Goals</td> <td></td> </tr> </table>							 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	
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Strategic objectives:

To strengthen WEF's engagement in developing countries to support these countries in promoting green growth and inclusive sustainable development through public-private partnerships.

Justification for choice of partner:

WEF has a unique convening power, which enables them to mobilize knowledge, capabilities and finance from key stakeholders on issues such as circular economy, sustainable investments and sustainable growth that underpins a green transition in developing countries and globally. WEF is also engaged in a range of developing countries. Through a further strengthening, can support a broader range of developing countries in their efforts to promote green growth and inclusive sustainable development.

Summary:

There will be support to three platforms: 1) Platform for Accelerating the Circular Economy (PACE) that focuses on a circular economy on e-waste in expectedly Kenya, Nigeria and China. 2) Global Battery Alliance (GBA) that works on creating a sustainable value chain for batteries in African 3) Sustainable Development Investment Partnership (SDIP) that improves the conditions for investments in the SDGs in Africa

Budget:

Platform for Accelerating the Circular Economy (PACE)	DKK 6.95 mill.
Global Battery Alliance (GBA)	DKK 3.00 mill.
Sustainable Development Investment Partnership (SDIP)	DKK 4.00 mill.
Overhead 7%	DKK 1.05 mill.
Total	DKK 15.00 mill.

Development engagement document World Economic Forum - 2019-2020: Green Growth and Inclusive Sustainable Development in Developing Countries

1. Introduction

The present development engagement document details the objectives and management arrangements for the development cooperation concerning World Economic Forum - 2019-2020: Green Growth and Inclusive Sustainable Development in Developing Countries as agreed between the parties specified below. The development engagement document together with the documentation specified below constitutes the conditions for the grant from the Danish Ministry of Foreign Affairs, DANIDA.

1.1 Grantor and Grantee

The agreement is between the Department for Sustainable Growth and Employment, representing the Ministry of Foreign Affairs of Denmark and the World Economic Forum, Centre for Global Public Goods.

1.2 Documentation

The development engagement document refers to the project document World Economic Forum - 2019-2020: Green Growth and Inclusive Sustainable Development in Developing Countries. Hereafter referred to as the project document.

1.3 Contributions

Denmark, represented by the Department for Sustainable Growth and Employment of the Danish Ministry of Foreign Affairs, commits to a contribution to the engagement of

DKK 15,000,000 (fifteen million Danish Kroner)

for the period 15 September 2019 – 31 December 2020

2. Background and project description

See the project document for background and project description.

3. Development Engagement Objective and results framework

The objective of the development cooperation is outlined in the project document, paragraph 5.

The Department for Sustainable Growth and Employment will base the actual support on progress attained in the implementation of the engagement as described in the documentation provided by the grantee.

For reporting purposes to MFA, the Department for Sustainable Growth and Employment, the following objective, key outcome and outputs have been agreed with the grantee and corresponds to paragraph 7 in the project document.

Thematic Programme		Support to World Economic Forum - 2019-2020: Green Growth and Inclusive Sustainable Development in Developing Countries	
Thematic Programme Objective		Strengthen WEF's engagement in developing countries to support these countries in promoting green growth and inclusive sustainable development through public-private partnerships.	
Impact Indicator		Number of developing countries, which WEF/CGPG is engaged in, including new countries of engagement and number of pilot projects in implementation supported by the Danish commitment.	
Baseline	Year	2018 – 2019	<p>Engagement and pilot projects in individual developing countries, including Nigeria, Democratic Republic of Congo (DRC), China and six members of the Africa Alliance for Circular Economy. Stakeholders in the relevant developing countries are often scattered with often no common alliance and direction. WEF engagement and presence on the ground in developing countries being strengthened, including through two regional hubs in Africa and Asia regarding sustainable investments and implementation of pilot projects.</p> <p>PACE: Increasingly executing and developing work on circular economy in developing countries with an aim of becoming a leading platform. Three founding (South Africa, Nigeria and Rwanda) and three incoming members (Niger, Senegal, Malawi) of Africa Alliance for Circular Economy. Alliance in China in built up phase and with a need to involve and formalise collation a common direction.</p> <p>GBA: A group of stakeholders collaborating with respect to a sustainable cobalt supply chain in DRC, but no formalised group of local stakeholders around the broader value chain of batteries in Africa. Existing cooperation with World Bank, AfDB and other international partners</p> <p>SDIP: Two regional hubs established in Africa and Asia, several activities to share best practice in developing countries and among key stakeholders and individual projects. No countries, who have started implementing a holistic public approach to strengthening policies, regulatory frameworks, and finance for investments in the achievement of the SDGs.</p>
Target	Year	2020	<p>Each platform is engaged in 2-3 developing countries.</p> <p>Pilot projects in selected countries and among countries are being implemented with the commitment of stakeholders, who are critical to sustainable development.</p>

Platform for Accelerating the Circular Economy (PACE)

Outcome – PACE		Progress in developing and implementing solutions for a circular economy in China and 2-3 developing countries in Africa based on a multi-stakeholder approach and with a focus on e-waste.	
Outcome indicator		Multi-stakeholder coalitions formed, and roadmaps, projects and funding identified and executed in developing countries with support from PACE.	
Baseline	Year	2018-2019	PACE focus increasingly shifting to developed countries.
Target	Year	2019-2020	<p>PACE executes on and develops new work in developing countries – as a minimum in China and 2-3 developing countries in Africa – and shifts balance to be 50% focussed on developing countries in terms of membership and portfolio.</p> <p>PACE becomes a leading platform for developing countries transitioning toward the circular economy, particularly through the platform of the Africa Circular Economy Alliance.</p>
Output 1		The Africa Circular Alliance has expanded and has initiated increased action, such as pilot projects and roadmaps, for a more circular economy in e-waste in Africa.	
Output indicator		<p>Action plan and pilot projects by The African Circular Economy Alliance.</p> <p>Replication of the best practice on a circular economy for electronic-waste in Nigeria, with input from private sector, and UN e-waste coalition.</p>	
Baseline	Year	2018–2019	<p>African Circular Economy Alliance launched but in need of direction and dedicated resources to move it forward.</p> <p>Lack of actionable shared learning on e-waste among African countries and stakeholders, particularly public-private roadmap for action.</p>
Target	Year	2019-2020	<p>The Africa Circular Economy Alliance has expanded from the current three members to at least six including strategic countries such as Kenya.</p> <p>An action plan and collaborative pilot projects have been developed by the African Circular Economy Alliance, including a project pipeline growing to four projects with at least one project, which can act as a pipeline for P4G, and one project, which draws on the learning from the e-waste project in Nigeria.</p> <p>The Alliance supports the creation of circular economy roadmaps in 1-2 developing countries.</p>

Output 2		Advanced action to reduce electronic waste in China.	
Output indicator		A coalition of key stakeholders representing government, business, civil society organizations and relevant multilateral organizations. Public-private pilot projects, which build on a report with identification of barriers to and policy options for a circular economy for electronics.	
Baseline	Year	2018–2019	No formal coalition of stakeholders committed to joint action in China. No common basis for addressing barriers to transformation.
Target	Year	2019-2020	A formal multi-stakeholder coalition committed to recycling 50% of e-waste by 2025 and including 20% of recycled content in new products. Key government and industry stakeholders are part of the project board. A report with identification of barriers and policy options for a circular economy for electronics form part of the basis for pilot projects by the coalition. Capacity built of civil society actors in the space. In particular CACE, who will gain capacity for building public-private platforms for collaboration between international and Chinese companies, and the Chinese Government.
Output 3		A collection of best practice models for a circular economy for e-waste for developing countries, which can form an input for a global vision for electronics.	
Output indicator		A report. Integration of report in the UN E-waste Alliance’s work.	
Baseline	Year	2018–2019	No coherent best practice for developing countries.
Target	Year	2019-2020	A report with a synthesis of best practices for a circular economy for e-waste suitable for implementation in developing countries. A global vision for electronics developed by the UN E-waste Alliance, which includes best practices for developing countries and suggestions for action, including public-private collaboration assigning roles to private sector organisations for better handling of e-waste in developing countries.

Global Battery Alliance (GBA)

Outcome – GBA		Progress towards a sustainable value chain for batteries in selected African developing countries hereby promoting inclusive sustainable economic growth throughout the battery value chain and a transition to sustainable energy production and consumption.	
Outcome indicator		An African coalition has been mobilized around a common vision and is implementing projects and other actions for promoting the sustainability of the battery value chain.	
Baseline	Year	2018-2019	A group of stakeholders collaborating with respect to a sustainable cobalt supply chain, but no group of stakeholders around batteries in Africa.
Target	Year	2019-2020	An African multi-stakeholder coalition has been established with participation from interested developing country governments, businesses, civil society organisations and international organisations, and with a set of opportunities for projects and actions identified.
Output 1		A set of opportunities for action in Africa debated across the region based on an analysis, which outlines a) current footprint of the battery value chain in Africa, b) a vision for how it could evolve by 2030, and c) concrete levers towards achieving this vision through public-private market-driven partnerships, developed with key partners, such as the African Development Bank, the WB Group, African governments, pan-African public organizations, relevant private sector and civil society.	
Output indicator		A report based on above mentioned criteria has been publicly debated across the African region.	
Baseline	Year	2018–2019	Scattered information and engagement.
Target	Year	2019-2020	A publication by early 2020 based on above mentioned criteria. A number of meetings and workshops in developing countries in Africa that mobilize public-private action.
Output 2		A Pan-African network of relevant stakeholders from public, private and civil society organizations that have high stakes in the entire battery value chain engaged around a vision and a set of opportunities.	
Output indicator		A group of relevant stakeholders representing government, business, civil society organizations and relevant bilateral and multilateral organizations relevant to the target developing countries and committed to a common	

		vision and set of opportunities for improving the sustainability of the battery value chain in Africa. Support from these organizations for a specific action is identified, for example in a pilot initiative, as per the report findings.	
Baseline	Year	2018–2019	No group of stakeholders have committed to action in Africa.
Target	Year	2019-2020	2-3 front runner developing country governments as well as 1-2 local and international business actors and civil society organisations, respectively, – all with strong relevance to the target countries – are committed to the vision and action. One pilot project identified.

Sustainable Development Investment Partnership (SDIP)

Outcome - SDIP		Progress towards improving the conditions for investments and ensuring more efficient use of public funds in support for the SDGs in at least two developing countries in the regions, where the regional hubs are currently active.	
Outcome indicator		Number of countries.	
Baseline	Year	2018-2019	No countries, who have started implementing a holistic public approach to strengthening policies, regulatory frameworks, and finance for investments in the achievement of the SDGs.
Target	Year	2019-2020	One developing country in Africa and one in the ASEAN region have started implementing a holistic public approach to strengthening policies, regulatory frameworks and finance for investments in the achievement of the SDGs.
Output 1		Facilitated a global sharing of best practices for overcoming challenges for investments in sustainable development to support the systematic adoption of these best practices.	
Output indicator		Number of events and research studies at the global level.	
Baseline	Year	2018-2019	6 global events (SDIP sessions at SDI 18, AM19, SDIP events alongside World Bank Meetings; SDIP member meeting in Geneva). 1 research studies.
Target	Year	2019-2020	Additional 12 global events including: sessions at the SDI Summit/Climate Summit/HLPF, World Bank spring meetings, World Bank Annual Meeting, SDIP meetings Geneva, Forum Annual Meetings. 2 research studies, including: <ul style="list-style-type: none"> • Country Roadmap to sustainable development with framework and deep country dives • Inclusive markets, building on the learning from the SDIP regional Hubs. <p>A digital interactive tool on the most relevant global and regional efforts driving financing towards sustainable development.</p> <p>Not all events will be funded by Denmark.</p>

Output 2		The regional hubs are financially self-sustaining organisations, which are recognized as the key platforms that enable financing and support for developing countries at the national level in developing a more holistic finance approach to investments for sustainable development.	
Output indicator		Level of financial sustainability of the regional hubs and their independence to define and deliver on their regional programs.	
Baseline	Year	2018-2019	<p>Dependent on donor contributions to support SDIP and member secondments.</p> <p>Low awareness about the regional hubs.</p> <p>6 regional events and one 1 research study almost completely handled by the Secretariat in Geneva (Singapore, Hanoi, Jakarta, Johannesburg, Kuala Lumpur, and Nairobi).</p>
Target	Year	2019-2020	<p>Africa Hub with permanent personnel contracted locally with a defined regional program and on track to be financially self-sustainable by 2020.</p> <p>ASEAN Hub with permanent personal contracted locally, with a defined regional program and on track to be financial self-sustainable by 2021.</p> <p>Hubs are increasingly recognized by relevant regional and national stakeholders and have managed to deliver:</p> <ul style="list-style-type: none"> • 6 regional events: including workshops in Indonesia on deepening local capital markets, in Vietnam on policy recommendations for growing domestic investments, in Africa a marketplace on advancing early stage projects, a high level dialogue on building local capital markets for long-term investments in sustainable development, and working session to explore how to support pioneering initiatives and platforms aimed at addressing financing and pipeline challenges in Africa, SDIP Marketplace and panels at AF19, Africa investment Forum in Johannesburg, session at the World Economic Forum on ASEAN 2020. • 3 regionally relevant research studies and 1 global study focusing on ASEAN development finance mapping, Africa development finance mapping, and recommendations on capital markets for Indonesia. <p>Not all events will be funded by Denmark.</p>

4. Risk Management

See project document, annex 5: Risk Management Matrix

5. Budget

WEF Overall budget	Budget CHF	Budget DKK
Platform for Accelerating the Circular Economy (PACE)	(1,042,500)	6,950,000
Global Battery Alliance (GBA)	(450,000)	3,000,000
Sustainable Development Investment Partnership (SDIP)	(600,000)	4,000,000
7% administration	(157,500)	1,050,000
Total	(2,250,000)	15,000,000

PACE - budget (2019-2020)	Budget CHF	Budget DKK
Secretariat salaries	(440,000)	2,934,000
Secretariat travel and expenses	(30,000)	200,000
Events and community building activities	(162,500)	1,083,000
Research, publications, reports and consultants	(380,000)	2,533,000
M&E and communication	(30,000)	200,000
Total	(1,042,500)	6,950,000

GBA - budget (2019-2020)	Budget CHF	Budget DKK
Secretariat salaries	(190,000)	1,267,000
Secretariat travel and expenses	10,000	67,000
Events and community building activities	(80,000)	533,000
Research, publications, reports and consultants	(150,000)	1,000,000
M&E and communication	(20,000)	133,000
Total	(450,000)	3,000,000

SDIP – budget* (2019-2020)	Budget CHF	Budget DKK
Core contribution	(600,000)	4,000,000

*The Danish commitment to SDIP is provided as an unearmarked core contribution of DKK 4 million to SDIP. This means that the commitment is not linked to specific outputs and activities but supports SDIP's budget and program.

