

P4G Non-Country Board Member Nominations

Draft July 29, 2019

A. New Board Members

Based on the Non-Country Board Membership Expansion Strategy approved by the Board at the April 2019 Board meeting, the Global Hub has conducted outreach to add to the Board of Director individuals with expertise in the Technology and Private Sector Finance sectors, and who meet the key characteristics for non-country board members specified in the strategy.

The Executive Committee recommends the following 2 individuals for approval by the Board.

1. Private Sector Finance - Ms. Julia Prescott, Co-founder & Chief Strategy Officer, Meridiam Infrastructure

Founded in 2005, Meridiam is a global investor and asset manager specializing in public and community infrastructure with projects in OECD countries and Africa. Meridiam has initiated 56 projects with a total value of \$70 billion. Prior to joining Meridiam, Ms. Prescott was the Head of Project Advisory in Charterhouse Bank and the Senior Director and Head of Eurozone Infrastructure Finance at Bank of Scotland. In 2011 she became the Non-Executive Director of the International Project Finance Association, and 4 years later she became the Non-Executive Director at the Emerging Africa Infrastructure Fund. In 2017, she was appointed as a Commissioner for the UK's National Infrastructure Commission. Ms. Prescott is also the Director at Infraco Asia Investments, a member of the Advisory Board of Glennmont Partners - a fund focused on renewable energy - and a Visiting Professor at the Bartlett School, University College London.

2. Technology - Mr. Woong Hwan Ryu, Executive Vice President and Head of Social Value Innovation Center at SK Telecom

SK Telecom (SKT) is the largest mobile operator in the Republic of Korea with nearly 50 percent of the market share and 28.6 million wireless subscribers. SKT is a pioneer in the mobile networks space and commercialized the fifth generation (5G) network in December 2018. At SKT, Dr. Ryu is responsible for the innovation of the new business model that practices Corporate Social Responsibility and implements Double Bottom Line for both open innovation and social value creation. Dr. Ryu has 25 years of experience in engineering project management and product development, having worked for major companies in Silicon Valley and the Republic of Korea, including Intel USA, Samsung, and Hyundai. Additionally, he held several positions in the early stages of President Jae-in Moon's administration, including General Manager for the Employment Division at the Liberal Democratic Party and Co-Chairman of the Fourth Industrial Revolution Department for the New Republic of Korea Committee. Dr. Ryu holds a Ph.D. in electrical engineering from the Korea Advanced Institute of Science and Technology (KAIST).

B. Existing Board Member Terms

Non-country Board members serve for a 2-year term.

The table below identifies the terms of current non-country Board members.

	First Board meeting (in-person)	End of 2 Year Term
WRI – Andrew Steer	April 2018	n/a ¹
C40 – Mark Watts	April 2018	Jan 1, 2020
GGGI – Frank Rijsberman	April 2018	Jan 1, 2020
World Economic Forum – Borge Brende	April 2018	Jan 1, 2020
*Novozymes – Peder Nielsen	April 2018	Jan 1, 2020
*Hanwha QCells – DK Kim	Sept 2018	July 1, 2020
IFC – Karin Finkelston	April 2019	Jan 1, 2021
UNGC – Lise Kingo	Sept 2019	July 1, 2021

The Global Hub recommends for Executive Committee and Board approval that the following Board members be invited to serve for another 2-year term, ending January 1, 2022:

- Mark Watts, C40
- Frank Rijsberman, GGGI
- Borge Brende, World Economic Forum
- Peder Nielsen, Novozymes

¹ While WRI serves as the host and legal entity for P4G, WRI is not subject to the 2-year term limit.

P4G Partner Country Expansion Strategy

Draft ~~15 April~~ ~~29 March~~ 2019

Introduction

P4G partner countries and their associated national platforms are critical to the success of P4G. The active engagement of partner countries' political leadership, government ministries, private sector and civil society serve to accelerate and scale the impact of P4G partnerships in 5 core sectors of food/agriculture, water, energy, cities and circular economy.

The network of P4G partner countries include Chile, Colombia, Denmark, Ethiopia, Kenya, Mexico, Netherlands, Republic of Korea, and Vietnam. Currently, five of P4G's partner countries are eligible for ODA funding. P4G plans to expand its network of ODA-eligible developing countries to a maximum of ten by 2022. P4G also seeks new funders to expand the scope and impact of the program. New partner countries must be approved by the P4G Board.

