

Office of Thought Leadership

2018 Work Plan

March 23, 2017 (final)

Introduction

The concept of “thought leadership” can be defined as the expression of deep intellectual insights, knowledge, experience, inspiration, and innovations towards answering some of the most important questions facing a community. In the case of GGGI, we pursue thought leadership to inspire and motivate our members, partners, and the international community towards understanding and applying innovative solutions in the green growth model of development. According to one source, “thought leaders” are the informed opinion leaders and “go-to” people in their field of expertise who create evolutionary and even revolutionary advancements in their fields. This happens not only by urging others to be open to new ways of thinking, but by creating blueprints, methods, processes, guidelines, and best practices for others to follow.

GGGI’s **Office of Thought Leadership (TL) supports applied research and analysis, knowledge sharing, and capacity building**. TL complements activities of GGP&I and IPSD by implementing “global” programs and projects that are multi-country and/or multi-thematic in nature, and by supporting country-based projects on a case-by-case basis.

Thought leadership in GGGI is not an exclusive responsibility of TL alone, but TL does play a central role in facilitating thought leadership on behalf of other programmatic divisions. The Office serves as the focal point for GGGI’s overall efforts in promoting “knowledge in”—from both an internal and an external green growth experience—to “knowledge out,” by leading GGGI’s efforts to develop formal publications, providing analytical tools and methodologies that measure green growth performance in individual countries and globally, and supporting knowledge sharing and capacity building platforms. TL also leads GGGI’s engagement in global knowledge, academic, and research partnerships.

This work plan provides a summary of projects, outputs, and activities under the responsibility of the TL Office, as well as country-based outputs which TL supports. The document also sets out TL Objectives, core Functions, KPIs, and Theory of Change.

TL Objective, Core Functions, and KPIs

Objective

TL serves as GGGI’s central body for managing projects, programs, and initiatives that are global, multi-country, and/or multi-theme in nature. The **objective** of the Office of Thought Leadership is **to advance GGGI’s and its partners’ impact through global programs that deliver applied research and analysis, knowledge sharing, and capacity building in green growth**. While TL does support specific country

programs and thematic areas in many instances, many TL activities are multi-country, multi-theme, and cross-sectoral in nature.

Core Functions

Core Thought Leadership Functions in 2018 will include:

- **Conducting applied research** and preparing technical reports and other publications on strategic topics such as green energy, electric and sustainable mobility, green growth and the SDGs, and Nationally Determined Contributions (NDC) readiness, often with external partners
- **Developing, applying, and enhancing tools and methodologies**, including the Green Growth Potential Assessment (GGPA) and the Green Growth Index;
- **Promoting knowledge sharing** of lessons learned, best practices, and experiences from GGGI and other organizations through capacity building, and through the Green Growth Knowledge Platform (GGKP), the world's largest green growth knowledge base and partnership platform;
- **Managing partnerships with academic, research, and international institutions** to produce and exchange knowledge products through long-term collaboration;
- **Supporting LDC Countries in the international climate negotiations** through strategic analysis, guidance, and capacity building;
- **Supporting targeted country outputs** in climate change, energy, and sustainable transport; and
- **Generating publications** and coordinating the publications development and approval process in GGGI.

Key Performance Indicators (KPIs)

The projects and outputs comprising this Work Plan can be considered TL's overall KPIs for 2018. TL's top-level KPI is:

GGGI 2018 KPI #10:

- TL increased commitments: Publish GGPA synthesis, 3 technical reports, 3 guidelines, 5 insight briefs, and 10 peer reviewed papers; and achieve Council confidence in the Green Growth Index.

TL 2018 KPIs:

- Green Growth Index: technical report and article on new GGPM methodology completed; 4 regional/country stakeholder consultations completed; Council confidence in the Green Growth Index achieved
- GGPA: Updated GGPA methodology, synthesis report, and article completed; 4 country consultations and reports completed
- GGKP: New online knowledge platforms on green industry and green finance launched
- Strategic Outcomes: GGGI Strategic Outcome target report cards finalized; joint study report with AfDB on green growth readiness in Africa launched; 1 technical guideline, 1 technical report, and submission of 1 peer-reviewed journal article; green jobs assessments completed in 3 countries
- Capacity Building: Integrated capacity development program through GGGI regional hubs delivered; 2 thematic training modules developed
- Climate Diplomacy: Technical support to the LDC Group at up to 6 UNFCCC sessions and preparatory meetings and on 4 negotiation texts delivered; support for organizing LDC Group Ministerial and GGGI engagement in COP24 provided

- Renewable Energy and Energy Efficiency: 1 technical report, 2 insight briefs, and 2 peer-reviewed articles published in support of LDC member countries' progress against renewable energy and NDC targets
- Electric and Sustainable Mobility: analysis on electric and sustainable mobility provided to 3 country programs; 1 technical report; 2 peer-reviewed articles submitted.