Funds cannot be transferred between the above budget lines without prior approval from the Department for Sustainable Growth and Employment. Expenditures beyond the total grant cannot be reimbursed to the World Economic Forum.

7. Management arrangement

The grantee have agreed to the following management arrangement with the aim to ensure adequate dialogue and timely decisions in regard to this development engagement.

See project document, paragraph 7 on management agreement. Note the agreement on annual operational reports for each of the three platforms.

8. Financial Management

The grantee can utilize own rules and procedures, while adhering to the minimum requirements as stipulated in the Ministry of Foreign Affairs' Guidelines for Auditing and Accounting and conditions specified for the grant, that must be considered an integral part of the conditions for this grant.

7.1 Procurement of goods and services

See project document, paragraph 8.

7.2. Transfer of funds

See project document, paragraph 8.

The fund will be transferred in two of instalments (Q3 2019 and Q2 2020). Funds should be transferred from the Department for Sustainable Growth and Employment in DKK, as specified in the budget. The funds shall be kept separate from other funds covering other activities. World Economic Forum, Centre for Global

Public Goods must return a letter or email with acknowledgement of receipt of funds. Any loss due to the variation of exchange rates between the grant in DKK and the national currency must be covered within the grant.

7.3 Accounting requirements

Accounts shall be kept in accordance with internationally accepted accounting principles and the organisation must follow the basic four-eye principles for all payments. See Danida's "General Guidelines for Accounting and Auditing of Grants" for further information.

The accounts shall at all-time be kept updated according to international standards.

The accounts shall be drawn up to the same level of detail as is done in the budget.

The total budget cannot be exceeded and shall be used for the agreed purposes only.

7.4 Financial reporting requirements

An audited annual financial statement shall be submitted to The Department for Sustainable Growth and Employment minimum once a year.

A final audited financial statement of accounts (covering the entire project period) shall be submitted no later than 30th of March 2021.

Statement of accounts shall be drawn up to the same level of detail as is done in the budget (reflecting any agreed changes made). The statements shall clearly state the disbursements made by the Department for Sustainable Growth and Employment as well as the outstanding balance at the time of reporting. The statements shall be signed by the responsible authority and shall include a bank statement and a bank reconciliation.

7.5 Unspent funds

Any unspent balance or any savings of project funds shall be returned to the Danish Ministry of Foreign Affairs (MFA).

7.6 Audit requirements

The grant is subject to audit from an independent, certified audit company. The audit shall comprise of a financial audit, including elements of compliance and performance audits.

Therefore, an audit is required to cover both financial information as well as compliance, economy, efficiency and effectiveness aspects of the activities. The basis for the audit must be the International Standards for Auditing (ISAs) in regard to the financial audit. The basis for the compliance and performance audit must follow relevant International Standards of Supreme Audit Institutions (ISSAIs).

7.7 Obligation to report on changes and irregularities

World Economic forum, Centre for Global Public Goods is obliged to inform the Department for Sustainable Growth and Employment immediately if any changes, including overspending of budget lines, or irregularities in the management of funds are foreseen or have occurred.

9. Monitoring and Evaluation

Reference is made to paragraph 7 above on management arrangements.

A project completion report shall be submitted to the Department for Sustainable Growth and Employment no later than 30 of March 2021.

MFA shall have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme. To facilitate the work of the person or persons instructed to carry out such monitoring missions, the World Economic Forum, Centre for Global Public Goods shall provide these persons with all relevant assistance, information, and documentation.

After the termination of the programme support the Danish MFA reserves the right to carry out evaluation in accordance with this article.

Representatives of the Auditor General of Denmark shall have the right to:

- i) Carry out any audit or inspection considering necessary as regards the use of the Danish funds in question, on the basis of all relevant documentation,
- ii) Inspect accounts and records of suppliers and contractors relating to the performance of the contract, and to perform a complete audit

10. Anti-corruption clause

No offer, payment, consideration or benefit of any kind, which could be regarded as an illegal or corrupt practice, shall be made, promised, sought or accepted - neither directly nor indirectly - as an inducement or reward in relation to activities funded under this grant, incl. tendering, award, or execution of contracts. Any such practise will be grounds for the immediate cancellation of this grant and for such additional action, civil and/or criminal, as may be appropriate. At the discretion of the Danish MFA, a further consequence of any such practise can be the definite exclusion from any projects funded by the Danish MFA.

11. Child labour clause

The authority, organisation and/or consultant shall abide by the local laws and by applicable international instruments, including the UN Convention on the Rights of the Child and International Labour Organisation conventions.

12. Prevention of sexual exploitation, abuse and harassment

The Grantee agree to ensure that the engagement is implemented in an environment free from all forms of harassment, exploitation, abuse and harassment, sexual or otherwise, especially in case of vulnerable groups. Sexual abuse is defined as actual or threatened physical intrusion of a sexual nature, whether by force or under unequal or coercive conditions. Sexual exploitation is defined as any actual or attempted abuse of position of vulnerability, differential power or trust, for sexual purposes, including, but not limited

to, profiting monetarily, socially or politically from the sexual exploitation of another. Sexual harassment is defined as any form of unwanted verbal, non-verbal or physical conduct of a sexual nature with the purpose or effect of violating the dignity of a person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment.

The above definitions are referred to as Sexual Exploitation, Abuse and Harassment (SEAH).

The World Economic Forum, Centre for Global Public Goods confirms:

(1) that it has adequate policies/standards or frameworks in place to prevent SEAH¹;
(2) that all employees have been informed about these policies/standards/frameworks; and
(3) that there are appropriate SEAH reporting procedures and complain mechanisms in the organisation including the protection of victims of SEAH and that prompt and adequate action is taken if SEAH is observed, reported or suspected.

In case the development engagement includes subgrantees, the grantee is responsible for ensuring the prevention of SEAH also at the level of subgrantee.

MFA has zero-tolerance towards SEAH and will consider non-adherence to point 1,2 and 3 as grounds for immediate termination of grant.

13. Transfer of ownership

The grantee/subgrantees responsible for the implementation of development engagements shall maintain updated inventories of all equipment financed by earmarked support from government of Denmark, e.g. vehicles, computers, furniture and tools.

Equipment, material, supplies and facilities purchased by Denmark, which are used during the implementation of the programme, e.g. vehicles, computers, furniture and tools, remain the property of Denmark, until such time as it has been agreed otherwise.

Transfer of ownership of the above-mentioned assets to the grantee may take place during the programme period. Before programme termination, the grantee and MFA will assess and agree on final transfer of such assets, which can be justified on the basis of a final request from the grantee. Any remaining assets will be disposed of by Denmark.

14. Suspension

In case of non-compliance with the provisions of this DED/Development Engagement Document and /or violation of the essential elements mentioned in this DED MFA reserves the right to suspend with immediate effect further disbursements to the grantee under this contribution.

15. Entry into force, duration and termination

¹ In line/adherence with the Inter Agency Standing Committee's Minimum Operating Standard on prevention of SEA and/or the elements on prevention of SEA of the Core Humanitarian Standard on Quality and Accountability

The contribution will be announced in a letter of commitment referring to this DED and programme documentation.

The grant will have the duration of 16 months in accordance with the project period stated under 1.3. The duration of the grant may be extended by mutual arrangement and within the agreed budget.

Notwithstanding the previous clause MFA may terminate the grant upon 6 months written notice.

Signatures

In witness hereof, the parties sign this agreement.

For
World Economic Forum,
Centre for Global Public Goods

Date:

For
The Ministry of Foreign Affairs of Denmark

Date:

Project Document

World Economic Forum - 2019-2020: Green Growth and Inclusive Sustainable
Development in Developing Countries

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List of abbreviations

AfDB – African Development Bank

CGPG – Centre for Global Public Goods at World Economic Forum

CHF – Swiss Franc

DKK – Danish Kroner

DRC – Democratic Republic of Congo

GBA – Global Battery Alliance

GEF – Global Environmental Facility

MFA – Ministry of Foreign Affairs of Denmark

MoU – Memorandum of Understanding

ODA – Official Development Assistance

OECD – Organisation for Economic Co-operation and Development

PACE – Platform for Accelerating the Circular Economy

P4G – Partnering for Green Growth and the Global Goals 2030

SDGs – Sustainable Development Goals

SDIP – Sustainable Development Investment Partnership

UNEP – UN Environment Programme

VBE – Department for Growth and Employment at the Danish MFA

WEF – World Economic Forum

WRI – World Resources Institute

4IR – Fourth Industrial Revolution

Cover Note – World Economic Forum - 2019-2020: Green Growth and Inclusive Sustainable Development in Developing Countries

Key results:

- Progress in finding solutions for a circular economy in China and 2-3 countries in Africa based on a multi-stakeholder approach and with a focus on e-waste. (PACE)
- Progress towards a sustainable value chain for batteries in Africa hereby promoting green transition throughout the battery value chain (GBA)
- Progress towards improving the conditions for investments for the SDGs in at least two developing countries (SDIP)

Justification for support:


















- There is a need for accelerating sustainable economic growth in developing countries to meet the SDGs, including meeting rising demands for sustainable energy, tackling challenges with the present global re-coupling of growth with resource consumption and increased waste.
- With strengthened capacity WEF can support a broader group of developing countries in enhancing public-private collaboration for inclusive sustainable growth and green transition.
- The engagement addresses the Danish strategic aim of ‘inclusive, sustainable growth and development’ and contributes to the implementation of the MoU between WEF and Denmark regarding SDGs, green growth and financing for sustainable development by promoting sustainability in global value chains, addressing sustainability challenges in the growth paths of developing countries and facilitating investments.
- There are clear synergies between the support to WEF and P4G and Partnering with Denmark.

Major risks and challenges:

- Weak ownership among key local stakeholders will be mitigated through selection of partners with high level of commitment and stakeholder driven approaches
- Immature models for circular economy will be mitigated through regular review and adjustment

File No.	2019-10060					
Country	Global					
Responsible Unit	BVB					
Sector	Inclusive and sustainable growth					
Partner	World Economic Forum					
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Previous grants	DKK 4.1 mill. for SDIP					
Finance Act code	06.38.02.12					
Head of unit	Ole Thonke					
Desk officer	Pernille Borgbo					
Reviewed by CFO	YES: Marie Gro Svenstrup					

Relevant SDGs *[Maximum 1 – 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	

Strategic objectives:

To strengthen WEFs engagement in developing countries to support these countries in promoting green growth and inclusive sustainable development through public-private partnerships.

Justification for choice of partner:

WEF has a unique convening power, which enables them to mobilize knowledge, capabilities and finance from key stakeholders on issues such as circular economy, sustainable investments and sustainable growth that underpins a green transition in developing countries and globally. WEF is also engaged in a range of developing countries. Through a further strengthening, can support a broader range of developing countries in their efforts to promote green growth and inclusive sustainable development.

Summary:

There will be support to three platforms: 1) Platform for Accelerating the Circular Economy (PACE) that focuses on a circular economy on e-waste in expectedly Kenya, Nigeria and China. 2) Global Battery Alliance (GBA) that works on creating a sustainable value chain for batteries in African 3) Sustainable Development Investment Partnership (SDIP) that improves the conditions for investments in the SDGs in Africa

Budget:

Platform for Accelerating the Circular Economy (PACE)	DKK 6.95 mill.
Global Battery Alliance (GBA)	DKK 3.00 mill.
Sustainable Development Investment Partnership (SDIP)	DKK 4.00 mill.
Overhead 7%	DKK 1.05 mill.
Total	DKK 15.00 mill.

1. Introduction

The cooperation with World Economic Forum (WEF) presents an opportunity to foster green growth and inclusive sustainable development in developing countries. WEF has a unique convening power and a strong global position within sustainable development and is also engaged in a range of developing countries. This forms a valuable platform for WEF, who, through a further strengthening, can support more developing countries in their efforts to promote green growth and inclusive sustainable development through public-private partnerships.

The present engagement will address key challenges for developing countries particularly the need for increased investments in sustainable development and the need for new solutions based on circular economy. Furthermore, it will contribute to mobilize the knowledge, capabilities and finance needed for a transformation towards sustainable development through establishing and developing platforms and partnerships with relevant actors across the private, public and civil society sector.

The Memorandum of Understanding (MoU) between Denmark and WEF signed at Davos in 2018 and the Letter of Intent regarding promotion of a circular economy form the basis for the cooperation, which also builds on the existing support to the WEF-OECD initiative – Sustainable Development Investment Partnership (SDIP). The present cooperation between Denmark and WEF will contribute to promote solutions, which can support developing countries in achieving the Sustainable Development Goals (SDGs) and the Paris Climate Agreement. Emphasis will be on promoting public-private partnerships, which work to improve the framework conditions for mobilising finance and advance circular economy solutions within electronic waste and the battery value chain.

This Project Document presents the rationale and justification, the objectives, and the expected outputs and outcomes as well as the management arrangements related to the allocation of DKK 15 million to WEF for the period of 2019 – 2020 as stated in the Danish Finance Act 2019.

2. Brief summary

The support to WEF addresses the need for accelerating inclusive sustainable economic growth in developing countries to achieve the SDGs, including meet rising demands for sustainable energy and infrastructure, tackle challenges with the present global re-coupling of growth with resource consumption and increased waste, as well as the need for increased investments in sustainable development.

Multi-stakeholder partnerships are key to achieve the SDGs as they can augment and leverage capacity, knowledge and resources across sectors and actors and contribute to develop innovative and impactful solutions. WEF, with its unique position to convene key decision makers, can contribute to establish partnerships with key stakeholders, who have the commitment and capacity to address the mentioned challenges.

The engagement provides an opportunity for contributing to the Danish strategic aim of ‘inclusive, sustainable growth and development’ by promoting sustainability in global value chains, addressing sustainability challenges in the growth paths of developing countries and facilitating investments. The cooperation also presents a range of opportunities for creating synergies with other Danish supported partnerships and programmes, particularly the Partnering for Green Growth and Global Goals 2030 (P4G).

The Danish support to WEF will be directed to three platforms:

Platform for Accelerating the Circular Economy (PACE): Progress in developing and implementing solutions for a circular economy in China and 2-3 developing countries in Africa based on a multi-stakeholder approach and with a focus on e-waste.

Global Battery Alliance (GBA): Progress towards a sustainable value chain for batteries in African developing countries hereby promoting inclusive, sustainable economic growth throughout the battery value chain and a transition to sustainable energy production and consumption.

Sustainable Development Investment Partnership (SDIP): Progress towards improving the conditions for investments and ensuring more efficient use of public funds in support for the SDGs in at least two developing countries in the regions, where the regional hubs are currently active.

3. Strategic considerations and justification

Context

Developing countries are furthest behind in reaching the SDGs. There is a need for increased investments in sustainable development, and a need for systemic solutions, which can promote inclusive sustainable growth.

In the past decade, we have seen a global ‘re-coupling’ of economic growth with resource consumption. The use of products with either a battery or power supply is on the rise across the world and expected to further increase with economic development and due to technological innovations.