Partner countries have the following roles and responsibilities to ensure national engagement in P4G:

- **P4G Board Member** - Designate the national institution and corresponding high-level government representative to participate in P4G. The country representative commits to:
 - Serve on the P4G Board and participate in 2-3 Board meetings annually
 - Engage other government ministries, private sector and civil society as appropriate in P4G and the transition to green growth and implementing the Global Goals
 - Accelerating relevant P4G partnerships, including mobilising proactive engagement of national actors in the partnerships, creating an enabling policy and regulatory environment for partnerships, mobilising domestic public and private sector capital where appropriate
 - Actively promote P4G including through participate in P4G Summits and annual meetings, global/regional/national meetings of significance, annual partnerships and state of the art awards calls, and host national and/or regional meetings as appropriate
 - Collaborate with the P4G Network in knowledge sharing on innovative green growth and sustainable development policies and practices
- **National Platform** - Establish or identify and proactively support a National Platform comprised of government representatives, the private sector and civil society to pursue the goals of P4G
- **Contributions** - Contribute to P4G through in-kind contributions, financial funding including of the National Platforms, resourcing of P4G including potential secondments to P4G Hub, and/or hosting a P4G Summit, regional and/or national meetings
- **Champion P4G and the partnerships approach to implementing the SDGs** - Leverage global, regional and country communication channels to champion and implement the SDGs and accelerate the P4G agenda nationally, regionally and globally.

Criteria for New P4G Partner Countries

P4G will use the following criteria in considering adding new partner countries:

1. **Commitment and ability to implement partnerships that can drive system change regionally and globally towards innovative and inclusive green growth solutions** - Countries should have the ability to drive system change regionally and globally due to their market size, growth potential, and/or regional leadership role. Countries should be champions for public-private

partnerships as approach to implementing SDGs and be willing to mobilize government resources and networks to accelerate P4G partnerships.

2. **Ability to leverage current P4G Network and priorities** - New partner countries should complement P4G's current network of countries, global organizations, partnerships, and private sector representatives. Bringing in new countries that have strong existing relationships with P4G's partner countries, partner organizations and partnerships helps to maximize efficiencies and collective impact of the P4G network.
3. **Country commitment and ability to follow P4G's self-funding model** - Countries should be able to fulfill the responsibilities of a P4G partner country, including establishing and supporting a self-funding National Platform, accelerating P4G partnerships, and promoting the P4G agenda including through participating in P4G Board meetings, Summits and events.
4. **Geographic representation** – The distribution of partner countries should reflect the global nature of the P4G program.
5. **P4G program funding** – The expansion of new partner countries will be aligned with the size of the P4G Partnership Fund.
6. **Financial contributions** – Proposed financial contributions will be essential to approving new partner countries that are not ODA-eligible.

Partner countries are also invited to contribute and share technical expertise, technology, innovative business approaches, and connections with their private sector networks. In addition, countries are invited to contribute financial support to the P4G program to allow it to substantially meet or augment the objectives and scope of P4G. The following considerations apply for new funding:

- New funding will be used to augment both the P4G Partnership Fund and the Global Hub's facilitation of partnerships. The funding should be flexible and align with shared collective approach from existing funders, and be consistent with P4G's impact model of achieving system change through public private partnerships to advance green growth and implement the Global Goals.
- All funders providing financial support above a ~~threshold level~~ sufficient contribution will serve on the Board and Executive Committee.

Process

New countries interested in joining P4G are invited at first instance for consideration by the Executive Committee. They will be evaluated by the Global Hub in terms of their fit based upon criteria for new partner countries and considered by the Executive Committee for recommendation to the Board for approval. Countries that are approved by the Board will be invited to join the next Board Meeting. The general process for engaging potential new partner countries includes the following:

- Preliminary inquiries and discussions between Hub, Executive Committee and/or potential candidate countries about their interest and fit with P4G's agenda.
- Executive Committee approval for Hub to formally engage candidate country(ies) about their interest in joining P4G if they fit the criteria
- Hub and P4G network (including relevant embassies as part of initial set-up) outreach to country contacts and sharing of information (eg, Partner Country TOR, National Platform Plan, etc), via email, conference calls, and potential mission trip.
- Clear commitment by candidate country to:

- Designate a P4G Board member from ministry with responsibility for inclusive green growth agenda and/or SDGs, and with ability to provide inter-ministerial coordination as needed in P4G
- Ideally identify existing institution or if necessary establish a national platform that will engage private sector, civil society and government ministries
- Contribute to P4G through in-kind and/or financial funding, and commitment to self-funding participation in P4G
- Champion P4G and partnerships approach to implementing SDGs
- Executive Committee recommendation to the Board, and Board approval of candidate country to join as partner country
- Partner country participation in next Board Meeting
- On-boarding of new partner country(ies) including Hub mission trip(s) to assist country with identifying/establishing and launching the national platform, and conducting outreach on Partnership Fund call for partnerships

2019 P4G Partner Country Expansion Status

29 March 2019

Invitations to join P4G were previously extended as part of high-level political dialogues with Bangladesh, Indonesia, Japan and South Africa in 2018. The engagement process is ongoing.