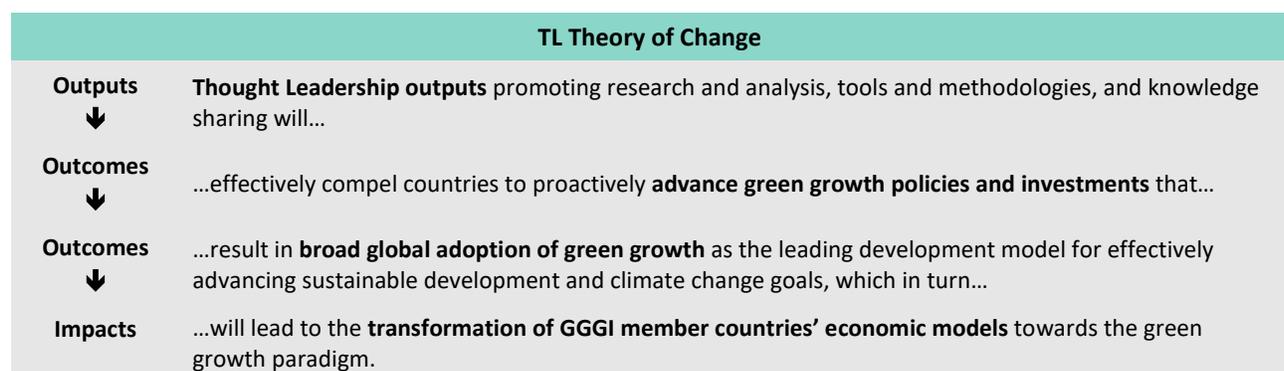
TL Theory of Change

The Theory of Change for the TL Office is described through projected long-term impacts, medium-term outcomes, and short-term outcomes, as follows.

Short-term outcomes of TL programs aim to compel countries to advance green growth policies and investments through development and dissemination of strategic analytical tools and methodologies, knowledge products (research articles, reports, policy briefs, monographs), knowledge sharing and South-South cooperation, and partnerships with international, academic, and other institutions. GGGI is expected to be recognized as a leading innovator and champion of green growth globally. TL outputs are expected to directly contribute to GGGI country delivery through actionable activities that strengthen programs, policies, and investments on the ground.

Medium-term outcomes include broad recognition, use, and adoption of TL research and analysis, tools, and methodologies, as well as successes, best practices, and lessons learned by both GGGI and non-GGGI member countries and the international community. These are expected to catalyze initiatives in green growth and yield broad global recognition of green growth as the leading development model for achieving Sustainable Development Goals (SDGs) as well as NDCs that achieve a 2-degree future across all countries where GGGI works. GGGI is expected to be recognized as a trusted advisor and leader for advocating and instituting the green growth paradigm.

Long-term impacts of TL programs (and GGGI overall) are expected to include successful transformation of countries' development pathways towards effective, sustainable, and scalable green growth adoption on a large scale. GGGI will be recognized as a global leader and trusted advisor in advocating for and delivering this transformation. Ultimately, these will yield greater prosperity, more robust and resilient economies, stronger social systems, and greater environmental protection worldwide. Significant progress will have been made in resolving major development challenges including energy and food insecurity, climate change, biodiversity loss, poverty, job creation, and human health.



TL Projects, Outputs, and Activities

1 Green Growth Performance Measurement Project (Green Growth Index) (TL-1)

GGGI is currently developing a Green Growth Index to serve as a quantitative tool to measure and analyze the impacts of green growth policies. Through the tool, GGGI aims to raise awareness and understanding of green growth; provide an interactive learning experience; and foster a data and evidence-driven approach to green growth. The index will provide a unique platform that can not only inform stakeholders, but also serve as a vehicle for knowledge exchange and collaboration on green growth.

Project Lead: Lilibeth Acosta-Michlik

Staff: Aidan Kennedy, Orestes Anastasia

Geographic Coverage: At present, the index covers 34 countries of relevance to GGGI. Coverage will be expanded going forward.

Beneficiaries: All GGGI Member and partner countries

Partners: UN Environment, UNDP, OECD, IEA, World Bank, UNIDO, ILO, IGES, Vivid Economics, Economist Intelligence Unit

Approved Budget: USD 302,628 (non-personnel budget)

1.1. Output 1: Project Management

This output refers to general project management activities associated with the Green Growth Index.

Timeline: Jan to Dec 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Participation at general meetings and conference calls related to TL, KS, IT, Finance, Travel, etc.	Attendance at various meetings	Meetings attended.	Lilibeth Acosta Aidan Kennedy Orestes Anastasia	40 days (19%) 33 days (15%) 14 days (6%)
Preparation of a plan for phase II of the project (2019 onwards)	Plan for phase II of the project	Project plan developed		
End of year reporting, budget, ERP etc.	Reporting completed	Reporting completed		
Planning and coordination of the indicators and regional workshops	Workshops organized	Workshops organized		
Circulation of the tool and preliminary results to in-country teams for their review, and receipt of feedback on the same.	Preliminary results circulated to country teams, and feedback received and collated.	Preliminary results circulated to country teams, and feedback received and collated.		
Technical report and article on methods and results of the green growth index	Technical report and article on GGI	Technical report and article		

1.2. Output 2: Refinement of the Green Growth Index and Simulation Tool

This output refers to the strengthening and refinement of the methodology underpinning the tool, by seeking input and feedback from relevant international institutions, experts, and stakeholders. This input will feed into the refinement of the tool itself, and into the development of an associated methodological report.