In Africa, the African Development Bank (AfDB) estimates that the middleclass will grow to 1.1 billion people (46% of the predicted population), and the electronics consumption of new and second products is accelerating alongside this. Waste from electronics (e-waste) is the fastest growing waste stream in the world. Most e-waste in Africa and other developing and emerging countries is handled by the informal sector posing considerable risks to the environment and people and resulting in a minimal re-use of raw materials and recovery of only a fraction of the value. China is the world's biggest manufacturer of electronics, with a share of mobile phones of 70% and air conditioners of 80%. It is estimated that 78% of all China's e-waste is dealt with by the informal sector. The Chinese government has set a goal to achieve a 50% recycling rate of e-waste and source 20% of raw materials from recycled products by 2025.

Today, 600 million people across Africa still lack access to reliable and affordable electricity. Batteries could help meet the need for a sustainable energy transition at low carbon emissions through storage of sustainable energy for transportation, domestic use and industry. This requires that the carbon footprint and the negative social and environmental impact of the battery value chain are addressed by adopting a sustainable sourcing and a circular economy approach.

The circular economy approach is gaining traction. But significant work is still required to move from idea to action in developing countries. There is a need to develop models and share learning, which can further shape and scale policy, business practice and financing mechanisms, and which can address new challenges such as electronics and batteries. Partnerships among public, private and other stakeholders are critical for creating the necessary linkages for a successful circular economy.

It is well recognized that it will require trillions of dollars in investments to reach the SDGs. Today, the mobilisation of finance for sustainable investments in emerging and developing countries is hampered by weak framework conditions for investment and an often inefficient and not sufficiently strategic use of public funds in support of the SDGs. Another equally important challenge is that investment projects are not bankable and need further development to be presented to investors.

As underlined in the 2030 Agenda for Sustainable Development and particularly SDG 17 on partnerships, cross sector collaboration is key to achieve the SDGs. Multi-stakeholder partnerships can gather capacity, knowledge and resources across sectors and actors, and hence unleash the potential for greater innovation, impact, scale and sustainability in the solutions, which are developed. The private sector has a key stake in addressing the mentioned challenges regarding investments and circular economy and are thus crucial to engage in.

Strategic considerations

Choice of WEF as partner: WEF and the Centre for Global Public Goods (CGPG), who is the direct partner, have a strong global position in sustainable development, which developing countries can benefit from in their efforts to promote green growth and inclusive sustainable development. The Forum has a unique convening power and strong knowledge base that enables them to mobilize knowledge, capabilities and finance from key stakeholders around key challenges regarding sustainable development. CGPG as part of WEF has a globally oriented mandate and is not a traditional development actor. Nevertheless, CGPG is engaged in and has a basis of experience from working with a range of developing countries in Africa, Asia and Latin America. CGPG is increasingly becoming a ‘do’er’ by driving implementation of initiatives on the ground and wants to provide their support to a broader group of developing countries in various fields.

Building up further capacity for implementation in developing countries will be important. With the support of Denmark, WEF and CGPG can strengthen their capacity to support developing countries. In cooperation with WEF, Denmark can contribute to develop partnerships, platforms and alliances with critical change agents to catalyse change beyond ODA.

Results and learnings: The Government of Denmark (Denmark) and WEF signed a Memorandum of Understanding (MoU) at Davos in 2018 outlining key priorities for collaboration – the first of its kind in WEF. The MoU aims at exploring synergies and creating successful partnerships across a range of areas, including advancing the SDGs, promoting green growth and sustainable development, and financing in developing countries. Within the framework of P4G, Denmark and WEF work together to facilitate and scale partnerships for example by showcasing best practice and innovative partnerships at WEF-led global meetings and through WEF’s participation in P4G.

Denmark and WEF have also signed a Letter of Intent at the P4G 2018 Summit in Copenhagen regarding strategic cooperation in support for a global transition towards circular economy. The Letter emphasizes the desire to promote circular economy approaches in developing countries, collaboration within WEF’s Platform for Accelerating the Circular Economy (PACE) as well as promoting new partnerships in support of the priorities of PACE through P4G.

Denmark has supported SDIP with a total of DKK 4.1 million since its inception in 2015. SDIP has grown significantly since its launch at the Financing for Development Conference in 2015, where it was established as a platform for action to help deliver financing for the SDGs – with Denmark, IFU and PensionDanmark all joining as founding members. The partnership, which now stands at 42 members, initially focused on the matchmaking role by identifying projects requiring blended finance and sources of funding that could be part of the capital stack. This approach was successful in helping to mobilize several projects and blended finance instruments, as well as building communities of engaged practitioners at the regional level in Africa and

ASEAN. Among key results are a global pipeline of 133 projects that have been presented for access to blended finance, establishment of regional hubs in Africa and the ASEAN region and review and promotion of 14 blended finance instruments and programmes for scaling/replication purposes. However, the lack of developed projects in countries that SDIP was able to access limited the ability to successfully crowd funding into projects at scale. SDIP is now readjusting its strategic approach based on a review commissioned by Denmark in 2018, which recommended among others to focus on strengthening the enabling environment and developing investment projects, to develop a multi-year strategy, to increase the funding base, and to leverage the opportunities for synergies with P4G. Moving forward, SDIP will increase focus on bridging capacity gaps at the national level that could help countries adopt a system amenable to private financing as opposed to traditional donor funding.

Danish strengths, interests and opportunities for engaging Danish actors: The cooperation with WEF presents clear opportunities for leveraging Danish political priorities and competencies as well as contribute to the implementation of the MoU and the Letter of Intent. The cooperation promotes sustainable, inclusive growth with an emphasis on a green economic transition, and it supports Denmark's ambition to use the development cooperation as a catalyst for further financing and development impact beyond ODA. Denmark's experience and approach to establishing market-driven public-private partnerships is well recognized internationally. Denmark will be able to influence, how WEF works to promote sustainable development through public-private partnerships, contribute to strengthening WEF's engagement in developing countries, and leverage Danish competencies into the individual partnerships, platforms and alliances supported by this commitment. There is also a potential for involving competencies in Danish business, government and public institutions as well as civil society within the selected fields of this commitment, including circular economy, renewable energy, and financing for development.

Key stakeholders: WEF works to catalyze development impact through collaboration with a wide range of key stakeholders, who can contribute to create results for sustainable development in developing countries. A key feature of the work is to bring key stakeholders together in alliances, platforms and partnerships, hence bringing together different perspectives, expertise and capacities within a specific field and country setting, including government, private sector, civil society organizations and research institutions. Each platform, alliance and partnership have its own composition of stakeholders matching the challenges it seeks to address and the level at which it operates – from local to global. Stakeholders are engaged either based on their own interest and initiative, or WEF approaches stakeholders, which are deemed to be key agents of change for the challenge to be addressed. The exact setup of stakeholders varies across the selected project engagements but follows a similar multi-stakeholder approach focused on accelerating change towards sustainable development. Further details about stakeholders and partners are given in Annex 1 and 2.

Synergies to other Danish development engagement: In general, WEF’s engagement can complement other Danish development engagements along the value-chain of market-driven partnerships for inclusive and sustainable economic growth – from the initial phase of building momentum around key challenges and bringing together change agents to develop innovative solutions, test them, and finally mobilize the capital needed for financing new solutions. In addition, clear synergies exist with P4G but also with Partnering with Denmark. WEF can contribute to an enabling environment for the P4G partnerships, where there is a match in countries and sectors. WEF’s platforms also provide an opportunity to show-case best practices gained by the P4G. At the same time, WEF will be able to draw on the national platforms established by P4G. These can give WEF access to relevant local stakeholders and constitute a framework for WEF initiated platforms and partnerships. Furthermore, it will also be possible to link potential pilot projects developed by WEF’s platforms and partnerships to funding through P4G, should they match the priorities of P4G.

The specific synergies as well as opportunities in each component of the commitment are described in chapter 5. Further opportunities will be explored during implementation.

Justification

Relevance: The support to WEF addresses one of the four strategic aims of Danish development policy as stated in the “World 2030”, namely “*inclusive, sustainable growth and development*”. The three components will contribute to promote sustainability in global value chains, which developing countries form part of. WEF can support developing countries address sustainability challenges when transitioning to growth economies, build a business sector with responsibly run businesses, and establish framework conditions that can pave the way for more investments for sustainable development and reductions in CO2 emissions. The cooperation underpins Denmark’s efforts to build innovative and courageous partnerships that promote inclusive sustainable economic growth and may function as prototypes and have a normative effect, thus being suited for scaling into larger initiatives globally. It supports a whole-of-society approach, where different stakeholders in society join forces around a common agenda.

Efficiency: The components in this commitment differ in maturity with some platforms and partnerships being in a start-up phase and with diverse network of partners in the developing countries that WEF expects to engage in. Hence, the capacity, activities and results will differ across the components. Effort will be put in to building further capacity in WEF to enable the Forum to support a broader group of developing countries. Overall, WEF works to ensure efficiency by building on the commitment from key stakeholders engaged in the platforms, providing a knowledge base for decision-making and, showcasing solutions through concrete initiatives, and by maintaining a light implementation structure within WEF. WEF will build on its global network and credibility in convening the right stakeholders from both public and private fields to mobilise commitment, action and financing from key stakeholders in developing

countries. WEF maintains a rather light implementation structure, where they rely on stakeholders for implementation. This can increase efficiency and sustainability, as implementation is driven by stakeholders themselves. At the same time, the Forum is dependent on local platforms and other networks for grounding its initiatives in the individual countries, due to a limited regional presence on the ground. The local P4G platforms could constitute a good basis for WEF in this regard. With its global outreach the Forum has the potential to facilitate a scaling of successful models. The support will be granted as a combination of core support to SDIP and earmarked support for specific elements of the PACE and GBA. This way the support will contribute in a targeted manner to strengthen WEF's work in developing countries and in the selected thematic areas.

Effectiveness and sustainability: WEF's work builds on the initiative of and the objectives set by stakeholders in the different platforms and partnerships. This stakeholder-driven approach creates a good basis for obtaining sustainable results. Since the work on circular economy, batteries and e-waste is still in a start-up phase, some level of risk exists, and, effectiveness and sustainability will depend on the drive from critical stakeholders, and on how fast the agendas progress. WEF's strong knowledge base, global credibility, and convening power are key factors in WEF's effectiveness.

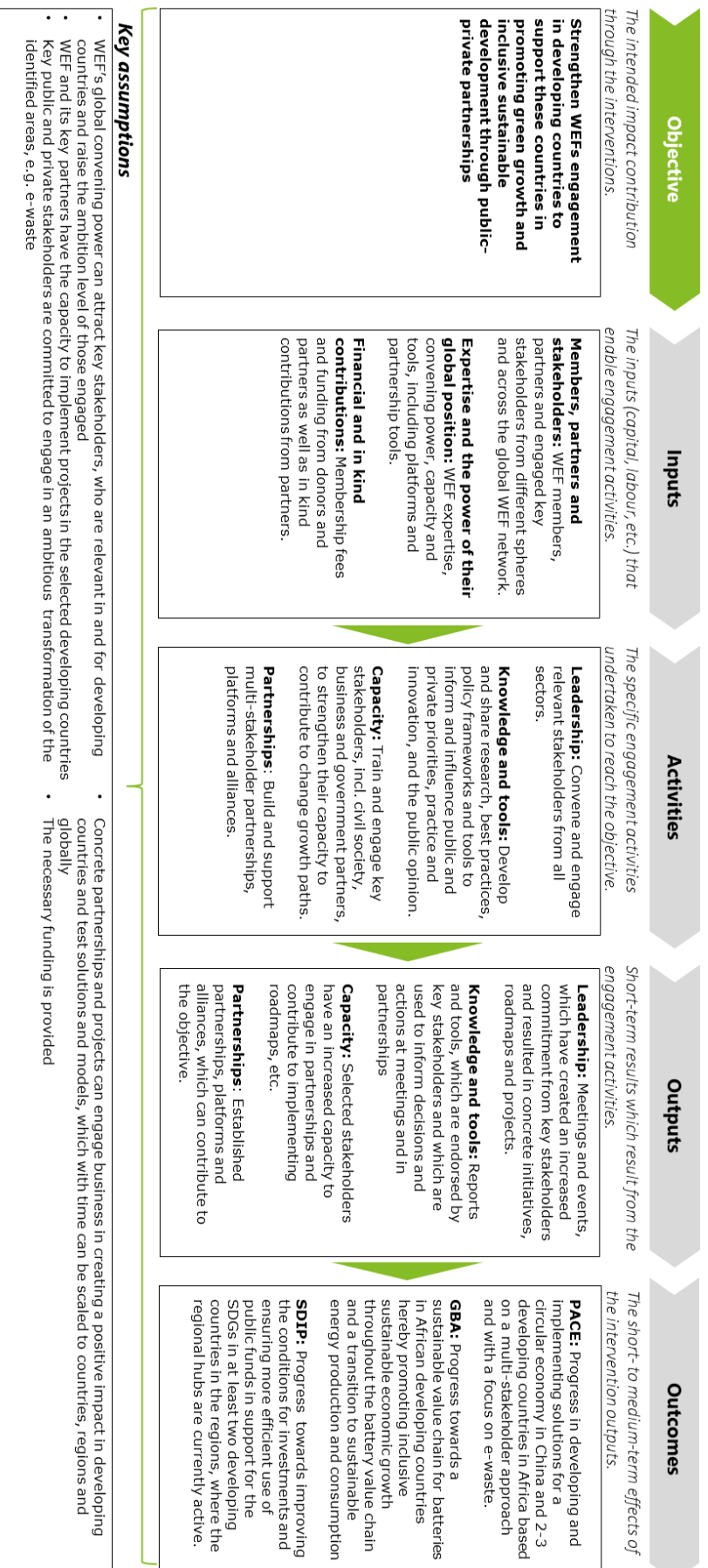
Alignment: The commitment is aligned with the channels, programmes and priorities of WEF as it contributes to existing platforms, partnerships and alliances, which WEF is a driving force in. WEF will align the engagement with the key priorities and strategies in those developing countries, where the project will work, and take advantage of opportunities to work with other development partners, multilateral institutions and partners. The Danish commitment will allow WEF to speed up action relevant for developing countries. Some of the initiatives are still in a start-up phase and more detailed workplans will be developed as part of the engagement.

Exit considerations: WEF maintains a rather light structure for the platforms, partnerships and alliances and ensure that activities build on the initiative and contributions from stakeholders. WEF also aims at transferring the responsibility for the implementation of individual platforms to other entities outside of WEF once they have been established and gathered momentum.

4. Theory of change

The Theory of Change laying the foundation for the work of the CGPG is described below. The Centre is in the process of further developing its Theory of Change, and an updated version will be shared with the MFA during 2019.