Subject to the Board's approval of the P4G Partner Country Expansion Strategy, all new countries beyond the group of previously invited countries must receive Board approval.

Proposed Board Action

1. The Executive Committee recommends that the Board approves the P4G Partner Country 2019 Expansion Strategy

P4G Non-Country Board Membership Expansion Strategy

Draft ~~15~~ April 2019

At the October 2018 Board meeting, the Board asked the P4G Global Hub to identify additional financial institutions and corporate members to add to the Board. These prospective Board members would provide complementary skills, innovative thinking, commercial expertise and business networks to assist P4G unlock new market opportunities and replicable business models that implement the Global Goals. In response to the Board directive, the Global Hub has developed this Board membership 2019 expansion strategy for non-country members.

Key Characteristics of Non-Country Board Members

1. Contributors to system change through contributing to the success of P4G partnerships by providing leadership within their sector, expert inputs, resources, and networks as appropriate.

One of the major goals of P4G is to create system change through P4G partnerships that results in progress towards the SDGs. The private sector and investors play a key role in developing and implementing innovative and inclusive solutions to green growth and achieving system change. Board members' leadership, vision and networks can help accelerate the progress of P4G partnerships and network.

2. Global leaders and catalysts committed to the SDGs from key fields necessary to support the implementation of P4G partnerships, such as:

- a. Finance
- b. Corporate engagement
- c. Technology
- d. Energy
- e. Food and agriculture
- f. Water
- g. Circular economy

Having the above list of relevant sectors represented on the Board is important to ensure that the Board can help to accelerate the full range of current and future P4G partnerships. There is a preference for CEO-level representation to match Minister-level participation from partner countries.

3. Diversity in attributes such as gender, geographic region, and organizational type.

P4G is committed to ensuring that the P4G Board reflects the diversity of values and perspectives that the program and its partnerships encompass.

Process

The general process for engaging potential new non-country Board members includes the following:

- Hub seeks input from Board members and trusted partners within the P4G network to identify and validate the potential of specific candidates for Board membership. Partner countries to play an important role in bringing forward potential private sector Board members from their country.
- Hub and P4G network outreach to CEOs or senior leadership within identified organizations

- Preliminary inquiries and discussions between Hub, Executive Committee and/or potential candidates for Board membership about their interest and fit with P4G's agenda
- Hub identifies opportunities to actively engage them in key P4G activities such as partnerships, events, and growing the P4G network to evaluate their potential interest and capacity to engage
- Executive Committee recommendation and Board approval to invite candidate to join P4G Board
- Co-Chair of Board officially invites candidate to join P4G Board.
- Members agree to serve for 2 years with option for renewal. Renewals or resignations are approved by the ~~Executive Committee~~Board.
- New Board member participation in next Board meeting
- Hub will re-evaluate which sectors and types of organizations are top priorities in an iterative manner, reflecting the selection of new partnerships and evolving priorities for partnership facilitation and acceleration.

2019 P4G Non-Country Board Membership Status

8 April 2019

Currently, the P4G Board includes corporate Board members focused on the solar energy (Hanwha Q CELLS) and food and agriculture (Novozymes) industries. P4G partner organizations on the Board also serve as strong conduits to the private sector: International Finance Corporation (IFC) and the World Economic Forum.

P4G is currently looking to target gaps in the current P4G Board membership regarding Board members that can help accelerate our current set of partnerships specifically in the areas of private sector finance, technology and potentially energy.

In the below table, the Global Hub has identified the current Board members from the private sector and partner organizations, representing each sector, as well as listed examples of the types of organizations of interest identified in the context of the key characteristics of non-country Board members, and the status of engagement with those organizations. For 2019, we are looking to add 3-5 corporate board members subject to fit. Two additional members may be added in 2020 to represent the water and circular economy sectors.

United Nations Global Compact - The P4G Global Hub and Executive Committee have also conducted outreach to Lise Kingo, CEO and Executive Director of the United Nations Global Compact (UNGC) about potential Board membership. UNGC is the world's largest corporate sustainability initiative with more than 13,500 signatories from 170 countries that have committed to aligning strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and taking actions that advance societal goals. Prior to joining the UNGC in 2015, Lise Kingo was Chief of Staff, Executive Vice President and member of the Executive Management team at Novo Nordisk A/S since 2002. She was in charge of several business areas and pioneered the first Novo Nordisk strategy on sustainability, spearheading the integration of sustainability into the heart of the business, showcasing the mutual benefits for both the company and society.