Timeline: Jan to Oct 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Improvement of Data Quality and Country Coverage	Improved index and tool	Improved index and tool	Lilibeth Acosta Aidan Kennedy	65 days (30%) 48 days (22%)
Review and adjustment of the GGPM methodology which attempts to correct some of the inconsistencies in the results	Adjusted methodology	Adjusted methodology	Orestes Anastasia	20 days (9%)
Completion of a methodology report outlining the rationale and behind the development of the GGPM, its framework, and methodology.	Completed methodology report	Completed methodology report		

1.3. Output 3: Circulation of the Revised Methodology and Results (2017 Santa funding)

Over the course of 2018, GGGI will host a series of (possibly 4) in-country, regional consultations workshops to showcase GGGI's work to date on the tool, and receive feedback from the relevant local stakeholders on the methodology used in the tool. -

Timeline: Jan to Nov 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Asia consultation workshop	Completed workshop	Completed workshop	Lilibeth Acosta Aidan Kennedy	40 days (19%) 40 days (19%)
Africa consultation workshop	Completed workshop	Completed workshop	Orestes Anastasia	15 days (7%)
MENA consultation workshop	Completed workshop	Completed workshop		
Latin America consultation workshop	Completed workshop	Completed workshop		
Preparation of workshop materials	Disseminated workshop materials	Disseminated workshop materials		
Expert consultations to validate the simulation tool	Validated tool	Validated tool		
Circulation of the tool and preliminary results to in country teams for their review, and receipt of feedback on the same.	Preliminary results circulated to country teams, and feedback received and collated.	Preliminary results circulated to country teams, and feedback received and collated.		

1.4. Output 4: Expansion of the Green Growth Index and Simulation Tool (2017 Santa funding)

This output refers to the data gathering, validation, normalization, and other activities related to the update and improvement of the tool. This includes work related to general annual updates to include the most recent data, and other work related to the incorporation of additional countries, or indicators in the index, and/or the model.

Timeline: Jan to Dec 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Annual update of the index to incorporate the most recent data from the respective data providers.	Index updated with the latest set of data.	Index updated with the latest set of data.	Lilibeth Acosta Aidan Kennedy Orestes Anastasia	46 days (21%)
Update of the tool to incorporate additional countries into the index (only).	Index (but not the model) expanded to include additional countries.	Increased country coverage in the index.		80 days (37%)
Tool expanded to incorporate additional countries into the model	Model expanded to incorporate additional countries	Increased country coverage in the model		5 days (2%)
Adhoc improvements to the tool.	Improved tool	Improved tool		
Restructuring of the index to allow for the inclusion of timeseries data, rather than just one year.	Timeseries data included in the index.	Timeseries data included in the index.		
Training on Excel VBA/Macro Programming	Training completed	Training completed		

1.5. Output 5: Outreach and Communications (2017 Santa funding)

This output refers to conducting indicator workshop to be participated by relevant international institutions, experts, and stakeholders. The outcome of the workshop will be used to strengthen and refine the methodology of the index and tool. It also includes the service procurement for the possible design and development of a web platform to host the Green Growth Index.

Timeline: July to Dec 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Engagement with international experts to seek advice on how the index methodology could be strengthened and improved.	Improved index and tool	Improved index and tool	Lilibeth Acosta Aidan Kennedy	15 days (7%)
Procurement for developing a web platform to host the Green Growth Index	Service procurement	Service procurement		15 days (7%)

1.6. Anticipated 2019 Activities

Building on its work during 2018, during 2019 the TL team plans to support the following activities:

- Development of a pilot customizable / country specific tool.
- Development of an article on the simulation component of the tool.
- Contribution to the Flagship Report.

2 Green Growth Potential Assessment Project (TL-2)

Project Lead: Jan Stelter, TL

Staff: Feelgeun Song, Orestes Anastasia

Geographic Coverage: global

Beneficiaries: Qatar, Pakistan, Papua New Guinea, India (State TBD), Cambodia, Mozambique, GGGI (IPSD, GGP&I)

Partners: Qatar, Pakistan, Papua New Guinea, India (State TBD), IPSD, GGP&I

Approved Budget: USD 291,238 (non-personnel budget)

2.1. Output 1: Project Management (TL-2-6)

This output consists of administrative tasks and budget management. Administrative tasks include drafting and tracking progress against workplans, logframes, budget templates, and other administrative documents as well as processing invoices and other internal budget procedures. It further includes human resource procedures to hire external consultants needed for supporting the work on individual country assessments. Finally, it involves participating in team and other internal GGGI meetings.

Timeline: January to December 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Administration	Workplan, logframes, publication requests, KPI documents, end-of-year reporting, communication strategies and requests, documents for reporting to GGGI council, IT requests, finance requests, HR requests, etc.	Documents prepared	Feelgeun Song Jan Stelter Orestes Anastasia	33 days (15%) 35 days (16%) 7 days (3%)
Budget and budget revisions	Budget files	Files provided		
Human Resources	Hiring consultants for conducting individual GGPAs, contract revisions, participation in interview panels	Terms of reference, contracts, selection reports, interview panel reports		
Team meetings and internal GGGI meetings	Participation in meetings	Participation in meetings		

2.2. Completion of GGPA in Cambodia (KH1-3CCI-2-1)

This output provides continued support to complete GGPA activities for Cambodia. The output consists of completing the final GGPA country report, including the development of the content and the analysis based on a set of agreed recommendations, as well as layout and design of the report. Activities will be implemented in close coordination with the country team.

