

# State of Green, Danish National P4G Platform

## Partnering for Green Growth and the Global Goals 2030 (P4G) 2023-2027

**Key results:**  
**Outcome:**

- 1) Danish partners contributing to the creation of inclusive, localized, and investable business solutions
- 2) Contribute to National Platforms enhanced capacity through knowledge sharing on Danish green solutions and opportunities for partnerships.
- 3) P4G initiative promoted through knowledge sharing of partnership results.

Ultimately, these interventions will lead to a projected impact that contributes to green and inclusive growth in developing countries by helping businesses to become investment-ready and supporting country climate transitions in food, water, and energy systems.

**Justification for support:**

- SoG' activities align with priorities of partner countries through focus on the links between climate change, environment and human development. In particular, it contributes to deliver on the Danish green development priorities of 'The World We Share' and the government' global climate action plan.

- Through its interventions, P4G aims to accelerate and scale partnership business models with high potential for long-term impact. SoG is supporting and contributing to achieving this objective.

- P4G is filling a gap to help green and inclusive business models in developing countries reach commercial viability.

**Major risks and challenges:**

- less cooperation on climate and development goals due to global, regional or national political instability, countries look inward to stimulate their recoveries from conflicts, COVID-19; erosion of confidence in the Paris Agreement and SDGs.

- disengagement of National Platforms, private sector and partner organizations

- loss of funding and political support from donors, partnerships failing to realize their full impact.

<b>File No.</b>	2022-20045					
<b>Country</b>	Interregional					
<b>Responsible Unit</b>	Department for Green Diplomacy and Climate					
<b>Sector</b>	Environment and climate change					
<b>Partners</b>	State of Green (SoG)					
<b>DKK million</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>Total</b>
<b>Commitment</b>	1,3	2,6	2,9	2,6	2,6	12
<b>Projected disbursement</b>	1,3	2,6	2,9	2,6	2,6	12
<b>Duration</b>	4,5 years (2023-2027)					
<b>Previous grants (mill.)</b>	2018-2022: DKK 265 for P4G/DKK 19 for SoG					
<b>Finance Act code</b>	06.38.02.12					
<b>Head of unit</b>	Karin Poulsen					
<b>Desk officer</b>	Charlotte Just					
<b>Reviewed by CFO</b>	Rasmus Tvorup Ewald					

**Relevant SDGs**

 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	

**Objectives**

**P4G programme objective** is to contribute to green and inclusive growth in developing countries by helping businesses to become investment ready and supporting country climate transitions in food, water and energy systems.

**Environment and climate targeting - Principal objective (100%); Significant objective (50%)**

	Climate adaptation	Climate mitigation	Biodiversity	Other green/environment
<b>Indicate 0, 50% or 100%</b>	50%	50%	0	100
<b>Total green budget (DKK)</b>				DKK 12 million

**Justification for choice of partners:**

SoG, a not-for-profit public private consortium established in 2008 when Denmark was preparing to host the UN Climate Conference, COP15 with the aim of positioning Denmark as a green international frontrunner through relation building and professional dialogue between decision makers in the public and private sectors. SoG has since the inception of P4G in 2018 been the Danish national platform. The midterm review in 2021 confirmed the relevance and effectiveness of SoG as P4G implementing partner.

**Summary:**

P4G is a multi-stakeholder initiative with the aim to contribute to in-country climate transitions in ODA-eligible countries in three SDG sectors. It does so by providing grants, technical assistance and government support to green growth partnerships to become investment ready, contributing to partner countries' capacity to improve the enabling systems, and sharing these learnings with P4G countries and beyond. The initiative began in 2018 and P4G' 9 partner countries have shown to play an important role in increasing political awareness and commitment to the partnership projects and P4G's agenda. State of Green is the driving force in securing Danish participation in P4G partnerships by taking part in the origination and acceleration processes involving Danish partners from the private sector and promoting knowledge sharing of partnerships results. The activities of SoG is aligned with the P4G global results framework, however, tailored to the specific role of SoG as the national Danish P4G platform. The overarching success criteria of P4G is that the models and solutions proven in the most successful partnerships are taken to scale by the market to truly make a difference in achieving the SDGs and the Paris Agreement.

**Budget (engagement as defined in FMI):**

Outcome 1: Partnerships	DKK 4,0 million
Outcome 2: National Platforms	DKK 4,0 million
Outcome 3: Knowledge mobilisation	DKK 3,6 million
Midterm review, audits etc	DKK 0,4 million
<b>Total</b>	<b>DKK 12 million</b>

**Ministry of Foreign Affairs of Denmark**



**State of Green, Danish National P4G Platform  
Programme Document**

**Partnering for Green Growth and the Global Goals 2030 (P4G)  
Phase 2, 2023-2027  
June 2023**

**File no. 2023-21268**

## List of Abbreviations

C40	Cities Climate Leadership Group
CAIF	Climate Action Investment Fund
COP	United Nations Conference of Parties
CSO	Civil Society Organisation
DED	Development Engagement Document
EKF	EKF - Danish Export Credit Agency
GFP	Global Fashion Partnership
GMF	Global Maritime Forum
IFC	International Finance Corporation
IFU	Danish Investment Fund for Developing Countries
LMIC	Lower Middle-Income Countries
NP	National Platform
ODA	Official Development Assistance
OECD-DAC	Development Assistance Committee of the OECD
P4G	Partnering for Green Growth and the Global Goals 2030
SDG	Sustainable Development Goal(s)
SoG	State of Green
UN	United Nations
UNEA	United Nations Environmental Assembly
WFS	World Food Summit
WRI	World Resources Institute

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## 1. Introduction

The present programme document outlines the background, rationale and justification, objectives and management arrangements for development cooperation concerning State of Green (SoG), Danish national platform in the Partnering for Green Growth and the Global Goals 2030 (P4G) Phase 2, which will be implemented from 1 July 2023 to 31 December 2027 as agreed between the parties State of Green and the Ministry of Foreign Affairs of Denmark. The programme document is an annex to the legal bilateral agreement with the implementing partner and constitutes an integral part hereof together with the documentation specified below. The total funding will be DKK 12 mio.

SoG has been the Danish national platform in P4G since the inception of the programme in 2018, and as in phase 1 is supporting and contributing to achieving the objective and goals of the P4G global programme. SoG is the driving force in securing Danish participation in P4G partnerships by taking part in the origination and acceleration processes involving Danish partners from the private and civil society sector. SoG coordinates with all stakeholders including Danish ministries, embassies, private companies, civil society organisations and links up to international partners. SoG supports and this document is aligned with the global P4G programme (See also chapter 6).

## 2. Context, strategic considerations, and rationale

P4G was established in 2018 as an initiative to support green growth in developing countries by setting up partnerships within societal sectors supporting partner countries reaching the 2030 global goals. The P4G model or approach to support is a hybrid between traditional official development assistance (ODA) and an impact investment model. P4G was initiated as a five-year programme with five focus areas: Energy, water, sustainable cities, circular economy, and food/agriculture. In Phase 1, 12 countries joined P4G as partner countries, among them Denmark as the initiating country and others being Kenya, South Africa, Ethiopia, Bangladesh, Vietnam, Indonesia, Korea, Mexico, Chile, Colombia, and the Netherlands.

Denmark is internationally recognized for its conducive policy, planning and regulatory framework which promotes responsible and sustainable growth, employment, and social welfare in cooperation with the private sector and investors. At the same time, Danish companies through decades of research and development have positioned themselves in the technological world elite with sustainable, renewable, and energy-efficient solutions. The strong cooperation between the two sectors i.e. public – private with mutual benefits for both has been an inspiration for other countries. The ambition of P4G is to inspire developing countries and emerging economies to implement green solutions in partnerships on a market driven basis. P4G can support partnerships with funding focusing on also creating links to external investors. Individual grants will range from USD 100,000 up to 500,000 with the possibility of repeat funding up to USD 1 mio.

Compared to other development cooperation programmes, the unique thinking behind P4G is the strong involvement of the private sector, taking a leading role in partnerships with the public sector and civil society. The scale of climate challenges is so high and the timeframe to avoid temperatures rising is catastrophically short so that all sectors must be activated and coordinate efforts to secure that implemented solutions fit into national strategies and systems. The world needs new and innovative solutions, which the private companies, not least in Denmark, can develop. In addition, and to respond to the financing gap<sup>1</sup> private investments become the more important.

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<sup>1</sup> For further info, please refer to the detailed problem analysis, annex 1 of the main P4G Phase 2 programme document (for ref. see annex 8).

Although also developing countries need renewable and sustainable solutions, the speed of implementation is too slow and the scale too low. Danish companies have not prioritized these countries and the level of exports on traditional trading terms has been limited due to difficult market access, weak knowledge of local markets, low credit ranking and high risk in general. The P4G partnership model emphasising collaboration between the public sector and local communities can help overcome these barriers for the benefit of the local economy and employment as well as strengthening foreign business interest in the country.

From the beginning, P4G focused on securing concrete implementation of original solutions. The Global P4G Hub with base in Washington has so far managed the initiative. However, an important part of the P4G setup was the active involvement at national level in the partner countries. To secure that, national P4G platforms were established. In Denmark that role was anchored at SoG because of its unique position among private companies and organisations as well as Danish ministries, embassies and other stakeholders in sustainability and renewable energy.

## **2.1 P4G Phase 2 – short presentation of key elements**

In Phase 2, there will be several adjustments vis-a-vis phase 1 reg. organisation, country participation, SDG focus and partnerships eligibility criteria and an ambition to create investment-ready business models for partnerships. These changes will also influence the work of State of Green as Danish NP. Below the main pillars of P4G in Phase 2 as outlined in the global P4G programme document (for more info ref. annex 8).

**P4G will in Phase 2** continue as an activity in accordance with the overall World Resources Institute's strategy to increase the speed and scale of financial flows to accelerate the transition to a zero-carbon world. The gaps in available investment in LMIC countries makes it necessary to bring private sector and decision-makers closer together in Phase 2 to make regulatory changes faster in sectors related to climate change through timely and ongoing in-country support from the P4G Hub. The main focus will be on investor- and ODA-eligible partner country priorities to strengthen in-country expertise and engagement.

**Acceleration** is a key concept in Phase 2 – consisting of three elements: Grants and technical assistance to the businesses and civil society organisations in the partnerships to help business partners become investment ready; National Platform's support to improve the in-country enabling system for businesses; Knowledge mobilization that enables P4G learning to be presented and implemented in other contexts in P4G countries and beyond.

**Nine partner countries** will be taking part in Phase 2: The implementing ODA-eligible countries Colombia, South Africa, Kenya, Ethiopia, Indonesia and Vietnam and the donor countries South Korea, the Netherlands and Denmark.

**The P4G focus SDGs** will be reduced from five in Phase 1 to three in Phase 2. SDG 2 Zero Hunger – Climate-smart agriculture and Food loss and waste, SDG 6 Clean Water and Sanitation – Water resilience; and SDG 7 Affordable and Clean Energy – Renewable energy and Electric mobility. Each implementing country will concentrate efforts on two of these six tracks.