Theory of change



Overall mission and logic of change: In line with the overall mission and strategy of WEF, the CGPG strives to contribute to the achievement of the SDGs and the Paris Climate Agreement by bringing together business, political, academic and other leaders of society to identify best practice and address the world's most significant challenges. The underlying logic of change of CGPG is that *by using its global level capacity and unique position to establish public-private collaborative platforms that cut across silos, are informed by holistic perspectives and take into account the opportunities and impacts generated by the Fourth Industrial Revolution, then it is possible to ensure a commitment for change from critical stakeholders across sectors and identify as well as implement concrete actions, which can create a transformation towards sustainable development.*

Partnership vision: CGPG's approach to partnerships build on the vision to enable public, private and civil society leaders to form cross-cutting communities of action to deliver practical outcomes to meet the challenges of implementing the SDGs and the Paris Climate Agreement. The key components of the partnerships are convening leaders and change agents, building the knowledge base, mobilising resources and facilitating systemic change in the countries and regions, where WEF engages as well as showcasing models. Overall, CGPG aims to promote public-private cooperation as a way for developing countries to shift from an international development to a sustainable investment and innovation model and to reshape business as usual within the international agenda for sustainable development into a more agile, public-private platform architecture for achieving the SDGs and addressing climate change.

The partnerships build on joint-venture collaboration and co-investment from the partners. This way CGPG seeks to ensure that resourcing is proportionate to the scale and expertise, and that there is commensurate “buy-in” from stakeholders. Once the partnerships reach a certain stage of maturity or proof of concept, they can be spun off to stand alone or be incorporated as innovative programs within existing international organisations.

Development impact: Given the short-term nature of this commitment, the more long-term impact is not reflected in the Theory of Change. The potential long-term impact – which goes beyond this commitment – includes improved conditions for workers, increased economic and social development, increased capacity with key organizations to promote inclusive, sustainable growth, and reduced negative environmental and climate impact. The expected immediate outcomes centre around strengthening the foundation for progress in financing for sustainable development, e-waste and the battery value-chain in developing countries in terms of knowledge, capacity, partnerships and pilot projects – depending on the maturity of the individual platforms. At the same time, the commitment will contribute to further adapt and develop the capacity in CGPG to support developing countries.

When working with platforms, partnerships and alliances, the CGPG applies an integrated concept of platforms, systems leadership, 4IR transformation and community curation for

creating impact. The individual elements are prioritized according to the specific characteristics and needs in the selected fields and countries, and include:

- “Communities of the willing” mobilized from government, business and society to advance solutions to specific challenges regarding circular economy, the battery value chain and investments for sustainable development.
- Knowledge generated and shared, capacity built, and resources mobilized to scale successful platform models.
- Active public-private platform partnerships that create progress towards green growth and inclusive and sustainable growth in developing countries.

5. Project Objective and summary of results framework

The Department for Growth and Employment in the MFA (VBE) will base its actual support on progress attained in the implementation of the engagement as described in the documentation. Progress will be measured through CGPG’s monitoring framework. For Denmark’s reporting purposes the following key outcome and indicators have been selected to document progress. Where WEF’s engagement is still in a start-up phase, WEF will revert to the MFA with further details on the specific developing countries of engagements and other relevant details within 3 months from the initiation of the commitment. Further details about partners, outputs and output indicators are provided in Annex 2-3.

The Danish commitment is provided to selected CGPG-supported platforms, partnerships and alliances, which hold the opportunity for addressing key challenges of developing countries within financing, e-waste and the battery value chain. The commitment will contribute to various degrees to SDGs 7, 8, 9, 11, 12, 13 and 17. The impact on the SDGs will be determined within the specific partnerships, platforms, and alliances. Where possible, the components will be aligned with relevant SDGs and use the relevant indicators.

The Danish commitment can only support activities in developing countries listed on OECD-DACs list of ODA-eligible countries. The below framework should be seen in this light.

The support to WEF will be provided to the overall objective and three interlinked components described below.

Overall objective: Strengthen WEFs engagement in developing countries to support these countries in promoting green growth and inclusive sustainable development through public-private partnerships.	
Outcomes	Indicators
PACE: Progress in developing and implementing solutions for a circular economy in China and 2-3 developing countries in Africa based on a multi-stakeholder approach and with a focus on e-waste.	Multi-stakeholder coalitions formed, and roadmaps, projects and funding identified and in execution in developing countries with support from PACE.
GBA: Progress towards a sustainable value chain for batteries in African developing countries hereby promoting inclusive sustainable economic growth throughout the battery value chain and a transition to sustainable energy production and consumption.	An African coalition has been mobilized around a common vision and is implementing projects and other actions for promoting the sustainability of the battery value chain.
SDIP: Progress towards improving the conditions for investments and ensuring more efficient use of public funds in support for the SDGs in at least two developing countries in the regions, where the regional hubs are currently active.	Number of countries who have started implementing a holistic public approach to strengthening policies, regulatory frameworks and finance for investments in the achievement of the SDGs.

Platform for Accelerating the Circular Economy (PACE)

Background information: PACE is a public-private collaboration platform and project accelerator for the circular economy. The Ellen MacArthur Foundation the World Resources Institute (WRI), Circle Economy, the International Resource Panel and Accenture Strategy collaborate as knowledge partners in support of the over 50 participating business, governments and development banks and organizations. PACE aims to 1) leverage global leadership to drive action, 2) drive projects, and 3) capture and disseminate circular learnings for achieving scale. The general secretariat of PACE will move to WRI in the Hague, Netherlands, where a delivery team will manage the platform. The CGPG will continue to be a delivery partner, and the activities supported by the Danish commitment will be implemented by CGPG.

PACE is increasingly executing and developing work on circular economy in developing countries and has an aim of becoming a leading platform for developing countries transitioning toward the circular economy. Most advanced is the work in plastics and electronics. In Africa, resulting from a PACE project, Nigeria is implementing a program for a circular economy for e-

waste with support from WEF, UNEP, the Global Environment Facility (GEF) and a coalition of major electronics companies. The lessons learnt from this program can provide the basis for scaling and replicating in other countries. Likewise, the activities will build on other existing programs and initiatives. In China, WEF has supported initial studies and the establishment of a coalition for action with Chinese authorities, multinational and Chinese companies and various Chinese institutions including the China Association for Circular economy (CACE), who is a partner in P4G. The African Circular Economy Alliance was launched at COP23 in 2017 by South Africa, Nigeria and Rwanda after being built and conceptualized within PACE starting at the 2016 World Economic Forum on Africa in Kigali. Niger, Senegal, Malawi and the DRC have agreed to join. The Alliance provides a good framework for advancing a circular economy in Africa, but the Alliance needs direction and dedicated resources to move forward. PACE is engaged in the UN Electronic Waste Alliance and has supported the work of the group of seven UN entities¹ that cooperate to address the challenge of e-waste. PACE and the coalition have in a recent report called for a new global circular vision for electronics and electronic waste. Currently, the coalition is working in two streams: 1) promoting a responsible reverse supply chain, and 2) developing an interventions model for developing countries.

Areas of support: The Danish commitment will support PACE in promoting a circular economy in Africa: Key elements include strengthening the African Circular Economy Alliance to become an action-oriented driving force for circular economy through among others creating Circular Economy Roadmaps in at least two countries; supporting the sharing of learning from existing projects with the potential for replication and expanding the Alliance. In China, PACE will contribute to building a common knowledge base about barriers to transformation in the sector, and to establishing a formal coalition of key public-private stakeholders committed to reach the national targets. This will include capacity-building of civil society actors, particularly CACE, to be able to engage in the process. At the global level, PACE will contribute to strengthening the developing country perspective in a global vision for electronics by providing a synthesis of best practices and suggested actions for a circular economy for e-waste suitable for implementation in developing countries. PACE is in the process of finalizing funding from Canada of CHF 300,000, which will contribute to a broader financial basis. The overall balance of work within PACE will shift to be 50% focussed on developing rather than developed countries, in terms of membership and project portfolio.

Strategic fit: PACE can potentially leverage the engagement of the Partnering with Denmark in circular economy and waste management in Kenya and Indonesia by providing a broader platform and access to key stakeholders. WEF's support to strengthening the enabling conditions for transformation and increasing finance will also be able to complement the efforts of UNEP

¹ The coalition brings together the International Labour Organisation (ILO), the International Telecommunication Union (ITU), the United Nations Environment Programme (UNEP), the United Nations Industrial Development Organisation (UNIDO), the United Nations Institute for Training and research (UNITAR), the United Nations University (UNU), and the Secretariat of the Basel and Stockholm Conventions.

and the Technical University of Denmark and other partners such as the Global Green Growth Institute (GGGI), Global Climate Fund, and the Danish SDG Fund managed by IFU. The African Circular Economy Alliance could form a platform for sharing best practice including from the P4G. The P4G-partnership on Sustainable Special Economic Zones would also be a highly relevant partnership for the Alliance. The Alliance could contribute to replicate and scale this partnership, and help scale other initiatives regarding circular economy, such as the Partnering with Denmark initiatives in Kenya and Ghana.

Furthermore, it will also be possible to link potential pilot projects initiated by the Africa Circular Economy Alliance or other relevant partners, with P4G funding sources. Though not supported by this commitment, Denmark will also be engaged in PACEs work to promote a circular economy for plastics. There are clear opportunities for synergies at country level, where WEF is committed to engage Denmark in PACEs work in Indonesia and Ghana.

Global Battery Alliance (GBA)

Background information: GBA is a global public-private partnership and collaboration platform launched in September 2017 and has more than 50 member-organizations. The aim of the Alliance is to establish a sustainable battery value chain to power the decarbonization of the world's energy and transport systems. GBA is also a founding member of the Energy Storage Partnership, an initiative led by the World Bank to support the use of batteries to ramp up the deployment of energy storage. GBA is already engaged in tackling specific challenges in African countries, such as establishing a sustainable cobalt supply chain in Central Africa with the AfDB, UNICEF, GIZ, a coalition of NGOs – International Justice Mission, Good Shepherd Foundation International, Pact – and businesses such as Eurasian Resources Group and Trafigura as implementing partners. A better understanding of the value chain in Africa is needed to identify further high-impact action-points that have a systemic impact on the full battery value chain and around which key stakeholders can mobilise.

Areas of support: GBA will develop a broader engagement in Africa along the battery value chain. Key elements include establishing the analytical base for identifying opportunities for action, inviting key stakeholders to challenge and validate the findings, and mobilising stakeholders to form a coalition for the African battery value chain. The GBA will work with the Africa Circular Economy Alliance to leverage action and will build up a broader engagement in Africa over the coming years. The partners to be engaged in this initiative will be selected based on their expected relevance and strategic role in the battery value chain, potential for positive impact on sustainable development and climate change mitigation, and willingness to engage. The criteria will be further refined in the start-up phase. A minimum of two countries will be engaged to form a starting coalition, ideally representing different stages of the value chain. These countries may include South Africa, Nigeria, Rwanda, Kenya and the Democratic Republic of the Congo (DRC).

Longer term objectives and impact indicators will be set during the start-up phase based on the identification of high-impact action points and the priorities of an Africa coalition.

Strategic fit: GBA provides opportunities for synergies with P4G. Learnings and actions supporting a sustainable energy transition could be integrated in the P4G partnership for development of sustainable special economic zones in selected African countries. The lessons learnt from recycling of batteries and battery-raw materials in Africa could potentially be transferred to Latin America and strengthen the partnership for electric transportation in selected Latin American mega-cities. Furthermore, the work by Partnering with Denmark on circular economy in Kenya could contribute to the aims of GBA. GBA could also potentially contribute with best practice and action to Denmark's leading role on sustainable energy transition for the UN Climate Summit in September 2019.

Sustainable Development Investment Partnership (SDIP)

Background information: SDIP is currently adapting its approach towards a stronger focus on facilitating the development of bankable projects including financial engineering and on promoting an enabling environment for investments in emerging and developing countries. Based on the experiences since the inception of SDIP in 2015 and the recommendations given in the 2018 review, a charter and multi-year strategy was approved at the SDIP Annual Meeting in April 2019. The focus areas are expected to include curating a development finance platform to scale financing and increase efficiencies in mobilising finance; being a knowledge hub for best practice in the value chain of development finance; building capacity in countries and connecting projects with funding and risk mitigating measures; and supporting reform which encourages systemic adoption of financial best practice. The regional hubs strengthen SDIP's ability to support specific countries and deliver on the ambitions. The Africa Hub is based in South Africa and has a wide Sub Saharan Africa focus, while the ASEAN Hub is currently working out of Jakarta in Indonesia, and it is still to be determined, where it will be based. The new strategy provides a broad framework under which adjustments might take place as the strategy is rolled out. Denmark is a member of the Steering Committee and will be able to shape the new strategy and monitor progress.

Areas of support: The Danish contribution will be provided as an un-earmarked core contribution to SDIP. In view hereof, the Danish contribution will support SDIP reach its overall objective of mobilizing finance in developing countries in support of the SDGs. This objective will be pursued through various work streams, of which Denmark will emphasise the following:

- Catalyse systemic change by addressing challenges in the development finance ecosystem to mobilize finance for SDG implementation;
- Engage with key policy makers and senior leaders of governments, development finance and philanthropic institutions, and the business community to support and develop the policy and enabling environment for new sources of finance;

- Coordinate and collaborate with other key finance and infrastructure initiatives to facilitate more transactions and allow for scaling and replication of efforts;
- Draw on the knowledge and expertise of senior policy experts spanning all aspects of development finance;
- Encourage and support SDIP Members to share experience and scale their activities to address the SDG funding gap.

SDIP is presently funded by Denmark, Sweden, and the Rockefeller Foundation, and it is expected that the EU Commission will become a partner in SDIP in 2019, hereby contributing to the financial sustainability of the initiative.

Strategic fit: With the ongoing reorientation of SDIP, the Partnership will be able to complement P4G, the SDG Fund and other Danish supported investment initiatives by promoting the development of bankable projects and strengthening the enabling environment for investments in sustainable development in developing countries.

6. Inputs/budget

WEF's funding derives from both public and private sources through membership fees and the individual partnerships. The below table shows the annual income of the Forum in total over the last three years, including income source(s)².

CHF thousands	FY 2015-16	FY 2016-17	FY 2017-18
Membership	34,876	30,817	31,620
Participation fees	43,568	43,200	43,299
Partnership	140,643	185,307	227,317
Other	9,256	20,698	24,503
TOTAL	228,343	280,022	326,740

CGPG has a budget of CHF 22.1 million, of which CHF 6.8 million is funded by the Forum, for the 2018/19 financial year ending June 30th, 2019. The remaining CHF 15.3 million is funded by grants from both public development agencies (accounting for 65% of total grant funding) and private philanthropic foundations, high net worth individuals and member companies.