P4G Non-Country Board Membership

Sector	Relevant 2018 Partnership(s) and Communities of Excellence	Geographic Region of Interest	Relevant SDG(s)	Current & Proposed Board Members * = pending approval	Examples of Additional Organizations to Consider
Finance	ZEBRA, Africa GreenCo	Latin America, Africa	All 5	1. IFC 2. <i>Private Sector Finance – add in 2019</i>	– HSBC – Standard Chartered – Deutsche Bank – BNP Paribas
Corporate Engagement	ZEBRA, Green Logistics, CEIA, BEA, Energise Africa, SSEZ	All	All 5	3. World Economic Forum 4. UNGC*	
Technology	Green Logistics, Plastics and CE Community of Excellence	Asia Pacific	Circular economy, cities, energy	5. <i>Technology – add in 2019</i>	– SK Group – IBM – Google
Energy	Africa GreenCo, CEIA, BEA, Energise Africa	Africa	Energy	6. Hanwha Q CELLS 7. <i>Energy – add in 2019</i>	– Enel – Iberdrola – e.on – Engie
Food and agriculture	Food Loss and Waste, Food and Ag Community of Excellence	Asia Pacific	Food & agriculture	8. Novozymes	
Water	Blended Finance for Water		Water	<i>Add in 2020</i>	<i>Suggestions pending 2019 partnership selection</i>
Circular economy	SSEZ, Green Logistics, New Plastics Economy		Circular economy	<i>Add in 2020</i>	<i>Suggestions pending 2019 partnership selection</i>
All Sectors	All	All	All 5	9. GGGI 10. C40 Cities 11. WRI	

Proposed Board Action

1. The Executive Committee recommends that the Board approve the P4G Non-Country Board Membership Expansion Strategy
2. The Executive Committee recommends that the Board approve UNGC, represented by Lise Kingo, CEO and Executive Director, to join the Board

Governance Decision Table

Draft ~~28 March~~ 15 April 2019

The table below provides clarification on the decision authority among the P4G Board, P4G Executive Committee and Global Hub. The Global Hub is responsible for decisions not explicitly identified in the table below. All decisions will be made by majority.

Table Legend: A=Approval; I= Input; *=Role in Program Document

Decisions	P4G Board	P4G Exec Com	P4G Global Hub
Governance			
1. P4G Mission and long-term strategy such as: <ul style="list-style-type: none"> • Future expansion based on breadth vs depth • Principles to underpin network's contribution to P4G 	A	I	I
2. Governance Framework	A	I	I
3. Board co-chairs	A	I	I
4. New partner countries and new board members	A	I	I
5. New funders	A	I	I
Partnerships			
6. Scale-up partnerships final approval*	A	I	I
7. Scale-up partnerships funding packages for Board selection		A	I
8. Start-up partnerships funding		A	I
9. Short-list of start-up and scale-up partnerships		A	I
10. Partnership Funding Principles	IA	IA	I
11. Countries eligible for P4G funding		A	I
12. Organizations eligible to receive P4G funding		I	A
13. Eligibility of expenses for P4G funding		I	A
14. Facilitation plans for partnerships and national platforms*		I	A
Events & Meetings			
15. P4G Summit Host	A	I	I
16. P4G Summit Program		A	I
17. P4G Annual Meeting Program		I	A
18. P4G Board Meeting Agenda		A	I
Operations			
19. Annual P4G Global Hub strategy, workplan and budget		A	I
20. Total funds to be allocated to Partnership Fund		A	I
21. P4G Outcomes Framework		A	I
22. P4G reporting requirements		A	I
23. Strategy for global presence of Global Hub staff and Secondments		A	I
24. Hosting Partner		A	I

Decisions	P4G Board	P4G Exec Com	P4G Global Hub
Other			
25. Resolve P4G reputational issues (including conflict of interest)		A	I
26. Selection of State-of-the-Art award winners and guidelines		I	A
27. P4G branding		I	A

World Resources Institute (WRI) is the legal entity for P4G and hosts the P4G Global Hub. WRI has overall legal and fiduciary responsibility for the Global Hub for the duration of the hosting arrangement. The Hub utilizes WRI’s robust financial and administrative processes, rules and regulations including for the administration of grants and contracts, procurement, finance and accounting, human resources, and IT processes. In addition, WRI provides ongoing strategic, management, and expert technical support to the P4G Global Hub as in-kind contributions, including, for example, from WRI senior management and sector specialists. WRI is also responsible for the P4G State of the Art Report.

As the hosting partner and legal entity for P4G, in conjunction with the Board, Executive Committee or Global Hub as noted in the table above, the following items are also subject to WRI approval:

- New funders
- Annual P4G Global Hub strategy, workplan and budget
- Strategy for global presence of Global Hub staff and Secondments
- Resolve P4G reputational issues (including conflict of interest)
- P4G branding