**P4G partnerships** will comprise a civil society organisation and a commercial partner to support investment-worthy businesses that will be able to connect to investors. The partnership will receive funding and technical assistance. The CSO must have local offices and be able to support the partnership in its journey to commercialization. Each partnership must be formed for the purpose of enabling the

core business to become investment-ready and include an element of policy or regulatory work which will enable the underlying business model to flourish.

**The eligibility criteria** in Phase 2 have been streamlined for the business to meet the development and climate objectives. The main criteria are:

- **Sectors and country:** Partnerships must directly address climate in the areas of food (climate-smart agriculture and food loss and waste), water (water resilience) and energy (renewable energy and zero-emissions transportation) as aligned with P4G's partner country priority sectors. All partnership activities funded by P4G must take place within a P4G partner ODA-eligible country.
- **Partnership composition:** Partnerships must comprise an early-stage business partner and a CSO formalized through a memorandum of understanding, charter, compact or other agreement. Each partner should have a shared objective of realizing the investment readiness of the green business.
- **Investable:** The early-stage business partner must have a robust business plan and financial model with early market proof points, a defined path to commercialization and the intent to attract commercial investors.
- **Additionality:** Partnerships must show that P4G's value-added acceleration, including engaging NPs and global networks, can enable private-sector growth and that this inclusive growth is at the core of the partnership.

Partnerships are required to cost share at least 30% of the total P4G grant funding awarded. The early-stage business partner must be registered or intending to register in the P4G country of implementation. The lead CSO, who will be the administrative partner, should be registered in-country and/or include a CSO partner who is registered in-country. The grant period of performance will be between 18 and 24 months. Partnerships may be eligible for a second round of grants and/or extensions in their funding period for a maximum of 12 additional months, subject to available funding and progress made.

P4G's in-country staff alongside ODA-eligible country national platforms, donor country national platforms, embassies and other key stakeholders will lead the origination process.

**National Platforms in the implementing countries will be strengthened** to support the origination process, implementation, partnerships, and knowledge sharing. The NPs will apart from government and private sector organizations involve donor country embassies and the P4G liaison officer, now present in each ODA eligible partner country. These efforts will be further strengthened through the focus on fewer sectors directly linked to climate mitigation or adaptation and aligned with national policy frameworks.

**Donor country national platforms** like SoG will be an important additionality to the overall programme approach. Through early engagement, SoG can play an important part in the origination process. The process can benefit from the expertise, the technology, and linkages to the private sector in Denmark as can possible synergies with Strategic Sector Cooperation programmes<sup>2</sup> between each of the ODA-eligible countries and Denmark. Furthermore, early involvement of donor country NPs can bring strong actors

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<sup>2</sup> For more info, please refer to "Denmark's Strategy for Development Cooperation" (see also annex 8)

into the partnerships and strengthen their business cases and investor attractiveness. Donor country NPs can also play an important role in knowledge sharing in-country and to international audiences.

SoG will in Phase 2 adapt its workflow to continue as a supportive national platform of the overall P4G programme.

## 2.2 SoG results, Phase 1

In Phase 1 from 2018-2022, the main role of SoG as national Danish P4G platform has been to:

- raise awareness of the P4G initiative and the importance and potential of partnerships among Danish stakeholders,
- support Danish stakeholders when applying for P4G funding and when taking part in partnerships,
- pro-actively prepare P4G Summits and international events, not least securing Danish companies' participation,
- reach out to national platforms in partner countries, also through National Platform Gatherings,
- make P4G visible in Denmark and internationally through communication.

The 2017 Development Engagement Document (DED) between the Ministry of Foreign Affairs and SoG which describes activities and expectations to the deliveries from SoG, was revised in 2019 after recommendations from the Inception Review. Further, after a change in the funding application process in 2020 where a larger part of the process was centralised to the Hub, the MFA and SoG agreed to adjust the Results Frame and staffing.

The midterm review carried out in 2021 confirmed satisfaction with results achieved according to the Results Frame and found that SoG was well placed to host the national platform. It confirmed that SoG had brought in many new Danish stakeholders, established a P4G Advisory Panel with 28 representatives from four ministries, Danish CSOs, universities and pension funds, and a business network involving 10 Danish companies to give input and keep track of NP activities and progress. The review encouraged SoG to take more contacts to national platforms in ODA-eligible countries which due to COVID-19 has been put on a partial hold. In conclusion, the MTR confirmed: *“SoG has effectively built on and benefitted from its dedicated role and experiences with green growth issues. It continues to successfully promote the Danish private sector externally and through the P4G network. It also continues to create awareness among Danish stakeholders of P4G and links Danish companies with potential partnership projects”*.

According to the 2019-revised Results Frame, SoG's results from the first Phase of P4G are:

<b>Outcome</b>	<b>The Danish NP will contribute to the P4G objective through engaging Danish stakeholders, in particular the private sector including SMEs, as active partners in P4G partnerships</b>
<b>Outcome indicators</b>	<ul style="list-style-type: none"> <li>a. Number of partnerships with Danish private sector stakeholders will have received start-up funding before 2022</li> <li>b. Number of partnerships with Danish private sector stakeholders will have received scale-up funding before 2022</li> </ul>



		c. Number of Danish private sector partners that have joined existing P4G partnerships	
Baseline	2018	N/A	
<b>Target - Results</b>	2022	a. 10 start-up partnerships receive funding b. 3 scale-up partnerships receive funding c. 8 Danish partners (2 per year from 2019-2022)	a. 12 start-ups received funding b. 5 scale-ups received funding c. 0 Danish partners joined existing partnerships

<b>Output 2:</b>	<b>Danish NP mobilises Danish stakeholders to engage actively in the P4G agenda</b>		
<b>Output indicators</b>	a. Number of bilateral meetings held with Danish stakeholders (potential partners in P4G partnerships) b. Number of partnerships with Danish stakeholders applying for funding after support by national Danish P4G Platform		
Annual target	2019	a. 30-40 bilateral meetings with potential Danish partners b. 6-8 applications include Danish partners	

<b>Output 3:</b>	<b>Danish NP plays an active role in promoting P4G, Danish partnerships and solutions internationally</b>		
<b>Output indicators</b>	a. Active co-host role in larger international events in Denmark every year (e.g. C40, WFS) b. Number of Danish stakeholders that participate in P4G Summits c. Active role presenting Danish stakeholders at international events every year (e.g. UNGA, COP)		
Annual target	2019	a. 2 larger international events in Denmark b. N/A c. 2 international events	

<b>Output 4:</b>	<b>Danish NP contributes to efficient coordination and knowledge-sharing among P4G National Platforms in coordination with the Global Hub</b>		
<b>Output indicators</b>	a. Active contribution to organisation of yearly NP gatherings b. Bilateral meeting(s) with P4G national platforms in other countries		
Annual target	2019	a. Contribution to planning of an inspiring NP gathering in a P4G country (e.g. through presentations, invitation of presenters, sharing best practices etc.) b. At least one meeting (virtual or physical) with all other NPs	

Those results were achieved among other things following a number of activities:

**Output 1 (Raising awareness of P4G with Danish stakeholders):** SoG has coordinated 17 meetings promoting P4G (including sector specific meetings) and more than 30 meetings with Danish embassies. SoG have furthermore engaged in meetings and coordinated with all Danish embassies in partner countries to support P4G activities. Supported by social media communications on P4G.

**Output 2 (Mobilising Danish stakeholders to actively engage with P4G):** SoG has held around 250 bilateral meetings, which even with COVID-19 is more than targeted including several workshops with external consultants to develop strong applications for partnerships. This has led to a high number of Danish applications, of which 17 were approved for P4G partnership funds during Phase 1. SoG follows up and keeps in contact with most of these approved partnerships.

**Output 3 (Promoting P4G internationally):** SoG was very actively involved in the P4G Summits in Copenhagen in 2018 and in Seoul in 2021. As the latter was an almost entirely virtual meeting, SoG set up 17 virtual side events from the SoG studio in Copenhagen bringing in big and small companies with green technologies. SoG has also actively co-hosted several international events in Denmark, where it promoted P4G (i.e. the C40 Summit, World Food Summit, and International Water Association's global IWA Summit. SoG also arranged several P4G side events on partnerships and solutions at COP26 in Glasgow, the New York Climate Week and at COP27 in Sharm el-Sheikh.

**Output 4 (Contributing to efficient coordination and knowledge sharing among NPs):** SoG held dialogue meetings with the following NPs: Korea, regarding the P4G Summit in Seoul, while also participating in the launches of the Indonesia, Ethiopia, and Netherlands platforms. Due to COVID19, planned visits to Kenya, Bangladesh and Mexico were cancelled and instead Colombia and Mexico were visited in 2022. SoG organised an NP gathering at the P4G Summit in 2018, where the Hub was invited to co-host. A NP seminar took place in May 2022 in Denmark to exchange experience, get a common understanding of P4G and write national action plans for each country. Meetings between the South African Department of Water and Danish stakeholders were set up in Denmark, while the Dutch national platform visited Danish plastic companies with re-use technologies with assistance by SoG.

### 3. Lessons Learned

Back in 2018, P4G was a new initiative and a different way of doing development cooperation jointly with private sector companies and non-governmental organisations. In many ways, P4G pioneered a new way of public-private partnership, which has been further developed during Phase 1 and matured at both programmatic and institutional levels. SoG's main learnings includes the following:

**Raising awareness among Danish stakeholders of P4G:** The Danish P4G Advisory Panel and P4G Business Network established initially gradually changed more into information-sharing and updates on progress. As the companies have different business interests, technologies, and markets, bilateral meetings became more widespread. This will be strengthened further in Phase 2 in tandem with P4G local anchoring in partner countries and meet the demands for viable business partnerships.

**Engagement of Danish participants in partnerships.** SoG supported Danish participants with advice through all phases of the application process being an 'ambassador' for the partnerships vis-a-vis the Hub. The process included challenges, but overall Danish partners found support at national level with a short go-to distance both convenient and of significant value. The partners' profiles have been very diverse, and companies participated both for direct commercial reasons or/and to get experiences with new markets. The partners include start-ups like Slow Forest Coffee, CSOs like Dan Church Aid and

Denmark-based international business coalitions like Global Fashion Agenda and Global Maritime Forum to global businesses like Danfoss, Grundfos, Arla Foods Ingredients, Novozymes and FLSmidth.

Danish companies at times found application processes with non-commercial partners somewhat cumbersome, and rejected partnerships did not always understand why they had been turned down. The non-commercial partners (CSOs) meanwhile found that a strong presence in the country of implementation was vital but also found challenges with e.g. process for receiving the grant. These procedures have now been improved for Phase 2.