² Consolidated figures include figures from the World Economic Forum and the World Economic Forum LLC as of 1 January 2017. Therefore, the last years' figures are not fully comparable. More details on the Forum's consolidated financial statements as well as the audit report can be found in our latest annual report (p88 and beyond) here: http://www3.weforum.org/docs/WEF_Annual_Report_2017-2018.pdf

For the next financial year 2019/20, WEF’s funding to CGPG’s budget is expected to be approx. CHF 7.0 million, while funding from development partners, both public and private, is expected to increase significantly from current year levels.

WEF has a dedicated bank account in Danish Kroner (DKK) for the commitment of DKK 15 million contributed by Denmark. These funds are earmarked contributions to the platforms and activities described in this project document. The disbursement of the grant will be in two equal annual tranches, and WEF will acknowledge each individual receipt of funds. Any exchange rate gain/losses on conversion of the DKK to CHF will be borne by WEF.

The overall budget for the Danish commitment is shown below. Budget details for individual components can be found in Annex 4.

WEF Overall budget	Budget CHF	Budget DKK
Platform for Accelerating the Circular Economy (PACE)	(1,042,500)	6,950,000
Global Battery Alliance (GBA)	(450,000)	3,000,000
Sustainable Development Investment Partnership (SDIP)	(600,000)	4,000,000
7% administration	(157,500)	1,050,000
Total	(2,250,000)	15,000,000

7. Institutional and Management arrangement

The parties have agreed to the following management arrangement with the aim to ensure adequate dialogue and timely decisions about this program.

The Danish MFA and the CGPG will hold regular – physical or online – meetings, at least once a year, to assess progress, decide next steps and share key learnings.

Each of the platforms, partnerships, and alliances funded by the Danish commitment has a dedicated governance structure to oversee its activities, outcomes and financial stewardship process. These governance structures have oversight on impact delivery and ensure both operational and reputational risks are understood and managed. The Danish MFA is part of these

governance structures and can participate on equal terms as other partners. At present, Denmark is a member of SDIP's Steering Committee.

Platform activities and budgets are also subject to regular operational and risk management reviews within the CGPG. Each platform provides regular operational and financial reports on its activities, outcomes and impact. A robust Impact Reporting and Results Measurement approach is being deployed to support the governance structure and ensure that impact stories are reinforced, where possible by data points, and to help CGPG promote a culture of learning and best practice across the team.

All WEF employees and consultants are subject to its Code of Conduct. In addition, specific policies are under development for anti-corruption, gender parity and child protection, as well as intellectual property and data privacy. Independence, impartiality and moral and intellectual integrity are pillars of the institutional values of WEF. WEF's organizational structure is described in detail in Annex 2.

Institutional and management structure of CGPG: CGPG is the direct partner for the Danish MFA. The Managing Director and Head of the CGPG is overall responsible for the Centre's activities. Primary points of contact for this agreement are the Deputy Head of CGPG; the Head of Development Partner Funding Governance; and the Lead of Development Partner Funding Governance. Each platform has a dedicated contact point:

- GBA: Project Lead, Global Battery Alliance
- SDIP: Head, Sustainable Development Investment Partnership
- PACE: Head, Circular Economy and Plastics

Further details about the objectives and structure of the Forum and the CGPG are provided in Annex 2, Partner.

Risk management: In addition, to its internal management structures (Managing Board; internal committees such as the Engagement Leadership Team and the Content Review Committee), WEF has various independent institutional review and governance structures; Board of Trustees, Audit Committee and Statutory Audit under Swiss Law.

WEF has an institutional risk management process under the leadership of the CFO. Risk management for the individual platforms is managed jointly by the platform governance body and the CGPG management team. The risk mitigation measures are described in chapter 9 in this document.

Anti-corruption measures: WEF employees and contracted consultants are subject to the anti-corruption rules included in the Code of Conduct. In addition, all contracts entered into by WEF

include specific clauses on anti-corruption, anti-bribery, data privacy and intellectual property rights.

Plan for communication of results: Annual operational and financial report(s) are part of the individual platforms, alliances and partnerships. Furthermore, the results in the individual platforms will be communicated through WEF's media platforms, meetings and conferences, such as the Sustainable Development Investment Summit, and WEF will work to share the results and learnings in other relevant forums, such as the P4G. As a complementary measure the CGPG and the Danish MFA will have regular verbal updates during the year as part of the platform governance activities.

8. Financial Management, planning and reporting

Financial management: WEF's financial year runs from July to June and consolidated financial statements are prepared in accordance with the provisions of Swiss GAAP FER. The main accounting rules used in the preparation of WEF's consolidated financial statements are described in the [Annual Report](#) pages 88-91. The accounts also comply with article 83a of the Swiss Civil Code. Particularities for institutional donations:

- The funds, committed by a written donation or grant agreement to the Forum, are recorded in full in the statement of operations as donations in the year the commitment is made. All donations received with use restrictions, donor-imposed purposes or time restrictions are classified as restricted funds.
- Foreign currency exchange gains and losses realized between the date of the written donation agreement and the date of the actual receipt of case, and those unrealized on the date of the statement of the financial position are recorded in the profit and loss statement.

WEF's Finance Team tracks funds to WEF/CGPG and engages independent audit review services, where requested on individual platform expenditures. Private sector funding is tracked in the same manner as public grants, i.e. separate bank accounts are opened for each grant and all expenditures are tracked through individual and dedicated cost centres.

The Danish commitment will be disbursed to WEF and tracked across dedicated cost centres to ensure that all expenditures can be transparently identified and explained. Further details about disbursements of the Danish grant are described in chapter 6 regarding inputs/budget.

Planning and reporting: All platform expenditures are subject to two monthly reviews by the Finance and Development Partner Funding teams. All platforms have individual budget models that are used to forecast and track expenditures and produce relevant expenditure variance analysis.

Each platform develops a multi-year operational and financial plan. Workplans are developed by the individual teams and are shared with its governance and other stakeholders. The planning and reporting related to the individual initiatives is developed by the initiatives and reviewed by the management of CGPG.

WEF/CGPG will provide the Danish MFA with an annual report describing the progress and results for mutually agreed reporting periods, including results delivered on the targets set out in the work plans for the individual platforms and partnerships supported by this commitment.

The responsible MFA unit shall have the right to carry out any technical or financial mission that is considered necessary to monitor the implementation of the programme. After the termination of the programme support, the Danish MFA reserves the right to carry out evaluation in accordance with this article.

9. Risk Management

The management of risks will be part of the annual dialogue between the MFA and CGPG. There are contextual, programmatic and institutional risks related to the project. Key potential risks include weak ownership and commitment among key local stakeholders and immaturity in models for suited for circular economy in Africa, lack of capacity in WEF and with partners to drive change, delays caused by the change in strategy and management in SDIP and financial misappropriation in on-the-ground activities of individual platforms. The risks are managed through a thorough selection of partners with a high level of commitment, stakeholder-driven approaches in implementation, and regular reviews and adjustments.

The platforms, partnerships and alliances entail some level of risk because they tread new ground and aim at developing new models for enhanced sustainability in the selected areas. Some delays and failure rate are also likely in the platforms and partnerships due to the dependence on many different stakeholders and the need for common agreement among key stakeholders about priorities and actions. Close coordination between CGPG and Denmark will be important as well as sharing learnings and best practice.

Annex 5 provides an overview of the risks and mitigation measures.

Annex 1: Context Analysis

1. Overall development challenges, opportunities and risks

Briefly summarise the key conclusions from the analyses consulted and their implications for the program regarding each of the following points:

The development challenge: The SDGs and the 2030 Agenda for Sustainable Development together with the Paris Agreement of Climate Change set the framework for where the world should be in 2030, if we are to ensure a sustainable development. The developing countries are furthest behind in reaching the SDGs, as they face severe and complex development challenges in a wide array of areas including the need for increased inclusive sustainable economic growth and job creation, and tackling the rapid urbanization, lack of investments in critical infrastructure and rising demands for among others sustainable energy and adaptation of key technologies. Accelerated action to promote sustainable development in these countries is imperative.

New solutions and system-wide change is needed to reach the SDGs. The circular economy approach is gaining traction, but significant work is still required to move from idea to action. Many developing countries have used circular approaches in different sectors for generations. Yet, there is a need to develop models and share learning, which can further shape and scale policy, business practice and financing mechanisms for sustainable development, and which can address new challenges such as electronics and batteries for a sustainable energy transition.

The circular economy challenge: We have seen a global ‘re-coupling’ of economic growth with resource consumption in the past decade. The use of products with either a battery or power supply is on the rise across the world and expected to further increase with economic development and due to technological innovations.

In Africa, the AfDB estimates that the middleclass will grow to 1.1 billion people (46% of the predicted population), and the electronics consumption of new and second products is accelerating alongside this. Electronics hold a great potential for an improved circular economy as it is the fastest growing waste stream globally, has negative impact on the environment and people and has a close to zero formal recycling. No proper data exist of the collection of e-waste outside the take-back systems and of the transboundary movements. In 2017, most of Africa’s e-waste was generated domestically, equating to estimated more than 2 million tonnes of e-waste per year with an effective formal collection rate of 0%. Most e-waste in Africa and other developing and emerging countries is handled by the informal sector posing considerable risks to the environment and people and resulting in a minimal re-use of raw materials and recovery of only a fraction of the value. By adopting circular economy approaches countries can ‘decouple’ economic growth from these effects to the benefit of the environment and citizens.

China is the world’s biggest manufacturer of electronics, with a share of mobile phones of 70% and air conditioners of 80%. It is estimated that 78% of all China’s e-waste is dealt with by the informal sector. The Chinese government has set a goal to achieve a 50% recycling rate of e-waste and source 20% of raw materials from recycled products by 2025.

UN points to the need for engaging both with national governments and private sector to successfully address the various aspects of the e-waste challenge.

The sustainable energy challenge: Today, 600 million people across Africa still lack access to reliable and affordable electricity. Batteries could help meet the need for a sustainable energy transition at low carbon emissions through storage of sustainable energy for transportation, domestic use and industry. This requires that the carbon footprint and the negative social and environmental impact of the battery value chain are addressed by adopting a circular economy approach to the value chain where impacts are addressed from the extraction of raw materials, to the production, use, re-use and recycle of batteries.

The financing challenge: It is well recognized that it will require trillions of dollars in investments to reach the SDGs. A critical challenge in mobilising finance for sustainable investments in emerging and developing countries is to develop bankable projects and to improve the framework conditions for investment and for a more efficient use of public funds in support of the SDGs.

To address these challenges and foster green growth and inclusive, sustainable development in developing countries, it is widely recognized that global and local public, private and civil stakeholders need to coordinate and collaborate via new innovative. New multi-stakeholder partnerships and alliances are needed for mobilizing the needed knowledge, capabilities and finance that enable developing countries to reach the SDGs.

The programme opportunity: Denmark has an opportunity to support an emerging challenge of battery and e-waste with a circular economy approach and to further promote investments in sustainable development. In cooperation with WEF, Denmark can contribute to develop partnerships, platforms and alliances with critical change agents to catalyse change beyond ODA. This will allow Denmark to contribute to build innovative partnerships that promote inclusive, sustainable economic growth and may function as prototypes and have a normative effect, thus being suited for scaling into larger initiatives globally. WEF's approach also reflects Denmark's whole-of-society approach, where different stakeholders in society join forces around a common agenda. WEF can support this endeavour based on its multi-stakeholder framework and ability to catalyse knowledge, innovative solutions, and by leveraging financing.

The programme risks: The results of the partnerships will depend on the willingness and capacity of all stakeholders involved to deliver each their part of the necessary change. The local challenges in developing countries are often interlinked with global value chains, e.g. batteries and electronic waste, and as such will require action at local, regional and global level and across a broad range of issues from regulation, research and capacity building as well as new business models.

It will require solid capacity within WEF to implement and deliver results on the ground in developing countries to fulfil the ambition of becoming an impactful do'er. At the same time, WEF needs to maintain the ambition to transfer their responsibility for initiatives to other

organisations, once they are established and functioning, as this allows WEF to maintain a critical flexibility to direct their efforts towards initiating action on new critical challenges.

Some of the projected activities, are still in the start-up phase, which can pose uncertainties in terms of expediency of outputs and potential outcomes while others, such as SDIP has demonstrated its strength as a financing-convening platform, although still with a need to evolve and adapt to the experiences collected since 2015.

List the key documentation and sources used for the analysis:

The issues are addressed in documents from various sources, including:

- The World 2030, Denmark's strategy for development cooperation and humanitarian action (2017) Ministry of Foreign Affairs of Denmark
- Partnering for Green Growth and the Global Goals 2030, 2018-2022. Programme document, (2017).
- Memorandum of Understanding Between World Economic Forum and Government of Denmark, (2018).
- Review of Sustainable Development Partnership, (2018), NIRAS international consulting.
- United Nations System-wide Response to Tackling E-waste, UN Environment Management Group (2017).
- WEF project documentation as listed in Annex 6

Are additional studies / analytic work needed? How and when will it be done?

There is no need to conduct additional analyses.

2. Fragility, conflict, migration and resilience

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

The selected countries are not located in areas characterized by the mentioned parameters. When engaging in potential new countries, WEF will consider the specific political and other conditions related to fragility, conflict, migration and resilience.

List the key documentation and sources used for the analysis:

N/A

Are additional studies / analytic work needed? How and when will it be done?

There is no need to conduct additional studies or analyses.

3. Assessment of human rights situation (HRBA) and gender³

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

Human Right Standards (international, regional and national legislation)

The engagement will directly or indirectly contribute to address human rights challenges such as children's rights and child labour, women's rights, worker's rights, and the right to health in e.g. the engagement related to batteries and e-waste.

The core human rights standards relevant to the Danish commitment include the Universal Declaration of Human Rights, The International Organisation's Declaration on Fundamental Principles and Right at Work, the Convention on the Rights of the Child, Convention on the Elimination of All Forms of Discrimination against Women, and the United Nations Convention Against Corruption.

Relevant regional and national legislation will be identified as part of the specific engagements, where relevant.

Universal Periodic Review

The partnerships, platforms and alliances can contribute indirectly to the recommendations of the Universal Periodic Review, through e.g. addressing issues of labour rights, protection, and child labour. Recommendations from the UPR have not been considered specifically, when defining the support.

Identify key **rights holders** in the programme

The engagements will address challenges for right holders such as workers in the formal and informal sector, children, women and other people, who are negatively affected by e.g. waste.

Identify key **duty bearers** in the programme

The Governments and public institutions engaged in the initiatives are the primary duty bearers as well as companies and organisations, who have the responsibility to respect human rights.

Human Rights Principles (PANT)

The partnerships, platforms and alliances build on principles of participation and accountability by promoting the participation of relevant stakeholders, and they have each their accountability mechanism. WEF builds its work on transparency and seeks to the maximum extent possible to share information and knowledge about the initiatives, stakeholders and progress achieved.

Gender

Women constitute a significant part of the people that are excluded from the labour market and/or work under poor conditions in the formal and informal sectors.