Timeline: January to March 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Drafting and editing of GGPA country report	GGPA country report	GGPA country report	Feelgeun Song Jan Stelter	5 days (2%) 16 days (7%)
Presenting the results of the GGPA to government	Presentation at conference or workshop	Successful presentation of GGPA results		

2.3. Output 3: Completion of GGPA in Mozambique (MZ1-3CCI-2-1)

This output provides continued support to complete GGPA activities for Mozambique. The output consists of completing the final GGPA country report. This includes agreeing on a set of recommendations, based on discussions with the country team, IPSD sector experts, and members of GIS. Based on the agreed set of recommendations, the team will develop the content and analysis of the report. Finally, the team edit and design the final report. Activities will be implemented in close coordination with the country team.

Timeline: January to March 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Drafting and editing of GGPA country report	GGPA country report	GGPA country report	Feelgeun Song Jan Stelter	5 days (2%) 16 days (7%)
Presenting the results of the GGPA to government	Presentation at conference or workshop	Successful presentation of GGPA results		

2.4. Output 4: GGPA Methodology Revision and Preparation of GGPA Progress Report (TL-2-1)

Based on the experiences made in conducting seven GGPAs over the past four years, TL will make revisions to the assessment methodology. These revisions will entail technical changes and conceptual changes. The technical changes require a revision of the indicators used for the GGPA preliminary assessment to improve theoretical soundness, data quality, and align those indicators with GGGI's Green Growth Index, Strategic Outcomes, and the SDGs. Technical revisions further include the development of various templates, including charts for data visualization, the workshop presentation and workshop report, the interview questionnaire, and the final report.

As part of this output, TL will prepare summary report of the GGPA methodology and lessons learned. This report will summarize the experience in applying the GGPA methodology to seven countries since the inception of the project and proposed changes to the GGPA methodology, reflecting on what has worked well, what needs to be improved, and lessons learned. The Report will include the introduction of a limited version of the GGPA ("GGPA Light").

The summary report will be adapted and published as an article (for submission to a journal or via another form of publication).

Timeline: January to May 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Revision of GGPA indicators	Revised set of indicators, aligned with GGPM and SDGs	Revised set of primary and secondary indicators	Feelgeun Song Jan Stelter	53 days (24%) 37 days (17%)

Template to create radar charts and detailed charts for individual indicators	Revised radar charts; Standard set of detailed charts for individual indicators, including macros to update charts for individual countries	Excel master file containing templates and macros for all charts	Orestes Anastasia	4 days (2%)
Development of template and macros for GGPA workshop presentation	Standardized template for GGPA workshop presentation	PPT master file and macros		
Development of template for GGPA workshop report	Standardized template for GGPA workshop report	Word master file		
Development of template for expert questionnaire	Standardized template for interview questionnaire	Word master file		
Development of template for final report	Standardized template for country report	Word master file		
Synthesis Report on GGPA experience to date and lessons learned from seven countries	GGGI technical report on GGPA experience and lessons learned	Technical Report		
Summary report on GGPA methodology	GGGI technical report on GGPA methodology	Technical Report		
Article adapted from summary report	Article adapted from technical report	Article (or Insight Brief)		

2.5. Output 5: Qatar – Limited Country GGPA (proposed) (TL-2-2)

This output consists of three elements and reflects the approach of a more limited country assessment (i.e., “GGPA Light”). First, TL’s GGPA team will conduct a preliminary assessment, based on data analysis and literature review. Second, TL will present results of the preliminary assessment at a consultation workshop asking national stakeholders to select priorities for green growth interventions. Results will be shared in the form of a workshop report. Third, based on the results of the preliminary assessment and the stakeholder consultation, the final report will be drafted. This final report will either assess a single area/sector in more detail or consist of a high-level analysis across various areas.

Timeline: March to July 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Preliminary assessment	Draft preliminary report	Preliminary report	Feelgeun Song	29 days (13%)
Consultation workshop	Workshop presentation	Workshop presentation	Jan Stelter Eileen Hur	28 days (13%) 5 days
	Workshop report	Workshop report		
Drafting and editing of GGPA country report	GGPA country report	GGPA country report		

2.6. Output 6: Pakistan – Full Country GGPA (proposed) (TL-2-3)

This output consists of four elements and reflect the approach of a full-fledged country assessment. First, TL’s GGPA team will conduct a preliminary country assessment, based on data analysis and literature review. Second, the team will present results of the preliminary assessment at a consultation workshop asking national stakeholders to select priorities for green growth interventions. Results will be shared in the form of a workshop report. Third, the GGPA team will conduct interviews with experts selected based on the results of the stakeholder prioritization. Forth, TL will draft the final report, which will include a set of agreed-upon recommendations, based on expert interviews and discussions with the

country team (GGP&I) and IPSD sector experts. Based on the agreed set of recommendations, the team will develop the content and analysis of the report. The team will also edit and design the final report.