**National Platform.** National Platform gatherings in 2018 and in 2022 in Copenhagen turned out as extremely valuable creating a stronger common understanding of the P4G setup. Generally, and in the initial phases, contact to national platforms was limited as they were not operational, and because COVID-19 made travel and physical meetings difficult, however, Phase 1 also included good and valuable learning experiences such as the coordination with Dutch national platform, country meetings and visits to Copenhagen from several delegations.

**Danish embassies in partner countries:** Collaborations with sector specialists from the Strategic Sector Cooperation (SSC) programmes have resulted in useful co-creates processes for potential and new partnerships. The collaboration with the embassies has also helped in addressing challenges related to for instance framework conditions with local authorities. Moreover, the collaboration with the embassies has been valuable around high-level delegations to Denmark and in connection with SoG country visits.

**Cooperation with the Hub:** The cooperation between the Hub and SoG has in general worked well especially reg. communication activities. SoG's direct involvement in supporting the partnership application process changed in the latter part of Phase 1 as the P4G Global Hub took a stronger lead and centralised the process more. In Phase 2, NPs will be part of the early-stage processes in origination of partnerships, and SoG will participate and engage relevant Danish businesses and/or other stakeholders as relevant.

**P4G Summits and other events:** The P4G Summit in Copenhagen in 2018 and in Seoul in 2021 were both – although they were implemented under different circumstances - given huge recognition by Danish stakeholders and the private sector. SoG played a key role in organising side-events at the Summits as it also did during the annual UNGA/New York Climate Weeks, the COP26 in Glasgow in 2021 and the International Water Association's IWA Summit in 2022. The strong focus on partnerships internationally to implement solutions attracted many stakeholders. For Danish companies, these opportunities are unique as the most attractive target groups are also participating in these international events. Several Danish companies and partnerships participated in and got speaking opportunities at the Danish Pavilion at COP27 in Sharm el-Sheikh.

**Communication activities:** SoG communication efforts have been coordinated and aligned with the P4G Hub, and around larger events, coordination with the Danish MFA has also worked well. Meanwhile, communication around partnership results were limited the first years as results needed more time to materialize. In Phase 2, SoG will engage with P4G's knowledge mobilisation efforts and SoG's close collaboration with IFU's communication team will also support the strong focus on investments.

*See also more elaborated insight on results and learnings from Phase 1 to Phase 2 in Annex 6.*

## 4. Justification

**Relevance:** Denmark is a global leader in the green transition with policies, proven technologies, and implementation of solutions. Every year, delegations from approximately 50 countries visit Denmark, Danish authorities, and businesses through the SoG Tour programme looking for inspiration and guidance to their own transition. P4G's focus is on impact through partnerships where Danish experiences and green technological solutions can be valuable. New applications from developing countries with potential to become new businesses can be strengthened by involving Danish technology and knowledge sharing. Furthermore, SoG's collaboration with Danish embassies can link embassy-led sector programmes in P4G partner countries to the origination process and potentially find synergies.

**Effectiveness:** SoG has contributed to reaching the results that P4G has achieved in Phase 1 and brought the information regarding P4G to Danish stakeholder and companies and vice versa. In Phase 2, a more structured local origination process with involvement not only of the Hub but also expanded national platforms in the P4G partner countries consisting of ministries, business organizations, donor country embassies, local liaison representative from the Hub and donor country NPs (the Netherlands, South Korea, and Denmark) will give new partnerships strength. This setup and backing group will also make partnerships more attractive to Danish stakeholders.

**Efficiency:** In Phase 2 the aim is to strengthen the network between national platforms in order to give P4G further dynamic in partner countries where strong direct connections between national platforms will be important. SoG has a close relationship with Danish stakeholders in the private and public sectors and with strong direct connection to other national platforms, the gap between the needs in P4G partner countries and the relevant Danish solutions can be narrowed.

**Coherence:** SoG is at the core of the 'green Denmark' and is an important institution for international stakeholders/parties with interest in the Danish approach to sustainability, climate, and environment. SoG have excellent relations to international governments, organisations, CSOs and not least private business and investors. SoG can through this network and its P4G activities support partner countries in their efforts for a green, just transition and creating green jobs. In Phase 2, SoG will continue the outreach to P4G partner countries, but due to the upgraded NP collaboration around origination of partnerships, knowledge sharing will be strengthened - through meetings, workshops, tours etc., both in the countries and in Denmark.

**Impact:** SoG can with its central position in the Danish sustainability environment secure Danish involvement in partnerships by bringing in partners with relevant technology, know-how and experience in Phase 2 and support the overall ambition of P4G to accelerate partnerships and create impact.

**Sustainability:** Denmark aims to be a world leader in the fight against climate change and inspire other nations by example. The Danish private sector is internationally recognised for its leading technologies in energy-efficiency, water solutions, environmental protection, and agriculture. In 2020, 14 climate partnerships were established on initiative of the Danish government to find solutions to reduce CO2 emissions in Denmark by 70 per cent by 2030. These partnerships were led by private sector leaders and came up with more than 400 proposals for new solutions to reach the goal. This successful collaboration between the public and private sectors is now an important part of the Danish climate diplomacy and also a key message from SoG at all international meetings: The public and private sectors must work together to reach the SDGs and the Paris Agreement.

**Additionality:** Partnerships is a key to the green transition and financing is a key barrier for a real breakthrough. By connecting companies, investors including IFU, embassies and national platforms, SoG

can deliver an important contribution to new business models on relevant technological projects and partnerships, also building on Danish experiences with partnerships across societal sectors.

## 5. Programme objective

The P4G global objective is to contribute to green and inclusive growth in developing countries by helping businesses to become investment ready and supporting country climate transitions in food, water and energy systems. As the Danish national platform, and aligned with the global objective, the objective of SoG is to contribute to green and inclusive growth by accelerating green business models in developing countries. This objective is supported by the following three outcomes (see also Annex 1):

- SoG will facilitate engagement of Danish stakeholders from the private sector and civil society organizations in the partnership origination process through e.g. dialogue, workshops, network building etc. with local NPs and Hub representative and liaise with bilateral development programmes implemented by Danish embassies.
  - Outcome 1: Danish partners contributing to the creation of inclusive and localized solutions into investable business models.
- Take an active role in building relations with other national P4G platforms. Through contribution to annual national platform meetings (biennially in connection to P4G Summits) and through bilateral workshops and meetings with NP on concrete action points focusing on strengthening relations across countries at platform level, exchanging best practise and knowledge sharing.
  - Outcome 2: Contribute to National Platforms' enhanced capacity through knowledge sharing on Danish green solutions and opportunities for partnerships.
- Work actively to encourage participation by Danish private sector representatives in P4G Summits and specially selected international events like the COPs and New York Climate Week and through communications and public affairs activities to ensure national awareness of the progress of P4G.
  - Outcome 3: P4G initiative promoted through knowledge sharing of partnership results.

## 6. Theory of change and key assumptions

SoG will support the overall P4G theory of change by contributing to the P4G ambition of creating green and inclusive growth by accelerating green, investable business models in the P4G partner countries.

The systematic approach to bring together stakeholders to help local businesses in the SDG sectors food, water, and energy to become investment ready and to share lessons learned will benefit from the involvement of Danish participants. Not least the private sector in donor countries holds experience, know-how and technologies that can be essential for partnerships in developing countries to reach a level where they are attracting investments.

SoG will support the P4G approach by, on one hand, taking an active role in the preparatory work in the ODA-eligible countries and connect partnerships involving local businesses to relevant Danish stakeholders whom with their competencies can contribute to the partnership; on the other hand, specifically help Danish stakeholders towards own applications. The SoG objective is that new partnerships with Danish partners will be granted funding in the final selection round.

At government level, Denmark already has a close development collaboration with the P4G partner countries in Africa, Latin America, and Asia to support the transition towards a green economy within

energy, environment, and agriculture. P4G can benefit from interaction with these programmes and SoG will in dialogue with the Danish embassies and P4G look for potential synergies for partnerships, but also be inspirational to broader audiences within the P4G sphere.

By involving Danish green solutions in partnerships SoG will strengthen capacity and share knowledge of green solutions in P4G partner countries. SoG will actively participate in or facilitate events and workshops involving national platforms and other stakeholders of the partner countries. SoG will be an active contributor to the planning and implementation of national platform seminars and events organised by the P4G Global Hub and/or NPs. Furthermore, SoG will engage in and support workshops, roundtables, and other meetings with national platforms for common inspiration and support or creation of partnerships. These meetings can involve embassies, partnerships, and other relevant stakeholders in the countries. These activities will have an overall target on finding new opportunities for partnerships, involving stakeholders from both Denmark and the involved partner country.

SoG will ensure close dialogue with other donor NPs, currently in the Netherlands and South Korea on identifying the most apt partnerships, providing adequate and timely support to NPs, P4G events and seminars.

Danish stakeholders and partnership participants are important ambassadors for P4G, and SoG will promote the P4G business model in events and media. International events like the COPs are opportunities to showcase the importance of partnerships and the P4G as a concrete impact investment model for scaling and replication.

To anchor P4G among Danish stakeholders, SoG will host national meetings either alone or co-hosted with other Danish organisations.

Media coverage is important to boost interest around P4G. To create and secure a strong media interest, SoG will in cooperation with the P4G Global Hub strengthen the presence of P4G in the general SoG communications. In close collaboration with partnerships, CSOs, companies, ministries, embassies, and the Global Hub, P4G partnership examples will be part of the SoG website articles, promoted through SoG newsletters, LinkedIn, and Twitter. With the progress of existing partnerships and new initiatives, events, there is a sufficient volume to promote P4G continuously with news posts on SoG's website, newsletters and own social media. Publication on other websites, national and international media will also be part of the communication efforts. Effects of communications are difficult to prove, but with a systematic coverage in both SoG's and partners' media channels, P4G will get stronger visibility for both international and Danish readers. The awareness of P4G by readers – potential stakeholders – will strengthen the overall esteem of P4G.

In addition, within the overall P4G programme assumption the following assumptions apply specifically to SoG:

In order to engage and contribute effectively e.g. to the origination process, SoG will be dependent on full cooperation from the P4G Hub and the national platforms in early-stage planning and dialogue with potential partnerships. The early-stage involvement opens an opportunity to bring Danish technologies and experience into discussions and potentially into the partnerships.

Furthermore, it is assumed that Danish businesses will see the potential in taking part in partnerships from a short-term or long-term perspective and have the interest and commitment to provide in-kind support to partnerships. SoG will strongly support the ambition in Phase 2 to focus on local involvement and investments as it potentially opens for involvement of Danish technology and experience where

relevant. This can be further facilitated through participation of Danish embassies in NPs, and by SoG connecting early-stage partnership preparations and other activities in the implementing countries with relevant Danish companies.

## 7. Summary of the Results Framework

The following results framework for SoG is aligned with the P4G global results framework, however, the specific objective, outcomes and outputs are tailored to the specific role of SoG as the national Danish P4G platform.