³ The purpose of the analysis is to facilitate and strengthen the application of the Human Rights Based Approach and integrate gender in Danish development cooperation. The analysis should identify the main human rights issues in respect of social and economic rights, cultural rights, and civil and political rights. Gender is an integral part of all three categories.

Broad based public-private partnerships can make a contribution to gender equality and the empowerment of women by influencing norms, promoting policy change and enable opportunities for women and girls to participate as equals in society and the economy. This is particularly important in many developing countries, where women and girls don't have equal rights, access and opportunities to use their full potential for contributing to sustainable development in their societies. Gender equality and the empowerment of women will be particularly important in those initiatives, which address challenges involving women and girls, such the recycling industry of electronics and batteries, where women and children are engaged in the informal sector.

WEF can contribute to make a positive impact on gender equality by working with business and other relevant stakeholders on promoting private sector's contribution to inclusive and sustainable economic growth.

WEF is currently developing its approach to gender equality, and the coming guidelines will be shared once ready.

Youth

The young people in the world present an incredible opportunity and not least for sustainable inclusive growth. They are change agents and future leaders, entrepreneurs, employees and customers. Yet, we need to assure this "youth dividend". For example, Africa's working age population is expected to grow by an additional 450 million people by 2035. At the current pace, only 100 million new jobs will be created: not even a quarter of what is required.

The public-private partnerships supported by WEF can contribute to improve the enabling conditions for job creation, skills development and sustainable inclusive growth. The promotion of a circular economy and of investments in sustainable development can create new jobs and not least decent jobs for the increasing number youth entering the labour market in developing countries.

List the key documentation and sources used for the analysis:

Project documents as listed in Annex 6.

Are additional studies / analytic work needed? How and when will it be done?

No further studies are needed.

4. Inclusive sustainable growth, climate change and environment

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

The engagement will contribute to one of the four strategic aims of Danish development policy as stated in the "World 2030", namely "*inclusive, sustainable growth and development*".

As the world's international organisation for public private partnerships and with its unique convening power, WEF has the capacity to shape the global agenda on inclusive sustainable growth, climate change and environment as well as potential to catalyse change in developing

countries through relevant partnerships. The Centre's work in particular is aimed at promoting sustainable development and global public goods, including preventing climate change and protecting the environment.

The components supported by the Danish commitment address directly elements related to inclusive sustainable growth, mitigating climate change and combating environmental degradation in developing countries. PACE aims at promoting a circular economy and hereby address pressing environmental, climate-related and socio-economic challenges, while also providing opportunities for growth. GBA aims at supporting a sustainable energy transformation by promoting the use of batteries based on a sustainable value chain for batteries. SDIP aims at promoting increased investments in sustainable development and hereby laying the foundation for inclusive sustainable growth.

List the key documentation and sources used for the analysis:

Relevant references and guidance may include:

- The World 2030, Denmark's strategy for development cooperation and humanitarian action (2017) Ministry of Foreign Affairs of Denmark
- WEF project documentation as listed in Annex 6.

If this initial assessment shows that further work will be needed during the formulation phase, please list how and when will it be done?

No further work is needed.

5. Capacity of public sector, public financial management and corruption

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

Public sector capacity

The engagement works across multiple stakeholder profiles of which regulators and public sector entities are important stakeholder groups. The capacity of the public sector is crucial for achieving the results in the selected areas. The individual engagements include different elements of capacity building, strengthening policy reform and fostering an enabling environment for sustainable development. In the SDIP engagement, for example, focus has gradually shifted towards strengthening the enabling environment, including reforms and capacity development of key stakeholders. PACE's support for the African Circular economy Alliance also aims at building capacity in the Alliance to drive the needed transformation towards a circular economy.

Corruption

Corruption is a challenge in the countries that WEF will engage with and in. WEF has an anti-corruption policy, which forms the basis for preventing corruption in the organization and partnerships. Anti-corruption also forms part of WEF's work to promote responsible business.

List the key documentation and sources used for the analysis:

- Transparency International Perception Index

Are additional studies / analytic work needed? How and when will it be done?

No further studies are needed.

6. Matching with Danish strengths and interests, engaging Danish actors, seeking synergy

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

The cooperation with WEF contributes to the implementation of the MoU between Denmark and WEF in various areas and of the Letter of Intent regarding circular economy.

The cooperation with WEF presents clear opportunities for leveraging Danish political priorities and competencies. There exist clear synergies between Danish development strengths and interests in market-driven partnerships for sustainable development and the selected WEF platforms – from the initial phase of building momentum around key challenges, coordinating and bringing together change agents to develop innovative solutions, testing, catalyzing finance and implementation on the ground in developing countries.

The cooperation with WEF promotes inclusive sustainable growth with an emphasis on a green economic transition. It enables Denmark to use the development cooperation as a catalyst for further financing and change by building on WEF's public-private partnerships and the key public and private stakeholders engaged in these.

Denmark's experience and approach to establishing market-driven public-private partnerships is well recognized internationally. Through the cooperation, Denmark will be able to influence how WEF works to promote sustainable development based on market-driven public-private partnerships, contribute to strengthening WEF's engagement in developing countries, and leverage Danish competencies into the individual platforms supported by this commitment. Also, there is a potential for involving competencies from Danish business, government and public institutions as well as civil society within the selected fields of this commitment.

WEF's engagement can complement other Danish development engagements along the value-chain of market-driven partnerships for inclusive and sustainable economic growth – from the initial phase of building momentum around a key challenge and bringing together change agents to developing innovative solutions, testing and catalysing finance.

Opportunities for synergies exist with especially P4G and Partnering with Denmark. P4G aims at catalysing and scaling partnerships for green growth. WEF will be able to promote an enabling environment for the partnerships, where there is a match in countries and sectors. WEF can also constitute a platform to promote and show-case best practices gained by the P4G. At the same time, WEF will be able to draw on the national platforms established in P4G member countries. The P4G-platforms can give WEF access to relevant local stakeholders, where WEF don't have a strong local network, and they can constitute a framework for WEF initiated platforms and partnerships.

PACE and GBA can potentially leverage the engagement of the Partnering with Denmark on circular economy and waste management in Kenya and Indonesia by providing the Partnering with Denmark a broader platform and access to key stakeholders. WEF's support to strengthening the enabling conditions for transformation and increasing finance to a circular economy and a low carbon and climate resilient development will also be able to complement the efforts of UNEP and the Technical University of Denmark and other partners such as Global Green Growth Institute (GGGI), Global Climate Fund, and the Danish SDG Fund managed by IFU.

The African Circular Economy Alliance supported by PACE could form a platform for sharing best practice from the P4G. The partnership on Sustainable Special Economic Zones would be a highly relevant partnership for the Alliance. The Alliance could contribute to replicate and scale this P4G-partnership, and help scale initiatives regarding circular economy, which the Partnering with Denmark programme in among others Kenya and Ghana is engaged in.

Furthermore, it will also be possible to link potential pilot projects developed by WEF's platforms and partnerships to funding through P4G should they match the priorities of P4G. The P4G could support the implementation of pilot projects initiated by the Africa Circular Economy Alliance or across countries, who are part of P4G.

Though not supported by this commitment, Denmark will also be engaged in PACEs work to promote a circular economy for plastics (without funding). There are clear opportunities for synergies at country level, where Denmark will be engaged in PACEs work in Indonesia and Ghana.

GBA provides opportunities for synergies with primarily P4G. Learnings and actions supporting a sustainable energy transition could be integrated in the P4G partnership for development of sustainable special economic zones in selected African countries. The lessons learnt from e.g. recycling of batteries and battery-raw materials in Africa could potentially be transferred to Latin America and leverage the partnership for electric transportation in selected Latin American mega-cities. Furthermore, the work by Partnering with Denmark on circular economy in among others Kenya could be relevant in addressing the challenge of waste from batteries in GBA's initiative.

With the ongoing reorientation of SDIP, SDIP will be able to complement P4G, the SDG Fund and other Danish supported investment initiatives by promoting the development of bankable projects and strengthening the enabling environment for investments in sustainable development in developing countries.

Further opportunities will be explored during implementation of the components of this commitment.

List the key documentation and sources used for the analysis:

- The World 2030, Denmark's strategy for development cooperation and humanitarian action (2017) Ministry of Foreign Affairs of Denmark

- Review of Sustainable Development Partnership, (2018), NIRAS international consulting.
- Partnering for Green Growth and the Global Goals 2030, 2018-2022. Programme document, (2017).
- WEF project documentation listed in Anne 6

Are additional studies / analytic work needed? How and when will it be done?

There is no need to conduct additional studies or analyses.

7. Stakeholder analysis

Briefly summarise the key conclusions and implications for the programme of the analysis of the below points:

The primary partner is WEF's Centre for Global Public Goods (CGPG). Presentation of WEF, CGPG and key partners and stakeholders can be found in Annex 2.

WEF works to catalyze change through collaboration with a wide range of key stakeholders, who can contribute to create results and make a positive impact on sustainable development in developing countries. A key feature of the work is to bring key stakeholders together in alliances, platforms and partnerships, hence bringing together different perspectives, expertise and capacities within the specific fields and country setting, including government, private sector, not-for-profit organizations, research institutions and multilateral organizations. Each platform, alliance and partnership have its own composition of stakeholders matching the challenges it seeks to address. The exact setup of stakeholders varies across the selected project engagements but follows a similar multi-stakeholder approach to drive and accelerate the transformation towards sustainable development in developing countries. Stakeholders also include other complimentary initiatives and partnerships with which WEF coordinate to avoid overlapping efforts and to enhance effectiveness and efficiency.

Stakeholders are engaged either based on their own interest and initiative, or WEF approaches stakeholders, which are deemed to be key agents of change. The stakeholders convene around the purpose of the platform bringing in their individual interests, capacity and contributions. WEF builds its action on the priorities and needs of the stakeholders involved, hereby ensuring that action is grounded and driven by the stakeholders. This provides a strong basis for a sustainable impact, yet there is also an inherent risk of periodic stalemate, if stakeholders do not agree or prioritize the platform.

List the key documentation and sources used for the analysis:

WEF's project documentation as listed in Annex 6.

Are additional studies / analytic work needed? How and when will it be done?

There is no need to conduct additional studies or analyses.

Annex 2: Partner

Brief presentation of World Economic Forum and the Centre for Global Public Goods

WEF is a public interest, not-for-profit organization and was created by Klaus Schwab in 1971. The Forum achieved the status as International Organization for public-private cooperation in January 2015.

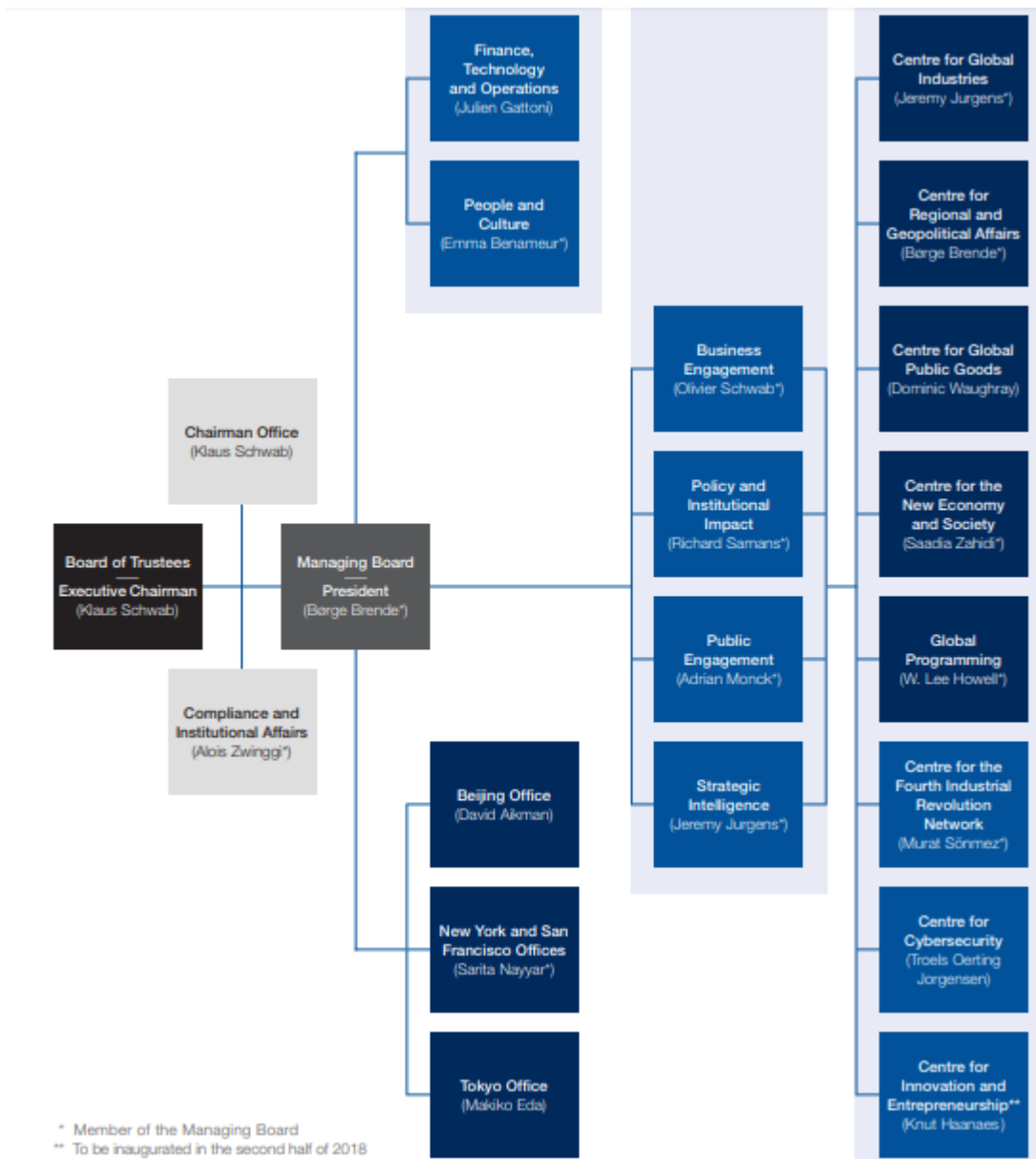
As an international organization for public-private cooperation, WEF provides a platform for advancing systemic improvements in cooperation and governance through the engagement of multiple stakeholders, industries, technologies, regions and intellectual disciplines. One of its unique features is that it provides a framework for the world's 1.000 leading companies to shape a better future. As a membership organization, WEF engages business in initiatives to address industry, regional and systemic issues. WEF's membership is tiered based on companies' strategic importance and, if relevant, industry.

WEF has a mission to improve the state of the world. It works to promote collaboration between governments, leading companies, civil society and experts from around the world and with varied perspectives with the purpose of achieving a mutual understanding and common agreement, and by pushing action forward by co-designing and piloting innovative approaches to policies and actions that promote sustainable development.