Timeline: April to October 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Preliminary assessment	Draft preliminary report	Preliminary report	Feelgeun Song	33 days (15%)
Consultation workshop	Workshop presentation	Workshop presentation	Jan Stelter	35 days (16%)
	Workshop report	Workshop report	Eileen Hur	5 days
Expert interviews	Interview summary file	Interview summary file		
Drafting and editing of GGPA country report	GGPA country report	GGPA country report		

2.7. Output 7: India – Limited Country GGPA (proposed) (TL-2-4)

This output consists of three elements and reflect the approach of a more limited country assessment. In this case, it will likely be an assessment of an individual state in India. First, TL’s GGPA team will conduct a preliminary assessment, based on data analysis and literature review. Second, the team will present results of the preliminary assessment at a consultation workshop asking stakeholders to select priorities for green growth interventions. Results will be shared in the form of a workshop report. Third, based on the results of the preliminary assessment and the stakeholder consultation, the team will draft the final report, which will either assess a single area/sector in more detail or consist of a high-level analysis across various areas.

Timeline: July to November 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Preliminary assessment	Draft preliminary report	Preliminary report	Feelgeun Song	32 days (15%)
Consultation workshop	Workshop presentation	Workshop presentation	Jan Stelter	28 days (13%)
	Workshop report	Workshop report	Eileen Hur	5 days
Drafting and editing of GGPA country report	GGPA country report	GGPA country report		

2.8. Output 8: Papua New Guinea – Full Country GGPA (proposed) (TL-2-5)

This output consists of four elements and reflect the approach of a full-fledged country assessment. First, the GGPA team will conduct a preliminary assessment, based on data analysis and literature review. Second, the team will present results of the preliminary assessment at a consultation workshop asking national stakeholders to select priorities for green growth interventions. Results will be shared in the form of a workshop report. Third, the team will conduct interviews with experts selected based on the results of the stakeholder prioritization. Fourth, the team will draft the final report, which will include a set of agreed-upon recommendations, based on expert interviews and discussions with the country team (GGP&I) and IPSD sector experts. Based on the agreed set of recommendations, the team will develop the content and analysis of the report. The team will also edit and design the final report.

Timeline: July to December 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Preliminary assessment	Draft preliminary report	Preliminary report	Feelgeun Song	33 days (15%)
Consultation workshop	Workshop presentation	Workshop presentation	Jan Stelter	36 days (16%)
	Workshop report	Workshop report	Eileen Hur	5 days

Expert interviews	Interview summary file	Interview summary file		
Drafting and editing of GGPA country report	GGPA country report	GGPA country report		

2.9. Anticipated 2019 Activities

Building on its work during 2018, during 2019 the TL team plans to support the following activities:

- Conducting GGPAs as a means to reach out and as a service offering to engage with additional countries;
- Development of methodology for project level evaluation

3 Green Growth Knowledge Platform (GGKP) (TL-3)

The GGKP aims to catalyze a green economy transition by facilitating collaboration in knowledge generation, knowledge management, and knowledge sharing among the leading policy, industry, and finance institutions and experts. The project will provide the key stakeholders with access to relevant, timely, and targeted green economy knowledge and data.

In order to mobilize the transition to a green economy it is crucial that policymakers and practitioners have cutting-edge knowledge at their disposal. The GGKP provides the key stakeholders with access to relevant, timely, and targeted green growth knowledge and data. GGKP also works to catalyze collective action through the creation of a forum for collaboration within and among the key policy experts and institutions. The GGKP further catalyzes action by facilitating access to the best research and tools for green growth, through the world’s largest online repository of resource materials on green growth (www.greengrowthknowledge.org) and in-person events including the GGKP Annual Conference. The GGKP measures the impact of its activities through the actions taken by governments, institutions, and leading policymakers to support a green economy transition through on-the-ground policy change.

The GGKP was established in 2012 by GGGI, the Organisation for Economic Co-operation and Development (OECD), the United Nations Environment Programme (UNEP), and the World Bank and is now the largest global community of institutions and experts committed to collaboratively generating, managing, and sharing green growth knowledge and data for policymakers and practitioners. The partnership has grown to 58 partners ranging from international and nongovernmental organizations to academic institutions and think tanks. It represents the world’s largest global network for managing, sharing, and collaboratively generating green growth knowledge. Drawing together these partners, the GGKP initiates and coordinates green growth research and analysis resulting in increased access to green growth knowledge and strengthened international cooperation.

This GGGI project reflects three significant expansions in the GGKP’s products and services. The GGKP, over the next four years, will broaden its network and build on its collaborative approach to include private sector stakeholders in the business and finance communities. It will focus on strengthening its partnerships. The project will work to catalyze collective action through the creation of a forum for collaboration within and among the key policy, industry, and finance experts and institutions.

Project Lead: Benjamin Smith

Staff: Orestes Anastasia

Geographic Coverage: Global

Beneficiaries: Global

Partners: UNEP, OECD, The World Bank, UNIDO, UN Environment Inquiry into the Design of a Sustainable Financial System (Inquiry), and 50+ other knowledge partners

Approved Budget: USD 107,335.72 (non-personnel budget)

3.1. Output 1: Project Management

This output addresses routine activities in supporting GGGI internal project management.

Timeline: January 2018 to December 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Participation at general meetings and conference calls related to TL, KS, IT, Finance, Travel, GGKP Annual Conference, etc.	Attendance at various meetings	Meetings attended.	Benjamin Smith Orestes Anastasia Eileen Hur	34 days (16%) 5 days (2%) 24 days (11%)
Preparation of a plan for phase II of the project (2019 onwards)	Plan for phase II of the project	Project plan developed		
End of year reporting, budget, ERP etc.	Reporting completed	Reporting completed		

3.2. Output 2: GGKP Web Platform Management, Major updates and launch new features, and prepare the expansion of the GGKP platform offerings, namely the Green Industry Platform, Green Finance Platform and Expert Sharing Space

In order to support and maintain the GGKP, there are important reoccurring project management tasks. These include regular monitoring of the website and production of reports, ensuring the coherence of the team through its knowledge management tools, and maintaining the website with GGKPs web vendor.