Programme	SoG - Partnering for Green Growth and the Global Goals 2030 (P4G)	
Global P4G Programme Objective	P4G contributes to green and inclusive growth in developing countries by helping businesses to become investment-ready and supporting country climate transitions in food, water, and energy systems.	
SoG Programme Objective	Contribute to green and inclusive growth by accelerating green business models in developing countries.	
Outcome 1	Danish partners contributing to the creation of inclusive, localized, and investable business solutions	
Outcome indicator 1.	No. of partnerships with Danish participation contributing to green and inclusive growth as defined by OECD-DAC in areas such as climate change mitigation and adaptation	
Baseline and Target	Year 2023: 17	Year 2027: 24
Outcome 2	Contribute to National Platforms enhanced capacity through knowledge sharing on Danish green solutions and opportunities for partnerships	
Outcome indicator 2.1	NPs take action and follow up on new knowledge gained at events	
Baseline and Target 2.1	Year 2023: 1 NP follow-up	Year 2027: All NPs take action
Outcome 3	P4G initiative promoted through knowledge sharing of partnership results	
Outcome indicator 3.1	P4G partnership business models promoted for replication and investment	
Baseline and Target 3.1	Year 2023 – 3 partnership models promoted across events,	Year 2027 – 20 partnership models promoted across events, media and digital platforms



	media and digital platforms	
Outcome indicator 3.2	No. of Danish stakeholders participating in P4G global events and mentioned in SoG news and media platforms	
Baseline and Target 3.2	Year 2023: 3	Year 2027: 15 (cumulative)

## 8. Budget

The budget for the programme period in DKK. Further details can be found in Appendix 4:

Budget	2023	2024	2025	2026	2027	Total
<b>Output 1</b>						<b>3,942,343</b>
Activity related costs (2)	145,000	290,000	290,000	290,000	290,000	1,305,000
Staff (3)	252,000	504,000	504,000	504,000	504,000	2,268,000
Travel (4)	12,500	25,000	25,000	25,000	25,000	112,500
<b>Direct costs</b>						<b>3,685,500</b>
<b>Administration</b>						<b>256,843</b>
<b>Output 2</b>						<b>4,047,826</b>
Activity related costs	110,000	220,000	220,000	220,000	220,000	990,000
Staff	267,000	534,000	534,000	534,000	534,000	2,403,000
Travel	43,500	87,000	87,000	87,000	87,000	391,500
<b>Direct costs</b>						<b>3,784,500</b>
<b>Administration</b>						<b>263,326</b>
<b>Output 3</b>						<b>3,619,831</b>
Activity related costs	170,000	340,000	340,000	340,000	340,000	1,530,000
Staff	156,000	312,000	312,000	312,000	312,000	1,404,000
Travel	50,000	100,000	100,000	100,000	100,000	450,000
<b>Direct costs</b>						<b>3,384,000</b>
<b>Administration</b>						<b>235,831</b>
<b>Total direct costs</b>						<b>10,854,000</b>
<b>Administrative costs (5)</b>	84,000	168,000	168,000	168,000	168,000	<b>756,000</b>



<b>Audit and accounting (6)</b>	10,000	20,000	20,000	20,000	20,000	<b>90,000</b>
<b>Midterm review</b>			300,000			<b>300,000</b>
<b>Total</b>	<b>1,300,000</b>	<b>2,600,000</b>	<b>2,900,000</b>	<b>2,600,000</b>	<b>2,600,000</b>	<b>12,000,000</b>

(1) Workshops for potential partners, mini-events/conferences on best practices, hosting of meetings with Danish stakeholders, other national platforms, general outreach and public affairs related activities. In some cases, SoG will provide funding for Danish CSOs to participate in international events.

(2) Head of P4G-activities with professional communications skills, in-depth knowledge of Danish business and industry and strong stakeholder management skills (fulltime); 1 student employee, other SoG employees involved in special P4G related activities

(3) Participation in Danish and international events, P4G activities like board meetings, activities with NPs, stakeholders, and partnerships in partner countries. Rules and regulations concerning travel will be the same as those applicable for SoG (adopted by the board of SoG including MFA/statens rejseregler).

(4) Rent of office space, utilities, equipment etc.

(5) Accounting, preparation of annual financial report (auditing), legal assistance, insurance etc.

## 9. Institutional and management arrangement

The national Danish P4G platform is managed by SoG. The national Danish platform benefits from the existing structures of SoG and the governing body of the platform is the SoG Board of Directors<sup>3</sup> to which the executive director reports. The Board of Directors approves strategic decisions concerning SoG's P4G activities. The executive director has the organizational responsibility for P4G activities. On a daily basis, the contact point for P4G and conductor of all P4G matters is the Head of P4G Activities that has direct reference to the executive director. The Head of P4G Activities is supported by a part time student assistant who primarily is engaged in communications activities. In connection to events, visits or workshops other SoG employees will be involved so the knowledge and networks of the entire organization will be brought into play.

The Board of Directors meets four times a year. P4G is a separate item on the meeting agenda and minutes of meetings are forwarded to the MFA/GDK. An annual progress report on SoG activities and results is also developed and forwarded to the MFA/GDK. A separate P4G financial statement is prepared and approved by the directors and the chartered accountant.

The Ministry of Foreign Affairs of Denmark shall have the right to carry out any technical or financial supervision mission that is considered necessary to monitor the implementation of the project/programme.

After the termination of the programme support, the Ministry of Foreign Affairs of Denmark has the right to carry out evaluations.

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<sup>3</sup> The Ministry of Foreign Affairs; the Ministry of Climate, Energy and Utilities, the Ministry of Industry, Business and Financial Affairs; the Ministry of Environment; the Confederation of Danish Industry; the Agriculture and Food Council and Green Power Denmark.

## 10. Financial management, planning and reporting

Procedures and minimum requirements pertaining to:

- (i) Disbursements: One disbursement per year, beginning January. Disbursement request with two signatories must be sent to the MFA following a standard format (also used in Phase 1).
- (ii) According to SoG standard procedures, SoG board approves financial account at board meeting in March every following year. The audit follows good public practice (§ 3, *rigsrevisionsloven, jf. lovbekendtgørelse nr. 101 af 19. januar 2012, jf. lovbekendtgørelse 3 af 7. januar 1997 som ændret ved lov nr. 590 af 13. juni 2006.*)
- (iii) Procurement
  - a. No procurement, but in case of occurrence MFA defined standard guidelines for financial management will be followed
- (iv) Work planning
  - a. Annual draft in November for following year to be approved by the MFA latest mid-December.
- (v) Narrative progress reports and financial reports
  - a. Progress report in November and annual audited financial report in March the following year in accordance with SoG rules and procedures, while respecting sound international principles for financial management and reporting
  - b. Submission of SoG's annual Audit Report on P4G to the Danish MFA.

## 11. Risk management

The activities of SoG in Phase 2 is dependent on the global P4G programme. For SoG to deliver the expected outputs, the global programme must progress as expected. A backlash in the global economy can influence the Danish private sector in P4G as companies might change focus to near markets. Conflicts both internationally and regionally can make market access difficult but also have the effect that countries will focus on other challenges than climate change, SDGs, and a green transition.

The political support of P4G in partner countries is essential for the initiative also in Phase 2. Both in developing partner countries but also in donor countries as P4G is dependent on donations from a small group of countries. As P4G is only one of many programmes supporting implementation in the six ODA eligible partner countries, it is vital that ministries, organisations and national platforms are fully committed to P4G and recognizing its importance for the country.

In Denmark, the engagement of stakeholders, especially private companies, is important. A major risk is that the access to P4G is seen as too difficult if too few partnerships with Danish participation will be funded in Phase 2. Other risk factors include a cumbersome application procedure, and that companies prefer classic business models with only sellers and buyers, or they find the model where the administration and lead is given to a non-commercial partner counterproductive.

A new funding model under preparation by P4G and IFU to help successful start-up partnerships become businesses, attractive to investors is interesting. Though, after the P4G funding period, the risk is that this external financing instrument will either be too difficult for the company that runs the business to get access to or not attractive enough because of the conditions for the investment agreement.

## 12. Closure

If P4G is closed by the end of 2027, SoG will plan a Phase-out before the summer 2027. SoG will support the Hub's global closure by supporting the Danish participants in active partnerships to finalize reports, accounting etc.

SoG will follow normal procedures of reporting to the SoG board in March 2028. Simultaneously, a final results-report and a final audit covering the entire Phase 2 period, return of unspent funds and possible interest accrued and administrative closure will be reported to the Ministry of Foreign Affairs.

## Annexes

**Annex 1: Detailed result framework**

**Annex 2: Assessment of SoG in role as national Danish P4G platform**

**Annex 3: Risk management**

**Annex 4: Detailed output based budget**

**Annex 5: List of Danish partnerships**

**Annex 6: Detailed lessons learned**

**Annex 7: Plan for communication of results**

**Annex 8: List of supplementary material**

**Annex 9: Process action plan - SoG**

## Annex 1: Detailed results framework

Programme	SoG - Partnering for Green Growth and the Global Goals 2030 (P4G)	
Global P4G Programme Objective	P4G contributes to green and inclusive growth in developing countries by helping businesses to become investment-ready and supporting country climate transitions in food, water, and energy systems.	
SoG Programme Objective	Contribute to green and inclusive growth by accelerating green business models in developing countries.	
Outcome 1	Danish partners contributing to the creation of inclusive, localized, and investable business solutions	
Outcome indicator 1.1	No. of partnerships with Danish participation contributing to green and inclusive growth as defined by OECD-DAC in areas such as climate change mitigation and adaptation	
Baseline and Target	Year 2023: 17	Year 2027: 24
Output 1.1	SoG pipeline of green businesses originated and prepared	
Output indicator 1.1	Number of partnership applications with Danish businesses and/or CSOs	
Targets 1.1 Indicator 1	2023: 2 new 2024: 5 new 2025: 5 new 2026: 0 (MTR) 2027: 0	
Output 1.2	Follow-up and monitoring of progress and results for learning	
Output indicators 1.2	1. Number of follow-up consultations with partnership with Danish participation (existing or completed) 2. Number of partnerships with Danish participation considered for external funding e.g. IFU/CAIF	
Targets 1.2 indicator 1	2023: 1 Partnership with Danish participation 2024: 3 Partnerships with Danish participation 2025: 5 Partnerships with Danish participation	