Having been a knowledge base and convener, traditionally, WEF is now increasingly becoming a 'do'er', who implements specific initiatives. WEF works through partnerships and aims at showcasing how public-private cooperation can help governments shift from an international development to a sustainable investment and innovation model.

The core strength of WEF is its unique convening power, which is used in combination with a strong knowledge base and multi-stakeholder platforms of collaboration to shape the global agenda on sustainable development and technological transformation. This capacity to bring the relevant actors together around a common challenge, influence global agendas and contribute to promote action for sustainable development makes WEF a relevant partner for supporting developing countries in promoting public-private partnerships for green growth and inclusive sustainable development.

WEF's organizational structure is represented in the following organigram:



Source: Centre of Global Public Goods, March 2019

CGPG was established in 2018, incorporating the System Initiatives for Shaping the Future of Environment and Natural Resource Security, the Future of Food and WEF’s work on innovative and blended development finance. The objective of CGPG is to be an indispensable platform for thought leadership and action in advancing the international sustainable development agenda. CGPG aims at mobilising rapid and scaled innovation in public-private action platforms as a core contribution to shaping a new international architecture, particularly for implementation of the SDGs and the Paris Climate Agreement. The CGPG strives to incubate and deliver public-private collaborative platforms that cut across traditional silos, are informed by holistic perspectives, and take into account the opportunities and impacts generated by the unfolding Fourth Industrial Revolution.

The current active CGPG platforms are: The Global Battery Alliance (GBA), The Sustainable Development Investment Partnership (SDIP), The Friends of Ocean Action (FOA), The Platform for Accelerating the Circular Economy (PACE), The Tropical Forest Alliance (TFA), Grow Asia / Grow Papua New Guinea, Resilience Action Platform, Food System, Climate Action, Natura Action Agenda, Global Plastics Action Partnership (GPAP), Water and Environmental Resilience. CGPG is also responsible for the Sustainable Development Impact Summit.

Responding to the demands of many WEF industry partners and non-business constituents such as governments, civil society and international organizations, CGPG seeks to reshape the international agenda for sustainable development into a more agile, public-private platform architecture for delivering the SDGs and addressing climate change. It seeks to do so by providing “proof of concepts” through a suite of public-private action initiatives in climate change and the environment, food systems security, circular economy and international development. To do so, CGPG has the objective to mobilise the most significant and relevant public, private and civil society stakeholders and their activities into structured platforms for scaled action over the next three years.

CGPG is looking to further its engagement in and capacity to support developing countries. Many of the platforms run by CGPG have engagements in developing countries and emerging economies, though CGPG itself does not have a permanent presence in the countries its light structure. The concrete activities of the platforms, though, allows the Centre to gain experience in engaging in and working with developing countries. The Danish commitment will support the CGPG in strengthening their capacity and their engagement.

Program partners

The partners in the individual components and the process and criteria for selecting partners are described below.

Platform for Accelerating the Circular Economy (PACE): A varied set of partners are involved in the individual elements of PACE supported by Denmark.

The Africa Circular Economy Alliance is expected to play a key role in the activities regarding e-waste in Africa. Presently, the Alliance has South Africa, Nigeria and Rwanda as members, while Niger, Senegal, Malawi and the DRC have agreed to join. PACE also works with among others UNEP and GEF. There will be a targeted approach to ensure that countries and organizations remain engaged and push the agenda of circular economy forward. In addition, there will be a targeted approach to engaging other countries and organizations in the Alliance, including Kenya and Ethiopia.

The broader work around a global vision for electronics is carried out together with the UN Electronic Waste Alliance and the UN entities mentioned in Chapter 5. CGPG aims to engage relevant countries in the work, including Nigeria, Ghana, Rwanda, South Africa, and Kenya. In the private sector, CGPG aims to engage companies, who are already engaged in work about e-waste in Africa, such as Dell, HP, Philips and Microsoft; companies who are engaged in other projects or workstreams, such as Apple, Huawei, and Cisco; targeted recycling companies, such as Sunray Ventures and Green Cycle Recycling as well as seek to build a larger network of e-waste recyclers in Africa.

The activities in China already involve partners across government, research, business and civil society, who are relevant for addressing e-waste in the country. These include the Ministry of Environment Protection, the China Association on Circular Economy (CACE), Tsinghua University, China Resources and Recycling Association (CRRA), and the China Nonferrous Metals Association. Efforts are ongoing to engage the National Development and Reform Commission in China. In the private sector the key partners include a core group of already engaged companies with Apple, Dell, Philips, HP inc.; companies who have shown interest and will be further engaged, including Huawei, GEM recycling, UMICORE, and other Chinese recycling companies; and other major electronics companies particularly Chinese IE. Lenovo, Xiaomi and Oppo Vivo.

Global Battery Alliance (GBA): Partners in the GBA are to be engaged in the project based on criteria, which may be further refined in the start-up phase of the project. At this stage, they include (subject to verification in the start-up phase):

- The expected market size or other strategic relevance of the country for the battery value chain, such as: relevance for circular raw material streams, recycling, reuse, battery deployment and the end of life market;
- Potential for impact on the SDGs and climate change mitigation: this is to be based on the indicators and framework which is under development by the GBA with partners such as McKinsey and SYSTEMIQ, and will be refined with the lead partner on the report; indicators may include creation of jobs and decent work (SDG 8); access to affordable, clean electricity (SDG 7); potential for the establishment of reuse and recycling (SDG 12);
- Willingness to engage and act as pan-African and global champions in the battery value chain;
- Selection of a set of countries that adequately represents the stages of the value chain (upstream, downstream).

Target countries will be selected based on above-mentioned criteria and are likely to include South Africa, Nigeria, Rwanda, Kenya, and countries such as the Democratic Republic of the Congo. Countries shall be engaged via several levers that are at the disposal of the GBA, including:

- Involvement in the generation of the report through interviews and workshops to challenge, validate and otherwise contribute to the validity of the analysis;
- Outreach by the Principal level of GBA to key governments, leveraging GBA's African public sector membership to date (UNECA, AfDB), and international organizations such as the World Bank Group;
- Mobilizing support based on existing buy-in and contacts via platforms and networks such as the Africa Circular Economy Alliance.

Sustainable development Investment Partnership (SDIP): SDIP has a long range of members, including a broad variety of financial institutions and mechanisms as well as national governments and insurance institutions, who are active in developing countries. SDIP strives to balance the composition of members amongst the sectors, with consideration given to the size and geographic representation of the entity as well as to representation from regions. The members from developing countries have joined following their interest in getting access to best practice and the network of actors. Membership is not a precondition for receiving support and SDIP engages in those countries with a need and will to cooperate. New members are reviewed and approved by the Steering Group based on a request from the interested party with specification of how they will contribute to SDIP. The current members are:

- Development Finance Institutions: AfDB, Agence Française de Développement (AFD), Asian Development Bank, Asian Infrastructure Investment Bank (AIIB), Development Bank of Southern Africa (DBSA), European Bank for Reconstruction and Development (EBRD), European Investment Bank (EIB), Inter-American Development Bank (IDB), International Development Corporation of South Africa (IDC), International Finance Corporation (IFC), Japan International Cooperation Agency (JICA), Multilateral Investment Guarantee Agency (MIGA), and the Dutch Development Cooperation.
- Institutional investors (insurance and pension funds): Allianz, Fonds Souverain d'Investissements Stratégiques (FONSIS), PensionDanmark, Pensionskassernes Administration (PKA), and WanaArtha Life.
- Private investors/commercial financiers/asset managers: Citi, Deutsche Bank, East Capital, Eastspring Investments, Guggenheim Partners LLC, HSBC, Investment Fund for Developing Countries (IFU), Meridiam Infrastructure, Mitsubishi UFJ Financial Group (MUFG), Standard Bank, Standard Chartered Bank, Storebrand, and Sumitomo Mitsui Banking Corporation (SMBC).
- Foundations: Bill & Melinda Gates Foundation.
- Governments: Cambodia, Cote d'Ivoire, Jordan, Canada, Denmark, Netherlands, Norway, Sweden, United Kingdom, and United States of America. Indonesia has been invited to join and their reply is awaiting.

SDIP has established two regional hubs to strengthen the ability to involve a broader network of relevant regional institutions, who can support and implement action in developing countries and

who can develop bankable projects. The hub for ASEAN covers the entire ASEAN region though it will focus its activities in Indonesia and Vietnam. In Indonesia, the regional hub is already working to mobilize long-term domestic capital together with the Indonesian Government, including the Ministry of Finance, Ministry of Maritime Affairs, Ministry of Economic Development, PT Sarana Multi Infrastruktur (PT SMI), and the Financial Service Authority (OJK). Previously, the hub has also worked with Cambodia, Vietnam, Myanmar and the Philippines.

The regional hub for Africa has implemented activities either in collaboration or in relation with South Africa, Kenya, Cote d'Ivoire, Botswana, Ethiopia, Senegal and Ghana. The regional hub for Africa has worked closely with the South African Government through the National Treasury, and with the Trade and Development Bank, the Public Investment Corporation and the Pension Fund of Senegal (FONSIS), as well as regional governments such as the Regional Economic Communities. It has carried out a variety of activities with the aim of mobilizing private capital through identification of barriers and ways to overcome these. The hub is currently defining, which countries to focus on for the coming years.

Annex 3: Result Framework

Thematic Programme		Support to World Economic Forum - 2019-2020: Green Growth and Inclusive Sustainable Development in Developing Countries	
Thematic Programme Objective		Strengthen WEFs engagement in developing countries to support these countries in promoting green growth and inclusive sustainable development through public-private partnerships.	
Impact Indicator		Number of developing countries, which WEF/CGPG is engaged in, including new countries of engagement and number of pilot projects in implementation supported by the Danish commitment.	
Baseline	Year	2018 – 2019	<p>Engagement and pilot projects in individual developing countries, including Nigeria, Democratic Republic of Congo (DRC), China and six members of the Africa Alliance for Circular Economy. Stakeholders in the relevant developing countries are often scattered with often no common alliance and direction. WEF engagement and presence on the ground in developing countries being strengthened, including through two regional hubs in Africa and Asia regarding sustainable investments and implementation of pilot projects.</p> <p>PACE: Increasingly executing and developing work on circular economy in developing countries with an aim of becoming a leading platform. Three founding (South Africa, Nigeria and Rwanda) and three incoming members (Niger, Senegal, Malawi) of Africa Alliance for Circular Economy. Alliance in China in built up phase and with a need to involve and formalise collation a common direction.</p> <p>GBA: A group of stakeholders collaborating with respect to a sustainable cobalt supply chain in DRC, but no formalised group of local stakeholders around the broader value chain of batteries in Africa. Existing cooperation with World Bank, AfDB and other international partners</p> <p>SDIP: Two regional hubs established in Africa and Asia, several activities to share best practice in developing countries and among key stakeholders and individual projects. No countries, who have started implementing a holistic public approach to strengthening policies, regulatory frameworks, and finance for investments in the achievement of the SDGs.</p>
Target	Year	2020	<p>Each platform is engaged in 2-3 developing countries.</p> <p>Pilot projects in selected countries and among countries are being implemented with the commitment of stakeholders, who are critical to sustainable development.</p>

Platform for Accelerating the Circular Economy (PACE)

Outcome - PACE		Progress in developing and implementing solutions for a circular economy in China and 2-3 developing countries in Africa based on a multi-stakeholder approach and with a focus on e-waste.	
Outcome indicator		Multi-stakeholder coalitions formed, and roadmaps, projects and funding identified and executed in developing countries with support from PACE.	
Baseline	Year	2018-2019	PACE focus increasingly shifting to developed countries.
Target	Year	2019-2020	<p>PACE executes on and develops new work in developing countries – as a minimum in China and 2-3 developing countries in Africa – and shifts balance to be 50% focussed on developing countries in terms of membership and portfolio.</p> <p>PACE becomes a leading platform for developing countries transitioning toward the circular economy, particularly through the platform of the Africa Circular Economy Alliance.</p>
Output 1		The Africa Circular Alliance has expanded and has initiated increased action, such as pilot projects and roadmaps, for a more circular economy in e-waste in Africa.	
Output indicator		<p>Action plan and pilot projects by The African Circular Economy Alliance.</p> <p>Replication of the best practice on a circular economy for electronic-waste in Nigeria, with input from private sector, and UN e-waste coalition.</p>	
Baseline	Year	2018–2019	<p>African Circular Economy Alliance launched but in need of direction and dedicated resources to move it forward.</p> <p>Lack of actionable shared learning on e-waste among African countries and stakeholders, particularly public-private roadmap for action.</p>
Target	Year	2019-2020	<p>The Africa Circular Economy Alliance has expanded from the current three members to at least six including strategic countries such as Kenya.</p> <p>An action plan and collaborative pilot projects have been developed by the African Circular Economy Alliance, including a project pipeline growing to four projects with at least one project, which can act as a pipeline for P4G, and one project, which draws on the learning from the e-waste project in Nigeria.</p> <p>The Alliance supports the creation of circular economy roadmaps in 1-2 developing countries.</p>

Output 2		Advanced action to reduce electronic waste in China.	
Output indicator		A coalition of key stakeholders representing government, business, civil society organizations and relevant multilateral organizations. Public-private pilot projects, which build on a report with identification of barriers to and policy options for a circular economy for electronics.	
Baseline	Year	2018–2019	No formal coalition of stakeholders committed to joint action in China. No common basis for addressing barriers to transformation.
Target	Year	2019-2020	A formal multi-stakeholder coalition committed to recycling 50% of e-waste by 2025 and including 20% of recycled content in new products. Key government and industry stakeholders are part of the project board. A report with identification of barriers and policy options for a circular economy for electronics form part of the basis for pilot projects by the coalition. Capacity built of civil society actors in the space. In particular CACE, who will gain capacity for building public-private platforms for collaboration between international and Chinese companies, and the Chinese Government.
Output 3		A collection of best practice models for a circular economy for e-waste for developing countries, which can form an input for a global vision for electronics.	
Output indicator		A report. Integration of report in the UN E-waste Alliance’s work.	
Baseline	Year	2018–2019	No coherent best practice for developing countries.
Target	Year	2019-2020	A report with a synthesis of best practices for a circular economy for e-waste suitable for implementation in developing countries. A global vision for electronics developed by the UN E-waste Alliance, which includes best practices for developing countries and suggestions for action, including public-private collaboration assigning roles to private sector organisations for better handling of e-waste in developing countries.