To help catalyze the economic change at the core of the GGGI mission, the GGKP will scale its activities in two ways. First, the GGKP will scale its “Platform” approach for engaging green economy communities of practice by establishing two new platforms for the industry and finance communities. Like the original platform, which focuses on the policy community, these parallel platforms will provide the industry and finance communities with the latest knowledge, information, best practices, and data.

Second, the GGKP will build on the knowledge foundation of the three parallel platforms to facilitate an online expert network. The expert network will allow policy, industry and finance actors to focus their collective intelligence in the pursuit of green growth. Members of these communities will be able to interact with each other as peers to address common challenges, pursue joint opportunities, build expertise, and advance global green growth.

The new industry and finance platforms will be built and managed with the leading institutions from these respective communities. The Green Industry Platform was launched at the Rio+20 Conference and has a network of more than 200 businesses, industry associations, and international organizations and to date has been managed by the United Nations Industrial Development Organisation (UNIDO). The GGKP Secretariat will take over management of the platform in 2018, providing GGGI a strategic opportunity to use the platform as a resource for its country teams and enhance its offering to SMEs. For the finance platform, the GGKP will partner with GGGI’s GIS team and the UN Inquiry initiative. The aim will be to build global momentum for greening the finance sector by providing a platform where the

latest knowledge, best practices, and tools related to green finance policies, regulations, standards, and norms can be developed, mapped, collected, and shared.

In 2018, GGGI's GGKP program will be planning the scope of these platforms, hiring consultants to write scoping, and working with potential web vendors in order to assess the web hosting and development needs.

Timeline: January 2018 to December 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Gather regular user feedback, monitor the performance of the GGKP's online activities	Four (4) quarterly and one (1) annual analytics reports	Four (4) quarterly and one (1) annual analytics reports	Benjamin Smith Orestes Anastasia	120 days (56%) 8 days (4%)
Support the production of the GGKP 2017 Annual Report (covering 2016 and 2017)	1 GGKP Annual Report Produced	1 GGKP Annual Report Produced		
Act as web master for the GGKP Web Platform and as a liaison with the web development vendor, to manage, update the platform as needed (this KPI excludes Major updates and platform expansion)	Website architecture maintained and regularly updated	Website architecture maintained and regularly updated		
Work with all incoming Secretariat personnel to ensure that they are fully trained on administration of the web platform and knowledge systems and work with Secretariat personnel on an ongoing basis to support their use of the web platform	Incoming personnel fully trained and on web platform and knowledge management systems	Incoming personnel fully trained and on web platform and knowledge management systems		
Support the launch of the Expert Connect feature on the GGKP website, including technical and management aspects	Expert connect fully launched and operational	Expert connect fully launched and operational		
Plan the development and launch of the Green Industry Platform, including by liaising with the Consultant, preparing and overseeing the web platform request for proposals, and serving as the primary contact point with the selected web developer	1 Green Industry Platform Scoping Study and 1 Green Industry Platform Action Plan	1 Green Industry Platform Scoping Study and 1 Green Industry Platform Action Plan		
Support the development and launch of the Green Finance Platform, including by liaising with any consultants, preparing and overseeing the web platform request for proposals, and serving as the	1 Green Finance Platform Scoping Study and 1 Green Industry Finance Action Plan	1 Green Finance Platform Scoping Study and 1 Green Finance Platform Action Plan		

primary contact point with the selected web developer				
Support the beginning development of the Expert Sharing Space for launch in 2019, including by liaising with any consultants and preparing the request for proposals (10 days)	1 Expert Sharing Space preliminary scoping	1 Expert Sharing Space preliminary scoping		

3.3. Output 3: Engagement activities with the green growth community, particularly GGKP Knowledge Partners and more extensive GGKP Integration at GGGI

As a knowledge sharing initiative, the GGKP makes continuous efforts to engage with its Knowledge Partners and support the work of its Founding Partners. Management includes adding Knowledge Partners from GGGI member countries, continuously adding content to the platform, holding Knowledge Partner Workshops at the GGKP Annual Conference, and ensuring that the GGKP is well integrated and structured to support GGGI's country efforts.