	2026: TBD 2027: TBD	
Targets 1.2 indicator 2	2023: 0 Partnership with Danish participation 2024: 1-2 Partnerships with Danish participation 2025: 1-2 Partnerships with Danish participation 2026: TBD 2027: TBD	
Outcome 2	Contribute to National Platforms enhanced capacity through knowledge sharing on Danish green solutions and opportunities for partnerships	
Outcome indicator 2.1	NPs take action and follow up on new knowledge gained at events	
Baseline and Target 2.1	Year 2023: 1 NP follow-up	Year 2027: All NPs take action
Output 2.1	Contribute to one annual seminar (gathering) for all NPs	
Output indicator 2.1	Exposure to Danish green growth models and solutions at annual gatherings (physical or online)	
Targets 2.1	Per year 2023-2027: 1-2 Danish solutions and models presented	
Output 2.2	Bilateral or regional workshops on relevant green sector/thematic issues/solutions implemented	
Output indicator 2.2	2-3 bilateral workshops/events per year	
Targets 2.2	Per year 2023-2027: 2-3	
Outcome 3	P4G initiative promoted through knowledge sharing of partnership results	
Outcome indicator 3.1	P4G partnership business models promoted for replication and investment	
Baseline and Target 3.1	Year 2023 – 3 partnership models promoted across events, media and digital platforms	Year 2027 – 20 partnership models promoted across events, media and digital platforms
Outcome indicator 3.2	No. of Danish stakeholders participating in P4G global events and mentioned in SoG news and media platforms	

Baseline and Target 3.2	Year 2023: 3	Year 2027: 15 (cumulative)
Output 3.1	SoG communications materials developed and disseminated	
Output indicator 3.1.1	No. of news features or articles produced to own website, supported by newsletters, SoMe, audio etc. or pushed to media or partner websites	
Baseline and Target 3.1.1	Per year 2023-2027: Accumulated 20 news articles (on own website or external news channel), links from Twitter, LinkedIn or from SoG Newsletter respectively.	
Output indicator 3.1.2	No. of clicks on links from SoG newsletter, LinkedIn and Twitter to news features or articles produced to own website	
Baseline and Target 3.1.2	Per year 2023-2027: Accumulated 200 clicks from Twitter, LinkedIn and Newsletters respectively	
Output 3.2	National stakeholder events and side-events for Danish stakeholders in relevant international events organized and implemented	
Output indicators 3.2	1. National events 2. International side events per year	
Targets 3.2.1.1	Per year 2023-2027: 2-3	
Targets 3.2.1.2	Per year 2023-2027: 2	

## Annex 2: Assessment of SoG in role as national Danish P4G platform

SoG, a not-for-profit public private consortium, was established in 2008, when Denmark was preparing to host the UN Climate Conference, COP15. Founders were the Danish government and the leading business organizations in Denmark and the task was to brand Denmark as a frontrunner in the green transition and internationally showcasing Danish solutions and competences within energy, climate, and the environment. Since then, SoG has proved its unique set of qualities, insights, networks, and capabilities within this particular area. SoG has successfully aimed at positioning Denmark as a green international frontrunner through relation building and professional dialogue between the decision makers in the public and private sectors in Denmark and in other countries.

The owners of SoG today are four ministries: the Ministry of Foreign Affairs/Trade Council, the Ministry of Industry, Business and Financial Affairs, the Ministry of Climate, Energy and Utilities and the Ministry of Environment – and three business organizations: Confederation of Danish Industry, Green Power Denmark and Danish Agriculture & Food Council. SoG's role in Denmark in branding and promoting the country is central and reaches from international events, state visits to and from Denmark, business delegations and is involving both the private and public sectors. Corner stones in SoG's work include the web portal [www.stateofgreen.com](http://www.stateofgreen.com) where almost 2,000 green solutions are uploaded by 600 national partners, primarily private companies. SoG Tours every year receive about 200 professional international delegations from 50 countries that come to Denmark to be inspired by Danish solutions and the Danish climate, energy, and environmental policies - and to set up professional contacts.

In consequence, the government supported by the private sector and other stakeholders in 2018 decided to anchor the national Danish P4G platform in SoG and tasked it with catering for the interests of Danish business, academia, cities, financial institutions, and civil society in P4G. For SoG, the engagement has had three important purposes:

- 1) strengthening Danish participation in green partnerships in emerging markets across sectors;
- 2) implementing Danish technologies internationally; and
- 3) at Danish level increasing awareness of the global SDGs among Danish businesses and to advocate integration of them in company strategies.

Today, Danish stakeholders play an important part in 17 established partnerships. Danish solutions are at the core of a number of these. Just to name a couple of examples where Danish technologies help positively on local challenges: saving energy has been a Danish focus area for decades and several P4G partnerships are concentrated on this with for instance Danfoss looking into the energy savings in buildings in Indonesia, Grundfos working on water and energy savings in the water sector in Vietnam and Kenya, while Danish technologies in food production is at the core of the sustainable food partnership in Ethiopia where Arla Foods Ingredients and Novozymes bring forward proteins and enzymes to support local production of nutritious food.

In Danish private businesses, SDGs are becoming increasingly central in strategies and attitude because companies take their climate responsibility seriously, while also realizing that public reputation is important for them. SoG international outreach with Danish values plays a part in this development. Green technologies have considerable export potential and for Danish green export the global market is fully open. With the demands from the large economies, many companies focus on the traditional



markets rather than developing countries. For the involvement of the private sector in P4G, that remains a challenge. Through dialogue and meetings, the national Danish P4G platform encourages companies to take part in green partnerships and investments and see P4G countries as emerging markets that will be important in a not distant future and where business presence and local knowledge will be valuable.

In P4G Phase 1 2018-2022 and through a proactive role in the origination process of partnerships, SoG has been a driving force for bringing Danish stakeholders from the private sector, from investors with funding, from CSOs and other organizations into P4G partnerships. This task has benefitted from SoG's extensive network both inside Denmark, in relation to Danish embassies in P4G partner countries and with international organizations. SoG's long experience in organizing international events has also been of value in connection to events, not least the two P4G Summits, in Copenhagen in 2018 and in Seoul in 2021 where a broad range of Danish stakeholders including both the largest companies and SMEs took active roles.

SoG is also in P4G Phase 2 seen as a natural organisation to drive the national Danish P4G platform.

## Annex 3: Risk management

<b>Risk Factor</b>	<b>Likelihood</b>	<b>Impact</b>	<b>Risk response</b>	<b>Residual risk</b>	<b>Background to assessment</b>
Global economy becomes unstable	- Unlikely	- Major	Further efforts to stimulate participation; programme adjustment	The willingness of funding states to continue support of programme.	Businesses will focus on markets with easier access and concentrate manpower and investments here. Efforts of SoG bilateral work will counter this
Interest from national platforms and countries wanes	- Unlikely	- Major	Further efforts to bring commitment back with visits, government level involvement	The competition between development programmes is too big; other programmes preferred	The NPs are still vulnerable. Strong efforts from Denmark, Netherlands and Korea NPs are needed for ODA-eligible countries NPs to keep up a dynamic approach.
Complicity of application process	- Unlikely	- Minor	Further support in origination process		The application process is demanding for CSOs and businesses, timewise. Do companies regard the value of participation big enough to go into partnerships – or is classic business easier and at least as valuable? So far, partnerships and government access through P4G are still attractive for businesses.

<p>Too few Danish partners in applications that receive funding</p>	<p>- Unlikely</p>	<p>- Major</p>	<p>The Danish solutions are at hand and if failing in new partnerships, contacts to already established partnerships to involve Danish stakeholders must be set up.</p>	<p>Existing partnerships do not look for new partners. Danish private sector finds P4G irrelevant.</p>	<p>One stakeholder's success with a P4G partnership creates interest from other stakeholders. With so few partnerships coming through every year, it is important to have visible success stories to showcase nationally.</p>
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Annex 4: Detailed output based budget

*(see separate Excel sheet)*

## Annex 5: List of Danish partnerships

SoG has in Phase 1 supported Danish participants in partnerships in their ambitions of receiving P4G funding. Altogether, 17 partnerships with Danish participation have received funding, either as start-ups or scale-ups.

*17 partnerships with Danish participation 2018-22*

	Partnership	Danish involvement	Country
<b>Water</b>			
2018	<b>Blended Finance in Water</b>	<b>Grundfos, IFU</b>	<b>Vietnam</b>
	Blended finance model for flexible pressure in water distribution	Grundfos technology, IFU with finance model	
2018	<b>Business-Humanitarian Partnership Lab</b>	<b>Grundfos, Danish Refugee Council</b>	<b>Kenya, Uganda</b>
	ATM to secure democratic water distribution in refugee camps	Grundfos technology, DRC adm. Partner	
2019	<b>Maintenance for Sustainable Water Access in Rural Kenya</b>	<b>Grundfos</b>	<b>Kenya</b>
	Pay-as-you-go solutions as a cost effective way to improve water access in remote areas	Grundfos technology	
2019	<b>IoT 4 Mekong Delta Vietnam</b>	<b>CLEAN</b>	<b>Vietnam</b>
	Prediction and management of floodings using real time data apps, cost efficient, to protect livelihood in the Mekong Delta	CLEAN adm. partner	
2022	<b>Managing Aquifer Recharge</b>	<b>Ramboll</b>	<b>Kenya</b>
	Saving water from heavy rain in natural reservoirs to restore water reserves and prevent water from being wasted by flowing into rivers. Solution to secure clean water to Mombasa area	Ramboll with expertise on project studies, selection of technologies and budgets	
<b>Energy</b>			
2018	<b>Sustainable Special Economic Zones</b>	<b>NIRAS</b>	<b>Kenya, Ethiopia, Nigeria</b>
	Transforming economic parks into low-carbon sustainable investment clusters	NIRAS as consultants on project development	
2018	<b>Africa GreenCo</b>	<b>IFU</b>	<b>South Africa, Zambia</b>
	Transforming Africa's renewable energy markets by securing market links between producers and off takers of renewable energy	IFU has invested in partnership from 2019	
2020	<b>Getting to Zero Coalition</b>	<b>Global Maritime Forum (with Maersk, Orsted and many more)</b>	<b>South Africa, Indonesia, Mexico</b>
	Supporting the transition of the maritime sector to a sustainable industry, reaching out to three important OECD-DAC countries	Global Maritime Forum adm partner, dozens of Danish companies and organisations members of GMF	
2021	<b>Greening Cement Industry</b>	<b>FLSmidth</b>	<b>Vietnam</b>
	Changing cement industry's energy source from coal to waste by establishing logistics for waste to cement plant	FLS technology provider for cement plant with technology that allows waste to replace coal	
2021	<b>One Stop Service for Energy Efficiency</b>	<b>Danfoss</b>	<b>Indonesia</b>
	16 per cent of Indonesia's energy consumption goes to AC; this partnership combines technology with a unique financing model	Danfoss provide energy-efficient technology that helps bring down consumption from AC; in this case also with a blended finance model for e-e.	