Global Battery Alliance (GBA)

Outcome – GBA		Progress towards a sustainable value chain for batteries in African developing countries hereby promoting inclusive sustainable economic growth throughout the battery value chain and a transition to sustainable energy production and consumption.	
Outcome indicator		An African coalition has been mobilized around a common vision and is implementing projects and other actions for promoting the sustainability of the battery value chain.	
Baseline	Year	2018-2019	A group of stakeholders collaborating with respect to a sustainable cobalt supply chain, but no group of stakeholders around batteries in Africa.
Target	Year	2019-2020	An African multi-stakeholder coalition has been established with participation from interested developing country governments, businesses, civil society organisations and international organisations, and with a set of opportunities for projects and actions identified.
Output 1		A set of opportunities for action in Africa debated across the region based on an analysis, which outlines a) current footprint of the battery value chain in Africa, b) a vision for how it could evolve by 2030, and c) concrete levers towards achieving this vision through public-private market-driven partnerships, developed with key partners, such as the African Development Bank, the WB Group, African governments, pan-African public organizations, relevant private sector and civil society.	
Output indicator		A report based on above mentioned criteria has been publicly debated across the African region.	
Baseline	Year	2018–2019	Scattered information and engagement.
Target	Year	2019-2020	A publication by early 2020 based on above mentioned criteria. A number of meetings and workshops in developing countries in Africa that mobilize public-private action.
Output 2		A Pan-African network of relevant stakeholders from public, private and civil society organizations that have high stakes in the entire battery value chain engaged around a vision and a set of opportunities.	
Output indicator		A group of relevant stakeholders representing government, business, civil society organizations and relevant bilateral and multilateral organizations relevant to the target developing countries and committed to a common vision and set of opportunities for improving the sustainability of the	

		battery value chain in Africa. Support from these organizations for a specific action is identified, for example in a pilot initiative, as per the report findings.	
Baseline	Year	2018–2019	No group of stakeholders have committed to action in Africa.
Target	Year	2019-2020	2-3 front runner developing country governments as well as 1-2 local and international business actors and civil society organisations, respectively, – all with strong relevance to the target countries – are committed to the vision and action. One pilot project identified.

Sustainable Development Investment Partnership (SDIP)

Outcome - SDIP		Progress towards improving the conditions for investments and ensuring more efficient use of public funds in support for the SDGs in at least two developing countries in the regions, where the regional hubs are currently active.	
Outcome indicator		Number of countries.	
Baseline	Year	2018-2019	No countries, who have started implementing a holistic public approach to strengthening policies, regulatory frameworks, and finance for investments in the achievement of the SDGs.
Target	Year	2019-2020	One developing country in Africa and one in the ASEAN region have started implementing a holistic public approach to strengthening policies, regulatory frameworks and finance for investments in the achievement of the SDGs.
Output 1		Facilitated a global sharing of best practices for overcoming challenges for investments in sustainable development to support the systematic adoption of these best practices.	
Output indicator		Number of events and research studies at the global level.	
Baseline	Year	2018-2019	6 global events (SDIP sessions at SDI 18, AM19, SDIP events alongside World Bank Meetings; SDIP member meeting in Geneva). 1 research studies.
Target	Year	2019-2020	Additional 12 global events including: sessions at the SDI Summit/Climate Summit/HLPF, World Bank spring meetings, World Bank Annual Meeting, SDIP meetings Geneva, Forum Annual Meetings. 2 research studies, including: <ul style="list-style-type: none"> • Country Roadmap to sustainable development with framework and deep country dives • Inclusive markets, building on the learning from the SDIP regional Hubs. <p>A digital interactive tool on the most relevant global and regional efforts driving financing towards sustainable development.</p> <p>Not all events will be funded by Denmark.</p>

Output 2		The regional hubs are financially self-sustaining organisations, which are recognized as the key platforms that enable financing and support for developing countries at the national level in developing a more holistic finance approach to investments for sustainable development.	
Output indicator		Level of financial sustainability of the regional hubs and their independence to define and deliver on their regional programs.	
Baseline	Year	2018-2019	<p>Dependent on donor contributions to support SDIP and member secondments.</p> <p>Low awareness about the regional hubs.</p> <p>6 regional events and one 1 research study almost completely handled by the Secretariat in Geneva (Singapore, Hanoi, Jakarta, Johannesburg, Kuala Lumpur, and Nairobi).</p>
Target	Year	2019-2020	<p>Africa Hub with permanent personnel contracted locally with a defined regional program and on track to be financially self-sustainable by 2020.</p> <p>ASEAN Hub with permanent personal contracted locally, with a defined regional program and on track to be financial self-sustainable by 2021.</p> <p>Hubs are increasingly recognized by relevant regional and national stakeholders and have managed to deliver:</p> <ul style="list-style-type: none"> • 6 regional events: including workshops in Indonesia on deepening local capital markets, in Vietnam on policy recommendations for growing domestic investments, in Africa a marketplace on advancing early stage projects, a high level dialogue on building local capital markets for long-term investments in sustainable development, and working session to explore how to support pioneering initiatives and platforms aimed at addressing financing and pipeline challenges in Africa, SDIP Marketplace and panels at AF19, Africa investment Forum in Johannesburg, session at the World Economic Forum on ASEAN 2020. • 3 regionally relevant research studies and 1 global study focusing on ASEAN development finance mapping, Africa development finance mapping, and recommendations on capital markets for Indonesia. <p>Not all events will be funded by Denmark.</p>

Annex 4: Budget details

WEF - Overall budget (2019-2020)

The Danish commitment of DKK 15 million is provided for PACE, GBA and SDIP. Support for the first two components is earmarked, while the support for SDIP is an unearmarked core contribution.

WEF Overall budget	Budget CHF	Budget DKK
Platform for Accelerating the Circular Economy (PACE)	(1,042,500)	6,950,000
Global Battery Alliance (GBA)	(450,000)	3,000,000
Sustainable Development Investment Partnership (SDIP)	(600,000)	4,000,000
7% administration	(157,500)	1,050,000
Total	(2,250,000)	15,000,000

PACE - budget (2019-2020)	Budget CHF	Budget DKK
Secretariat salaries	(440,000)	2,934,000
Secretariat travel and expenses	(30,000)	200,000
Events and community building activities	(162,500)	1,083,000
Research, publications, reports and consultants	(380,000)	2,533,000
M&E and communication	(30,000)	200,000
Total	(1,042,500)	6,950,000

GBA - budget (2019-2020)	Budget CHF	Budget DKK
Secretariat salaries	(190,000)	1,267,000
Secretariat travel and expenses	10,000	67,000
Events and community building activities	(80,000)	533,000
Research, publications, reports and consultants	(150,000)	1,000,000
M&E and communication	(20,000)	133,000
Total	(450,000)	3,000,000

SDIP – budget* (2019-2020)	Budget CHF	Budget DKK
Core contribution	(600,000)	4,000,000

*The Danish commitment to SDIP is provided as an unearmarked core contribution of DKK 4 million (CHF 600,000) to SDIP. This means that the commitment is not linked to specific outputs and activities but supports SDIP's budget and program. The below budget constitutes SDIP's overall budget for 2019-2020 to which the Danish commitment will contribute to.

Annex 5: Risk Management Matrix

Contextual risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Global financial instability and economic slowdown	Unlikely	Major	Mitigation by selecting partners, who have a high commitment, and by continuously monitoring progress.	General risk prevails but can be addressed through close follow-up.	A global slowdown will reduce countries' appetite to engage in systemic change and business' willingness to invest in developing countries.
Global action regarding SDGs and climate change reduces	Unlikely	Major	Mitigation by selecting partners, who have a high commitment, and by demonstrating results and value for partners and the global community.	Residual risk exists and will be addressed through close monitoring of programs.	The US has reduced its engagement in global sustainable development and others could follow suit. New governments in Europe might also slow down pressure to act in favour of the climate and the SDGs.

Programmatic risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Partner ownership diminishes, or critical partners do not engage.	Likely	Major	Commitment from partners is sought at highest possible level and engagement is followed closely. Partner commitment and drive is an inherent feature in WEF partnerships, where WEF seeks to take a facilitating role.	Independent of the risk it may be decided to continue with implementation and make amendments to the design and actions to accommodate changes in partner landscape.	If partners, public and private alike, do not drive the action, delays may occur, and it will be difficult to obtain the expected results. It requires action across public and private stakeholders to address challenges regarding investments, the battery value chain and circular economy. If some actors – particularly government or business – do not engage, it will be difficult to succeed.
Stakeholders in the platforms do not include the	Unlikely	Major	Identify and involve stakeholders, who are Key change agents	Some level of risk remains. It may be difficult to engage the key change agents due to	The platforms build on the interest and action of the individual partners and on voluntary membership and participation. At the same

key change agents.			even if they have not initially engaged in the platforms.	political or other motivations among these stakeholders. In this case, different engagement approaches and incentives will be considered.	time, action requires that the key change agents are engaged in the platforms. If key change agents are not engaged, it will be difficult to obtain the desired results.
Pressure to exclude relevant civil society from partnerships and activities	Likely	Major (if many or important civil society)	Closer coordination among donors and WEF and joint pressure on blocking stakeholders to respect the rights of the civil society.	Independent of the risk level, it may be decided to continue activities due to importance of issue. Alternatively, re-arrange action to open new spaces for civil society engagement.	Worry that political climate and reduced civil society space in some countries could exclude or reduce the participation of civil society. Donors can have limited possibility to influence.
Corruption among partners in the partnerships, platforms or alliance	Likely	Major	WEF will be urged to intensify supervision and monitor use of funds. Clear anti-corruption policies will be requested of WEF.	Project does not aim at building capacity and some level of risk will prevail. Regular monitoring can reduce immediate risks in the project.	The capacity and quality of governance in many developing countries is not adequate to prevent corruption. Procurement processes and implementation may suffer. Possibilities of short-term preventive measures are limited.
Immature models for a sustainable battery value chain and circular economy of e-waste in developing countries	Unlikely	Major	A core component of the work is aimed at collecting best practice and developing suitable models for systemic change. This will allow for an iterative process, which builds up action based on interested partners, knowledge and pilot projects to test models.	Some level of risk remains. It may be decided to test models in smaller geographical areas or constituencies e.g. municipalities if models and the business case is considered immature by partners.	Presently, no blue prints exist for models for strengthening circular economy and the battery value chain in developing countries. Lack of suitable models can make it difficult to engage countries and partners in action.
Impact reduced because engagement is spread too thin	Unlikely	Minor	CGPG has a dedicated team for each platform, partnership and alliance.	Minor residual risk.	The project covers various thematic areas and WEF has a light implementation structure, which can pose challenges for impact.

New leadership and strategy in SDIP slow down progress	Unlikely	Minor	Denmark has a seat in the steering committee and can coordinate closely with donors and raise potential challenges in the committee without delay.	Minor residual risk. In case of delayed progress, then budgets and plans will have to be adjusted.	SDIP is going through a mayor change process in both leadership and strategy. Delays in this process can have detrimental effect on the SDIPs progress.
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Institutional risks

Risk Factor	Likelihood	Impact	Risk response	Residual risk	Background to assessment
Lack of capacity in WEF to implement action in developing countries	Unlikely	Major	WEF has an ambition to increase action in developing countries and is expected to dedicate sufficient resources to ensure close monitoring of progress. Denmark will maintain a close dialogue with WEF during implementation.	Some residual risk remains. In case, Denmark experiences lack of capacity, WEF will be asked to scale up resources and competencies.	Traditionally, WEF is a convener and a knowledge bank rather than a do'er, and WEF does not have a strong presence in developing countries. This can challenge WEF's capacity to operate in developing countries and ensure progress on the ground.
Some of partnerships, platforms and alliances at local and regional are weak or fail.	Likely	Major	WEF seeks the commitment from partners at highest possible level and will follow the engagements closely to adapt the activities as necessary. Partner commitment and drive is an inherent feature in WEF partnerships.	Some residual risk prevails in these innovative partnerships. Action in the selected areas is urgent, and there should be some level of allowance of failure. Otherwise, progress will be too late and too little. Starting new work and new partnerships involves a risk. Through, if several partnerships fail it will into	Part of the planned action and results relies on the establishment of new local partnerships and on strengthening e.g. the relatively new the Africa Circular Economy Alliance. Several of the partnerships and alliances have not yet stood the test of time and might be rather weak, e.g. because they depend on the driving force of selected political leaders.

				call into question the entire workstream and WEF.	
Fraud and mismanagement	Unlikely	Major	Demand that WEF has a professional and thorough grant management in WEF to avoid misuse of funds including from its partners, including clear guidelines for handling potential cases.	Minor residual risk.	There is a strong reputational and operational risk and impact from mismanagement and fraud – both for WEF and for the donors. This can impact not only the specific work stream but the overall willingness of donors to provide grants to WEF.

Annex 6: List of supplementary materials

Ministry of Foreign Affairs (2017). *Appropriation Cover Note, Sustainable Development Investment Partnership*.

Ministry of Foreign Affairs (2017). *World Economic Forum: Sustainable Development Investment Partnership, Development Engagement Document*.

NIRAS International Consulting (2018). *Review of Sustainable development Investment Partnership*.
NIRAS

OECD, WEF (2019). *Sustainable Development Investment Partnership (SDIP) Annual report 2018/2019 (DRAFT)*.

WEF (2019). *Grant Support from the Government of Denmark, Harnessing Batteries for a Fast and Sustainable Energy Transition*.

WEF (2019). *Platform for Accelerating the Circular Economy (PACE), Public Overview*.

WEF (2019). *Overview of China Electronic Coalition Project*. Received per mail April 2019.

WEF (2019). *SDIP Update, Strategy and Operational Plan*. Received per mail April 2019.

WEF (2019). *Global Battery Alliance, February 2019, Geneva, Switzerland*.

WEF (2019). *Denmark Proposal, PACE*. Received per mail April 2019.

Annex 7: Plan for communication of results

Time	Activity	Documentation	Responsible
Sept 2019	Announcement of cooperation between DK and WEF (<i>can be done when signing agreement or at UNGA in Sept</i>)	Short press release	WEF
Sept 2019	Sustainable Development Summit, joint sharing and learning from P4G and other cooperation	Show case best practice with presentations and dialogue	WEF & MFA DK
Sept 2019	TENT - UNGA – high level summit on follow up on the SDGs	Possible side event	WEF & MFA DK
Sept 2019- Jan 2020	Opportunities for communicating results will be explored along the implementation process		WEF
Jan 2020	Davos – share best practice from cooperation	Events, presentations and reports produced with support from DK	WEF & MFA DK
Feb 2020-	Opportunities will be identified along the way and agreed by the parties at the regular update dialogues		WEF

Annex 8: Process Action Plan

Time	Activity	Documentation	MFA Responsible
May 2019	Project proposal – final	Project document	BVB
June	Desk appraisal	Project document	QA
August	Approval by MFA-BVB	Appraisal and project document	BVB
August	Approval by MFA-Under Secretary	Appropriation Note and the appraised Project Document	BVB
August	Approval by Minister for Development Cooperation		BVB
August/September	Signing cooperation agreement with WEF	Appraised project document	BVB
September	Registration of appropriation in MFA systems	Agreement and project document	BVB
September	Start of cooperation	Agreement and project document complemented with WEF work plans	BVB

Annex 9: Signed Quality Assurance Checklist