Timeline: January 2018 to December 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Facilitate knowledge sharing coordination and collaboration across the GGKP founding partners and with other Knowledge Partners	12 Monthly GGKP Updates	12 Monthly GGKP Updates drafted	Benjamin Smith Orestes Anastasia	60 days (28%) 8 days (4%)
Liaise with other knowledge platforms, including GGKP-affiliated programs, ensuring that they are engaged in the GGKP	50 new Knowledge Partner products added to the web platform	50 new Knowledge Partner products added to the web platform		
Working with the Founding Partners and existing Knowledge Partners to promote the GGKP to new potential Knowledge Partners	10 new Knowledge Partners, of which eight (8) should be from GGGI member countries, have joined the GGKP	10 new Knowledge Partners, of which eight (8) should be from GGGI member countries, have joined the GGKP		
Facilitate knowledge sharing coordination and collaboration across the GGKP founding partners	1 GGKP Annual Conference Knowledge Partners Workshop	1 GGKP Annual Conference Knowledge Partners Workshop Report		
Guide GGGI staff on the use of the GGKP in their work	2 GGKP "Green Bag Lunches" to guide GGGI staff and country offices	2 GGKP "Green Bag Lunches" to guide GGGI staff and country offices		
Work with GGGI web development vendors to integrate GGKP web platforms into GGGI's web offerings	Integrated web platform offerings on the GGGI website country pages	Integrated web platform offerings on the GGGI website country pages		

Work with GGGI staff to ensure that all GGGI flagship publications are added to the platform	100% of GGGI Flagship Publications posted to the GGKP website	100% of GGGI Flagship Publications posted to the GGKP website		
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3.4. Anticipated 2019 Activities

Building on its work during 2018, during 2019 the TL team plans to support the following activities:

- Operationalize the Green Industry Platform
- Operationalize the Green Finance Platform
- Launch of the Expert Sharing Space

4 GREEN-WIN Project (TL-4)

GREEN-WIN is a three-year project funded by the European Commission Horizon 2020 and jointly implemented by a consortium of 16 other organizations that includes GGGI. This project describes a continuation of the existing grant, which began in September 2015 and will end in August 2018.

The objective of GGGI’s contribution to the GREEN-WIN project is to support interaction and sharing, accelerate learning, and build capacity on the knowledge resources generated through GREEN-WIN by using the GGKP to: create, host and manage a website for the GREEN-WIN project, linked to the GGKP web platform; organize and coordinate a series of blogs and webinars once the research is ready for dissemination; and support other communications activities.

The overarching objectives of the project are: (1) to identify, develop, and critically assess win-win strategies, green business models, and green growth pathways that bring short-term economic benefits, while also supporting climate change mitigation and adaptation goals; and (2) to co-develop shared narratives around win-win strategies, business opportunities, and green growth pathways among scientific, policy, business, and civil society sectors.

Project Lead: Benjamin Smith

Staff: Benjamin Smith

Geographic Coverage: Global

Beneficiaries: European Union Directorate-General for Research and Innovation

Partners: UNEP, GREEN-WIN project partners

Approved Budget: USD 2,632 (non-personnel funds)

4.1. Output 1: Green Growth and Win-win Strategies for Sustainable Climate Action (GREEN-WIN) Project –Output A – GGKP shares GREEN-WIN knowledge on green growth

[Please briefly describe individual outputs/activities. (1 paragraph)]

Timeline: January 2018 to September 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Implement activities under the GREEN-WIN project, including by supporting the GREEN-WIN	GREEN-WIN Website Maintained and Updated	GREEN-WIN Website Maintained and Updated	Benjamin Smith	10 days (5%)

website, outreach, and communications and reporting				
Support and attend the GREEN-WIN conference in Barcelona	1 Back-to-office report on GREEN-WIN conference	1 Back-to-office report on GREEN-WIN conference		
GREEN-WIN Final Report	1 Contributions towards the GREEN-WIN Final Report	1 Contributions towards the GREEN-WIN Final Report		
GREEN WIN Coalition Page on GGKP	1 GREEN-WIN Coalition page on the GGKP Platform	1 GREEN-WIN Coalition page on the GGKP Platform		

4.2. Anticipated 2019 Activities

None. Project ends in December 2018.

5 TL Research & Analysis Project (TL-5)

All activities under this project code have been moved to other projects. Apart from that, the project code will cover salary costs for existing and new TL staff during 2018.

6 Strategic Outcomes (TL-2018-06)

GGGI’s mandate includes demonstrating that green growth is possible, and that inclusive economic growth and environmental protection are mutually reinforcing for achieving quality and sustenance of growth. GGGI’s Strategic Plan 2015-2020, formulated in 2014, sets out thematic and cross-cutting activity areas to deliver green growth in our member and partner countries. In late 2017, a Refreshed Strategic Plan 2015-2020 was produced by drawing on the learning from GGGI’s activities in past years. The Refreshed Strategy outlines six long-term Strategic Outcomes (SOs) that represent long-term development outcomes that GGGI strives to contribute to through our activities in the member and partner countries.

GGGI also recognizes that inclusive and green growth interventions must be means to realize the Sustainable Development Goals (SDGs) and the Nationally Determined Contributions (NDCs) set out under the Agenda 2030 and Paris Climate Agreement respectively. Similarly, well-designed and interlinked climate action and SDG implementation programs should be drivers of green and inclusive growth in the countries we operate in. This warrants that the link between green growth, NDCs and SDGs is articulated clearly to effectively design and deliver green growth programs. To this end, it is necessary to understand the readiness for green growth transition in context of achievement of the SOs, SDGs and NDCs.

This project aims to develop a guideline for setting country-specific targets of SOs relevant to each GGGI country program, and conduct necessary assessments to produce GGGI organizational and country-level SO target report cards. The work will involve dedicated assessments of green jobs and air quality for relevant GGGI countries. In a major part of the project, GGGI will join forces with AfDB’s Climate Change and Green Growth department for the green growth readiness assessment and development of a guideline framework for aligning GGGI and AFDB’s green growth programs for NDCs and SDGs implementation – the focus will be on Africa to draw on AfDB’s extensive experience in Africa.