## Cities

2021	<b>Net Zero Affordable Homes Communities</b>	<b>IFU</b>	<b>Mexico</b>
	Partnership to build sustainable homes in suburbs of big cities. Developer company Vinte commercial partner		

## Food

2018	<b>Sustainable Food Partnership</b>	<b>Dan Church Aid, Arla Foods Ingredients, Novozymes</b>	<b>Ethiopia</b>
	Nutritious biscuits with proteins for the poorest, baked at local bakery facility; today's biscuits in market practically without nutrition		
	Dan Church Aid as adm partner; AFI with supply of proteins, Novozymes with enzymes		
2019	<b>Sustainable Technology for Tackling Extensive Food Loss in Kenya</b>	<b>WWF, M-Payg</b>	<b>Kenya</b>
	Solar driven off grid cooling for fishermen to avoid food loss		
	WWF as adm partner, M-Payg as solution provider		
2021	<b>Prosperous Forests</b>	<b>Slow Forest Coffee</b>	<b>Ethiopia, Vietnam, Indonesia, Laos</b>
	A model to raise forest, secure higher income for coffee farmers, reduce costly trading steps towards market, funding through long term contracts with big companies as off takers in Europe		
	Slow is a start-up, working with farmers as well as the big off takers in Europe		

## Circular

2020	<b>Flawless</b>	<b>OneThird</b>	<b>South Africa, Indonesia, Mexico</b>
	Halving Food Loss and Waste by Leveraging Economic Systems (FLAWLESS) with voluntary agreements to accelerate commercially viable models for reducing food loss and waste		
	Food think tank OneThird in a supportive role		
2020	<b>Circular Fashion Partnership</b>	<b>Global Fashion Agenda, Bestseller</b>	<b>Bangladesh</b>
	Circular Fashion Partnership aims to reduce dependency on virgin materials and increase the availability of recycled materials, setting up a circular fashion system in garment manufacturing countries, in Phase 1 in Bangladesh		
	GFA as adm partner; Bestseller one of several global brands as CFP partners		

The 17 partnerships that have succeeded in receiving funding are very diverse in their setup and ambitions. Some partnerships have a very strong relation to local communities with market driven solutions, while others work closer to market generating solutions.

- In 2018, Grundfos was partner in a blended finance partnership in Vietnam to implement water saving solutions. It turned out that the gains by implementing the solutions were so high that a blended finance model was not even necessary.
- In Ethiopia, the Sustainable Food Partnership with Dan Church Aid as administrative partner and with participation of Arla Foods Ingredients and Novozymes wants to deliver nutritious food to the Ethiopian market; their biscuits will make a considerable difference to poor people's health compared to existing local market products. The partnership still has a strong potential and optimism with an ambitious local bakery as partner but has been delayed because of Covid-19 and local unrest.
- Likewise, Prosperous Forests with the start-up company Slow Forest Coffee support sustainable coffee production and raising forest in Ethiopia and Vietnam by connecting local producers with major companies in Denmark and Europe that sign long off-taker contracts and secure financial muscle and a strong business model. The partnership has significant influence on the livelihood of local farmers. The ambition is to expand this model to other countries.
- Danfoss is with local partners in Indonesia developing a business model to finance implementation of energy-efficient air-conditioning in buildings. In Indonesia, 16 per cent of energy consumption is on AC. The investment team at the Danish embassy in Jakarta sees an interesting potential in the model.
- In Vietnam, cement factory supplier FLSmidth together with the Vietnamese cement organization, a local cement factory and the local waste handling authorities is replacing coal with solid waste as energy source in a cement plant and thus lowering CO2 emissions substantially. With 73 cement plants in Vietnam, the world's third largest cement exporter, there is a huge potential in phasing out coal and bringing down the environmentally problematic landfills. Other P4G countries have shown considerable interest in the concept. SoG encouraged the partnership to apply for P4G support, which it received after the Dalberg workshop process. The P4G grant is not for cement production itself; but to set up a logistic waste handling line to the cement plant.
- On a larger scale, the partnership Getting to Zero Coalition wants to integrate emerging markets in the green transition of global shipping; the partnership is administered by Global Maritime Forum with administration in Denmark and with participation of most Danish shipping companies and several energy and industrial companies. The shipping industry is committed to become sustainable by 2050 and P4G has for GMF been an important tool to involve emerging economies in this rapid transformation, looking into potential and barriers in Indonesia, South Africa, and Mexico. According to GMF, the support from P4G has helped move the whole sector, and without the P4G push, the sustainability agenda would not have had the central position in events like the World Maritime Day event in Durban in October 2022.
- Likewise Global Fashion Agenda, based in Copenhagen, through the Circular Fashion Partnership is pushing the circular agenda in the Bangladeshi textile industry with participation by Bestseller and many other global fashion companies. Although the partnership's progress has suffered from covid restrictions, the early push by the partnership on establishing a production facility for circular textiles in the country has led to strong local commitment. The CFP has strong ambitions to build on the P4G experiences with a new proposal, now focusing on Indonesia. SoG took part in a workshop at the Global Fashion Summit in June 2022 in Copenhagen with global companies like Nike, Adidas and Ralph Lauren and the EU to discuss the potential in Indonesia; all showed willingness to participate.



- IFU is an active investor in P4G partnerships; one of them involves the Mexican real estate developer Vinte, commercial partner in the P4G partnership Net Zero Homes. In 2022, a Danish business delegation with Confederation of Danish Industry, IFU, EKF and SoG will set up meetings with Vinte to present Danish energy-efficient and sustainable solutions – and by doing that secure Danish commercial links to the partnership. Another IFU investment is in Africa GreenCo, an intermediary company supporting links between renewable energy production and energy off-takers in South Africa and Zambia.

## Annex 6: Detailed lessons learned

### **Raising awareness among Danish stakeholders of P4G**

In 2018, SoG created two national anchoring fora: P4G Advisory Panel and P4G Business Network to secure anchoring of the P4G initiative among Danish stakeholders with the purpose of advising and providing input to SoG's work four times a year. The fora were received positively with a high number of participants but as P4G moved forward and became more established the fora became less pertinent and the meetings more information sharing of P4G activities and progress than network meetings providing input to P4G.

The fora were dissolved and from 2022 and onwards, Danish stakeholder meetings have taken place when there is a relevant occasion and with open invitations to all relevant companies, civil society stakeholders and not just the original members of the Advisory Panels. The importance of involving Danish companies has not changed, but as the companies have different business interests, technologies, and markets, it has become more relevant to meet them bilaterally. Meetings with Danish professionals in the five P4G sectors energy, water, cities, food/agriculture, and circular economy were successfully co-hosted with presentations from ministries and partnerships.

In Phase 2, it will be equally important that SoG continues to communicate about P4G to Danish stakeholders. The new structure of P4G with local anchoring in the partner countries and stronger demands for business viable partnerships in specific sectors related to climate change will open new opportunities, as will the stronger support from NPs, embassies, and P4G Hub representation in partner countries in addressing framework conditions. A larger national kick-off meeting to inform of the changes in P4G Phase 2 will take place, while meetings with other organisations and initiatives will be organised with examples of partnerships to inspire Danish stakeholders to get involved in P4G etc.

Based on the experience with the shifts to fewer countries and sectors in P4G, the SoG information meetings will be gradually adapted to provide for more strategic involvement of Danish companies. To this end, the first round of partnership applications will be closely monitored together with the P4G Hub.

### **Engagement of Danish participants in partnerships**

In Phase 1, SoG has supported ambitions of Danish participants to form P4G partnerships. through advice before, during and after applications; being an 'ambassador' for the partnerships vis-a-vis the Hub and other national platforms; providing partnerships speaking slots, and networking and meetings at international and national events, and communication support throughout the funding period – and even after. Altogether 17 partnerships with Danish participation have received funding.

SoG's mandate is to support Danish companies in their international ambitions, and with P4G this support has found a new dimension with a focus on partnerships in developing countries. For the companies going into these partnerships, it has been a new opportunity. For SoG the close collaboration with Danish partners have been inspirational. In the beginning also challenging because of the limited experience with the P4G model, but also satisfying because of the will to find solutions to move forward. The partners' profiles have been very diverse – from start-ups like Slow Forest Coffee, CSOs like Dan Church Aid and Denmark-based international business coalitions like Global Fashion Agenda and Global Maritime Forum to global businesses like Danfoss, Grundfos, Arla Foods Ingredients, Novozymes, and FLSmidth. SoG's supporting role as NP differs from partnership to partnership, but the value of the general esteem for SoG among companies have created a sound base for collaboration.

Danish stakeholders have in general found that the exchange with numerous partnerships, support from SoG, the Hub and the global P4G outreach and visibility on all continents has been very useful for the development and promotion of the partnerships and their activities. The Danish partners have expressed that support and advice at national level with a short go-to distance has been both convenient and of significant value. To initiate new applications, SoG in 2019 set up a series of workshops with potential candidates resulting in two successful applications involving FLSmidth and Ramboll. A third candidate decided to apply for a grant from Danish Green Business Partnerships and did so with success. Other partnerships received support from SoG to get access to governments. Circular Fashion Partnership and Getting to Zero Coalition had meetings facilitated with ambassadors from Bangladesh, Colombia, and South Africa. SoG also took on a role as intermediary with visiting business partners from the partner countries. Both at national and international meetings, partnerships have benefitted from SoG's role as convener, giving them speaking opportunities and promotion to media.

Although partnerships are seen as important, the request for a non-commercial partner to administrate the partnership has at times for Danish companies been felt as less effective, the application process criticised as bureaucratic and too slow, and rejected partnerships have not always understood why they have been turned down. Companies have had different reasons for participating in partnerships: direct commercial or to get experiences with new markets. CSOs have concluded that a strong presence in the country of implementation is vital but as administrative partners, they have equally felt that the handling of partnerships has at times been challenging, particularly with a long process for receiving the grants, which has put pressure on the partnerships' implementation period. In Phase 2, this has been addressed by the P4G Hub through a stronger in-country presence to provide timely and quicker support to partnerships. As for the cooperation between business and CSOs, a stronger focus on sectors that produce relevant products and services for vulnerable groups is expected to provide more common ground and create synergies to the public-private partnership focus of the P4G model.

Due to the new setup in Phase 2 with a stronger anchoring of partnerships in developing countries, SoG's role will be adjusted. The approach to engage Danish companies in partnerships and P4G activities will be strengthened through country and sector focus. Initially, this change will be monitored closely in consultation with the P4G Hub. Going forward, SoG will in the early stages be closer involved in the origination process in-country, led by the Hub, together with the local NPs and the donor country embassies. This early involvement by SoG will bring knowledge of Danish technologies and competences into discussions on partnerships and on one hand strengthen partnerships, and on another hand make P4G and partnerships more visible, concrete, and attractive for Danish companies.

### **National Platforms**

In 2018, SoG took the initiative to organise a National Platform Gathering together with the P4G Hub. It was an important starting point for P4G as it provided both a joint understanding of the advantages of public-private cooperation, exchange on challenges across countries and importance of advancing the SDG goals. Unfortunately, no similar physical meeting took place until a seminar in May 2022 in Copenhagen – and again, a physical meeting rather than virtual, turned out as extremely valuable, creating a stronger common understanding of the P4G setup and useful personal connections between the national platform representatives from the private sector and government institutions. The national action plans developed at the May seminar created a strong foundation for Phase 2. These gatherings and meetings between NPs will in the future be valuable to support the dynamics of the platforms and the whole initiative.

Establishing contact to other national platforms in Phase 1 has been a challenge due to two main reasons: Firstly, the national platforms were in practise not existing in many countries before late in Phase 1. Secondly, COVID-19 made travel and physical meetings impossible for more than two years and thus, it has been difficult to maintain regular and concrete discussions and engagement with the national platforms.

There were, however, also successes like the strong coordination with the Dutch national platform on partnership origination and collaboration, exchange on concept development etc., meetings in Colombia, South Africa, and Kenya, participation in the inauguration of the Indonesian National Platform, and visits to Copenhagen from several delegations from partner countries. The meetings strengthened the common understanding of P4G and its purpose, but also the links to activities with Danish participation, not least the work of the Danish embassies.

The enlargement of the national platforms in the ODA eligible countries in Phase 2 with participation of donor country embassies and a Hub liaison officer will strengthen the NP role and open for possible SoG interactions with the NPs; not only around origination but also around workshops, meetings across borders, Danish support of national P4G meetings in the countries where SoG can involve Danish private sector and CSOs. The engagement of the embassies in the NPs secure Danish on-the-ground involvement and is a vital support and link for SoG who is mainly operating from Denmark.

### **Danish embassies in partner countries**

In Phase 1, Danish embassies in partner countries have been positive towards collaborating with SoG in sharing knowledge of the local context, participation in events and contacts to local partners. Collaborations with sector specialists from the Strategic Sector Cooperation (SSC) programmes in sectors with the same focus as the P4G SDGs have resulted in useful co-creates processes for potential and new partnerships. The collaboration with the embassies has also helped in addressing challenges related to for instance framework conditions with local authorities. For instance, in Bangladesh and South Africa the Danish embassies have helped partnerships through to ministries, also after teaming up with SoG at request from partners. With investment readiness as a primary aim in Phase 2, the investment advisors in Indonesia and South Africa will get an important role. The collaboration with the embassies has also been around high-level delegations from the countries to Denmark and embassies have been helpful with setting up contacts when SoG has visited Kenya, South Africa, Mexico, and Colombia.

Building on the experiences of not only the collaboration between SoG and Danish embassies but also similar experiences between other NPs and donor countries' embassies, in Phase 2 of P4G collaboration will be formalised with embassies becoming members of NPs. From a Danish perspective, synergy between donor programmes is interesting – and from a P4G perspective, the backing from strong external partners can add important value locally. SoG will further pursue the collaboration with embassies through both more frequent country visits and systematic engagement on partnerships.

### **Cooperation with the Hub**

The cooperation between the Hub and SoG has in general worked well in Phase 1. SoG has had monthly meetings with the Hub to coordinate and brief on progress of partnerships, communication activities on both sides and planning of common events.

However, with the change of the application process from a more decentralised approach where donor NPs were involved in facilitating the partnership to a centralised approach where the P4G Global Hub took a stronger lead on advice to applicants in the 'co-creation' process, it became more difficult for SoG

to be fully informed and involved in the process and carry out an important part of its role of engaging Danish companies and civil society organisations in partnerships. With the new focus in Phase 2, a consultative and adaptive process is important to ensure continued relevance. Danish companies continue to have strong competencies to support P4G, and timing and coordination are key to make this potential materialize in concrete terms.

In Phase 2, donor country NPs are part of the early-stage processes in origination of partnerships in the ODA eligible countries, e.g., including knowledge information on technologies and/or investments. With Hub representation in each of the ODA eligible country, there is every chance to establish strong relations between activities in each country and the donor country NPs. A strong network locally with the Hub in a leading role can also be of benefit for knowledge sharing, including public meetings, workshops etc. where SoG will be able to participate or invite relevant Danish businesses or other stakeholders.

### **P4G Summits and other events**

The P4G Summit in Copenhagen in 2018 was the first big P4G event and given huge recognition by Danish stakeholders, not least the private sector. The commitment from the Danish government and with participation with head of state from partner countries and high-level international representation gave business leaders an opportunity to meet important decision makers, not least from governments which they found extremely valuable.

Apart from welcoming all P4G NPs at the first common gathering, SoG had a role in coordination activities, among those press relations. SoG teamed up with the DTU Skylab to host a welcome reception at DTU with representation of ministers, business executives and other international VIPs, but not least with the many young entrepreneurs and students in the environment around DTU Skylab. The vibrant atmosphere brought energy to the following P4G Summit where the young professionals within green technologies also took part and were visible throughout. The Sustainable Food Partnership, one of the first partnerships to receive P4G funding, was presented to the Danish Prime Minister and the Ethiopian ambassador to Denmark at Novozymes headquarters and gave attention to the upcoming event.

The Seoul 2021 summit was very different as it had to be arranged virtually due to COVID-19 and arrangements were uncertain almost up to a month before it took place. Still, SoG managed to engage a large group of big and smaller companies, CSOs and participants to 17 virtual side-events broadcasting from Copenhagen showing P4G attractiveness and gained global visibility.

SoG also organised side-events at the COPs and the UNGA/New York Climate Week. The COP26 in Glasgow in 2021 was important for Danish stakeholders in general, both as a platform for side events and as a meeting point for connections to partner countries – and for P4G to meet potentially new partners. New York Climate Week focus on global climate and particularly on finance. The strong focus on partnerships internationally to implement solutions attracted many stakeholders. Similar for events like the International Water Association's IWA Summit in 2022. For Danish companies, these opportunities are unique as the most attractive target groups are also participating in these international events. Both from companies, global organisations, and high-level state administration, which are normally very difficult to get access to. For instance, several Danish companies and partnerships participated in and got speaking opportunities at the Danish Pavilion at COP 27 in Sharm el-Sheikh – Grundfos, Danfoss, FLSmidth, Global Maritime Forum and Maersk, Global Fashion Agenda and Dan Church Aid. This also gave an opportunity to involve Kenyan and South African NP representatives.

In Phase 2, the emphasis on events will for SoG continue as they have proven to be extremely valuable for P4G representatives from Danish government, businesses and organisations giving them a platform

to speak and meet representatives from all around the world. These types of events will also strengthen relations between P4G partner countries, showcase partnerships with scaling potential and provide a greater outreach.

### **Communication activities**

SoG communication efforts have been coordinated and aligned with the communication activities of the P4G Hub. Around larger events, coordination with the Danish MFA has been activated and has also worked well. Communication around partnership results were limited the first years as it took time for partnerships to progress.

In Phase 2, the progress in early-stage, new or finalised partnerships with Danish participation will be followed and communicated to show the value of the P4G funding, supporting the progress of partnerships. Working together with the Hub communication team and Danish stakeholders, communication will also highlight other P4G activities, nationally and internationally, using all available media channels.

Activities around big international events like the P4G Summit and the COPs are important to share with other stakeholders and the public. Prior to big events, SoG has over the years numerous times invited international media to Denmark to showcase Danish sustainable solutions and P4G as an important instrument for creation of sustainable partnerships. In the preparations for the 2023 summit, leading Colombian media have visited Denmark by invitation from SoG and the Danish embassy in Bogotá. This work will continue in Phase 2 and bring Denmark and P4G in the public limelight in P4G countries. SoG's close collaboration with IFU's communications team will also be beneficial in Phase 2 with the strong focus on investments.

## Annex 7: Plan for communication of results

<b>What?</b> (the message)	<b>When?</b> (the timing)	<b>How?</b> (the mechanism)	<b>Audience(s)</b>	<b>Responsible</b>
Summit and other events (national and international)	Up to and after summits and events	<ul style="list-style-type: none"> <li>Journalists invited to Denmark to understand Danish ambitions on green transition, partnerships approach and climate policy through meetings and site visits</li> <li>Coordinated work with ministries, Danish stakeholders, businesses</li> <li>News features and articles about partnerships and P4G in general</li> </ul>	<ul style="list-style-type: none"> <li>International stakeholders (public, private, CSOs), incl. P4G countries</li> </ul>	SoG will coordinate involving ministries, embassies, organizations, partnerships and Danish businesses
Partnership progress	News on partnerships results	SoG own channels – website and social media  News features and articles	International and Danish audiences with interest in green transition	SoG will coordinate with partnerships and the Hub
Call for partnerships	General comm about opening of application window	SoG own channels – website and social media	Danish companies and organizations with commitment to green transition	SoG will support the communications from the Hub with specific link to Danish

				business and CSOs
Announcement and presentation of partnerships with Danish partner(s) granted funding	Coordinated with Hub announcement of new partnerships	SoG own channels – website and social media News features and articles	International and Danish audiences with interest in green transition	In coordination with the Hub, SoG and Danish stakeholders in new partnerships will present the new partnerships



## Annex 8: List of supplementary material

- P4G MTR Final Report: Executive Summary
- P4G Field Review Report
- P4G Mid-Term Review: Status Update
- Investment Gaps Analysis: Dalberg Report
- Financing Green Growth: TPI Report
- Partnerships Origination Study: Dalberg Preliminary Report
- Partnering for Green Growth and the Global Goals 2023 (P4G) Phase 2 (2023 – 2027) – programme document including annexes

Dropbox link for supplementary materials:

<https://www.dropbox.com/scl/fo/5k12g68jx6zzgig600z8w/h?dl=0&rkey=eclr7wtywncw67h1mqgdrvq0e>

- “[The World We Share](#)”, Danish policy for development cooperation, 2021

## Annex 9: Process action plan - SoG

<b>Date</b>	<b>Activity</b>	<b>Responsible unit</b>
June 6, 2022	Delivery of draft Programme Documentation to Programme Committee	GDK
June 28, 2022	Presentation in Programme Committee	GDK
Sept.-Oct., 2022	Appraisal including debriefing	Eksternal consultants
Nov. 2022 – April, 2023	Reformulation of programme documentation	SoG
April – May, 2023	Light Appraisal	Eksternal consultants
5 June, 2023	Final draft programme documentation submitted to MFA	SoG
12 June, 2023	Final programme document incl. annexes submitted for approval in MFA.	GDK
25 June, 2023	Contract signed	GDK/SoG
July 1, 2023	Launch of the new programme	SoG/GDK

Unit	Unit cost	Quantity	2023 (Q3-Q4)	2024 (Q1-Q2)	2024 (Q3-Q4)	2025 (Q1-Q2)	2025 (Q3-Q4)	2026 (Q1-Q2)	2026 (Q3-Q4)	2027 (Q1-Q2)	2027 (Q3-Q4)	Dkk
<b>Total Output 1-3</b>			1,300,000	1,269,000	1,340,000	1,560,000	1,340,000	1,269,000	1,340,000	1,269,000	1,340,000	12,000,000
<b>Output 1</b>												
Meeting facilities, showroom, facilitation	operation month	22 510	12	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	1,215,000
External meetings	meetings	10 000	2	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	60,000
Salary 1	month	32 000	12	192,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000	1,728,000
Salary 2	month	10 000	12	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	540,000
Travel cost		25 000	1	12,500	12,500	12,500	12,500	12,500	12,500	12,500	12,500	112,500
Total direct cost output 1				409,500	409,500	409,500	409,500	409,500	409,500	409,500	409,500	3,685,500
Share indirect cost output 1				28,522	29,250	27,830	29,250	27,830	29,250	27,830	29,250	256,843
Total budget output 1				438,022	438,750	437,330	438,750	437,330	438,750	437,330	438,750	3,942,343
<b>Output 2</b>												
National platform meetings	roundtables/work	40 000	3	60,000	60,000	40,000	80,000	40,000	80,000	40,000	80,000	540,000
National Platform Gathering contribution	seminar	100 000	1	50,000	-	100,000	-	100,000	-	100,000	-	450,000
Salary 1	month	32 000	12	192,000	192,000	192,000	192,000	192,000	192,000	192,000	192,000	1,728,000
Salary 2	month	25 000	6	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	675,000
Travel cost		87 000	1	43,500	43,500	43,500	43,500	43,500	43,500	43,500	43,500	391,500
Total direct cost output 2				420,500	390,500	450,500	390,500	450,500	450,500	390,500	450,500	3,784,500
Share indirect cost output 2				29,261	27,653	30,617	27,653	30,617	27,653	30,617	27,653	263,326
Total budget output 2				449,761	418,153	481,117	418,153	481,117	478,153	481,117	478,153	4,047,826
<b>Output 3</b>												
Activity 1	casual events	20 000	2	20,000	20,000	20,000	20,000	20,000	20,000	20,000	20,000	180,000
Activity 2	internet events	80 000	9	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	675,000
Activity 3	webcasts/videos/comm	150 000	1	75,000	75,000	75,000	75,000	75,000	75,000	75,000	75,000	675,000
Salary 1	month	10 000	12	60,000	60,000	60,000	60,000	60,000	60,000	60,000	60,000	540,000
Salary 2	month	18 000	12	96,000	96,000	96,000	96,000	96,000	96,000	96,000	96,000	864,000
Travel cost		100 000	1	50,000	50,000	50,000	50,000	50,000	50,000	50,000	50,000	450,000
Total direct cost output 3				376,000	376,000	376,000	376,000	376,000	376,000	376,000	376,000	3,384,000
Share indirect cost output 3				26,189	26,857	25,553	26,857	25,553	26,857	25,553	26,857	235,831
Total budget output 3				402,189	402,857	401,553	402,857	401,553	402,857	401,553	402,857	3,619,831
<b>Contingency</b>												
Contingency (max 10% of total direct cost excluding contingency)												
<b>Indirect cost</b>												
Administrative costs (max. 7% of direct cost)				84,000	84,000	84,000	84,000	84,000	84,000	84,000	84,000	756,000
Audit	item	20 000	1	10,000	0	20,000	-	20,000	-	20,000	-	20,000
Midterm Review	item	300 000	1	-	-	300 000	-	-	-	-	-	300 000
<b>Total indirect cost</b>				84,000	84,000	104,000	104,000	104,000	104,000	104,000	104,000	1,146,000
<b>Total budget</b>				1,300,000	1,269,000	1,340,000	1,560,000	1,340,000	1,269,000	1,340,000	1,269,000	12,000,000

## ANNEX 9: QUALITY ASSURANCE CHECKLIST

**File number/F2 reference: 2023-21268**

**Programme/Project name: State of Green, Danish National P4G Platform,  
Partnering for Green Growth and the Global Goals 2030 (P4G), Phase 2,**

**Programme/Project period: July 2023- December 2027**

**Budget: DKK 12 mil.**

### **Presentation of quality assurance process:**

P4G - Partnering for Green Growth and the Global Goals 2030 – Phase 2 was appraised during the period of September-October 2022. The outcome of the appraisal was: *The overall conclusion of the appraisal is that the main P4G Programme is not recommended for presentation to the Council for Development Policy within the suggested timeframe as it is not considered possible to make the necessary changes within the timeframe available.*

Following the appraisal, the P4G programme was extended with 6 months. The two implementing institutions for the Danish support in phase 1, the WRI/P4G Hub and State of Green considered the recommendations of the appraisal and accordingly updated the programme documents and annexes. Consequently, it was also decided to separate out the Danish support for State of Green (SoG) from the main P4G programme document.

A second light appraisal was carried out from mid-April to mid-May 2023, and the outcome was: *The overall conclusion of the SoG appraisal is that the proposed project is recommended for approval but that it is essential that the Project Document will be further revised to become fully aligned with the upcoming final version of the overall P4G Programme Document.*

The SoG programme document has been updated in accordance with the recommendations from the light appraisal and developed in close collaboration and aligned to the P4G main programme document.

❑ The design of the programme/project has been appraised by someone independent who has not been involved in the development of the programme/project.

*Comments:* yes, it was the same two external consultants who carried out both appraisals in 2022 and 2023.

❑ The recommendations of the appraisal has been reflected upon in the final design of the programme/project.

*Comments:* yes, recommendations of both reviews have been reflected in the design of the programme document. This has in particular led to revision of SoG's role in Phase 2 with stronger focus on in-country origination of new partnerships and cooperation with local national platforms, closer collaboration with Danish embassies in P4G partner countries and

adaptation of event activities with focus on fewer international events and importantly more workshops/meetings in partner countries.

□ The programme/project complies with Danida policies and Aid Management Guidelines, including the fundamental principles of Doing Development Differently.

*Comments:* yes, the programme document complies with Danida policies and AMG.

□ The programme/project addresses relevant challenges and provides adequate responses.

*Comments:* yes, the 2022-midterm review and 2022-appraisal verified that P4G responds to a highly relevant challenge and gap in early stage project development.

The MTR-assessment was that: *“SoG has effectively built on and benefitted from its dedicated role and experiences with green growth issues. It continues to successfully promote the Danish private sector externally and through the P4G network. It also continues to create awareness among Danish stakeholders of P4G and links Danish companies with potential partnership projects”.*

The appraisal assessment was that: *“The AT agrees that SoG is well positioned in the Danish landscape and has a mandate that makes SoG an ideal choice as the Danish P4G National Platform. SoG has in Phase 1 played an active role in P4G and has to a large extent achieved the targets set.”*

□ Issues related to HRBA, LNOB, Gender, Youth, Climate Change, Green Growth and Environment have been addressed sufficiently in relation to content of the project/programme.

*Comments:* yes and above issues are an integrated part of P4G programme approach.

Screening and monitoring process for partnership approval also includes these elements and only projects complying will be shortlisted for possible approval and support.

□ Comments from the Danida Programme Committee have been addressed (if applicable).

*Comments:* n.a.

□ The programme/project outcome(s) are found to be sustainable and in line with the partner's development policies and strategies. Implementation modalities are well described and justified.

*Comments:* yes – fully in line with WRI and SoG strategies and focus areas. Implementation modalities are described in details in the main programme document, section 2.

□ The theory of change, results framework, indicators and monitoring framework of the programme/project provide an adequate basis for monitoring results and outcome.

*Comments:* yes – as also assessed by the appraisal team.

□ The programme/project is found sound budget-wise.

*Comments:* yes – also verified by GDK CFO.

□ The programme/project is found realistic in its time-schedule.

*Comments:* yes based on experiences in phase 1.

□ Other donors involved in the same programme/project have been consulted, and possible harmonised common procedures for funding and monitoring have been explored.  
*Comments:* yes – fully integrated part of phase 2 development and same donors in phase 2 as phase 1 (The Netherlands and South Korea).

□ Key programme/project stakeholders have been identified, the choice of partner has been justified and criteria for selection have been documented.  
*Comments:* yes – please also refer to above comments from MTR and appraisal.

□ The implementing partner(s) is/are found to have the capacity to properly manage, implement and report on the funds for the programme/project and lines of management responsibility are clear.  
*Comments:* yes – please also refer to above assessments.

□ Implementing partner(s) has/have been informed about Denmark's zero-tolerance policies towards (i) Anti-corruption; (ii) Child labour; (iii) Sexual exploitation, abuse and harassment (SEAH); and, (iv) Anti-terrorism.  
*Comments:* yes – and signed off on the policies in relation to phase 1, and expected to do similar in relation to phase 2 by signing the programme agreement.

□ Risks involved have been considered and risk management integrated in the programme/project document.  
*Comments:* yes, the risk matrix is updated and integrated in phase 2.

In conclusion, the programme/project can be recommended for approval: yes / no

Date and signature of Desk Officer: 12.06.23

CHARLOTTE JUST

Date and signature of Management: 12.06.23

KARIN POULSEN

AMB, HEAD OF DEPT.



## APPRAISAL - SUMMARY OF RECOMMENDATIONS

<b>Title of Programme/Project</b>	State of Green, Danish National P4G Platform, Partnering for Green Growth and the Global Goals 2030 (P4G), Phase 2,
<b>File number/F2 reference</b>	2023-21268
<b>Appraisal report date</b>	17 May 2023
<b>Council for Development Policy meeting date</b>	n.a.
<b>Summary of possible recommendations not followed</b> n.a.	
<b>Overall conclusion of the appraisal</b> <i>The overall conclusion of the SoG appraisal is that the proposed project <b>is recommended for approval</b> but that it is essential that the Project Document will be further revised to become fully aligned with the upcoming final version of the overall P4G Programme Document.</i>	
<b>Recommendations by the appraisal team</b>	<b>Follow up by the responsible unit</b>
Rec#1: SoG to adjust the Project Document to reflect the outcome of the discussions that will be held between, and the decisions that will be taken by, the ExCom WG and the Donor NPs on the role of the DNPs, in accordance with Recommendation 3 in the overall P4G appraisal report.	After discussions between the ExCom Working Group and the DNPs, the role and contribution of the DNPs has been specified in the main P4G programme document. In particular, the early involvement of DNPs and thus SoG in the origination process, led by the P4G Hub, together with the P4G ODA-eligible NPs has been clarified.
Rec#2: SoG to adjust the Project Document to better reflect the changes that have taken place from Phase 1 to Phase 2 and how that impacts the work of SoG as Donor National Platform. Especially the localized origination process and change in target group to local start-ups have a major bearing on the work of SoG, which needs to be considered when establishing the support to SoG.	The role of DNPs will be significantly different in Phase 2 as a result of adjustments of the overall P4G programme with a focus on investable partnerships and localized origination. This is now reflected in the SoG workflow. SoG will take an active role in the origination process and bring Danish know-how and competences into the process when relevant. This early-stage role will give Danish stakeholders an opportunity to engage in new partnerships. Furthermore, a productive dialogue between the local P4G Hub representative, the NPs and the Danish embassy on possible synergies with Danish sector programmes in P4G partner countries can be of value for new partnerships.

I hereby confirm that the appraisal team has identified the above-mentioned issues and provided the corresponding recommendations as stated above to be addressed properly in the follow-up to the appraisal.



Signed in Copenhagen on the 17<sup>th</sup> May, 2023

*(signed)*

Marie-Louise Appelquist  
Appraisal Team leader

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

Signed in Copenhagen on the 12<sup>th</sup> of June, 2023

*(signed)*

Karin Poulsen  
Director, GDK