In addition to contributing to GGGI’s results framework and operational strategy, the project outputs will inform (and draw from) our activities around Country Planning Framework (CPF), Green Growth

Potential Assessment (GGPA), Green Growth Index (GGI), NDC Alliance, Climate Diplomacy, and MRV systems development in our member and partner countries.

The outputs are expected to strengthen GGGI’s thought leadership around NDC and SDG implementation, green growth and employment, air quality, as well as development impact assessment and monitoring. It is expected to strengthen our partnership with AfDB and related partners at strategic level, and help position GGGI in the green growth and development discourse to scale up our activities.

Project Lead: Pranab Baruah

Staff (contributions): X8 Analyst (new) (30%); X11 Principal Specialist (new) (45%)

Geographic Coverage: Global.

Beneficiaries: GGGI country programs, GGGI NDC Alliance, international development community

Partners: AfDB, ILO (tentative), relevant institutions in partner countries, GGGI SPC and GGPI

Approved Budget: USD 308,000 (non-personnel) (including \$62,000 non-personal co-financing from AfDB, to be disbursed by AfDB)

6.1. Output 1: Project Management

This output includes elements necessary to successfully manage and effectively implement the project.

Timeline: January 1 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Project outputs delivered on time at a high standard	Project outputs	High-quality outputs delivered within the agreed timeline	Pranab Baruah X8 Analyst (new)	21 days (10%) 7 days (3%)
Coordinate engagement with partners and project stakeholders	Joint initiatives, (co-) financing, agreements and MoUs	Smooth and effective coordination with internal and external stakeholders		
Visibility of the project raised by applying appropriate means of communications	Communication materials and forums.	Related communication materials and forums to disseminate the results and outputs		
Publication of relevant reports and holding of relevant workshops	Project outputs	Reports completed / published; Workshops held according to plan		

6.2. Output 2: Strategic Outcome target-setting guideline developed

Strategic Outcome Guideline will lay out GGGI’s definitions, scope, and methodology for setting country-specific targets of relevant Strategic Outcomes. It will include steps for identifying relevant targets, apportioning national-level SO target estimates to country program sizes, and the GGGI consultation process to adopt the target estimates. Other development entities will be consulted regarding relevant results frameworks and indicators they use, and internal divisions will be consulted during the guideline development regarding concerns.

Timeline: January 1 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
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Desk research on existing definitions and assessment methods	1 internal interim database of definitions, method, indicators etc. (excel)	Synthesis and consultation of related existing works to set out GGGI's definitions, scope and methods.	Pranab Baruah X8 Analyst (new)	43 days (20%) 0 days (0%)
Consultation with relevant stakeholders	Meeting minutes	Consultation with relevant internal (and external) stakeholders carried out		
Draft guideline with GGGI SO definitions, scopes, and target-setting process and methods prepared	1 draft guideline	Circulate a draft guideline		
Consultation of the draft SO methodology with relevant internal stakeholders	Meeting minutes	Consultation with relevant internal (and external) stakeholders carried out		
Draft methodology refinement and finalization	1 guideline report	GGGI SO target setting guideline document completed		

6.3. Output 3: Green jobs assessment in GGGI countries

Creation of green jobs in the transition to green growth is a key GGGI Strategic Outcome. Green jobs are decent jobs that contribute to preserving and restoring the quality of environment. In a majority of our member and partner countries, there is sizeable population below the poverty line, and youth unemployment and participation of woman in the economy remain a challenge. We recognize that green growth must lead to creation of sufficient decent employment and serve as a catalyst to tackle poverty alleviation, minimize youth unemployment, and enhance women's participation in the economy, which further support economic growth in the process.

Our initial assessment showed that there are limited assessments on green jobs in our member and partner countries. Therefore, in order to set green jobs creation targets, GGGI is initiating a dedicated Program on Green Growth and Employment to assess green jobs in countries where this SO is identified as relevant. Under this output, TL will carry out an assessment for Fiji, Thailand, and Vietnam. Additionally, assessments in Uganda and Jordan are tentatively considered. The activity will also support green jobs assessment being carried out for UAE by the UAE country program.

Assessments will be carried out separately for each country and will involve stakeholders for scoping the definition of green jobs in context of target country's economy and development aspirations. Outputs will include a country-specific green jobs and green skills gap appraisal for a base year, and direct and indirect green jobs projection of major development pathway. GGGI will collaborate closely with relevant local partners and ILO's Green Jobs program.

Timeline: January 1 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Stakeholders consultation for related scoping and surveys in Thailand	1 stakeholder consultation workshop	Relevant partners identified in Thailand and consultation workshop carried out	Pranab Baruah X11 Principal Specialist (new) X8 Analyst (new)	43 days (20%) 97 days (45%) 13 days (6%)
Green Jobs baseline assessment (and	1 final (consultant) report	Baseline assessment (and projection) carried		

projection) and recommendations for Thailand		in Thailand, and report produced with recommendations		
Stakeholders consultation for related scoping and surveys in Vietnam	1 stakeholder consultation workshop	Relevant partners identified in Vietnam and consultation workshop carried out		
Green Jobs baseline assessment (and projection) and recommendations for Vietnam	1 final (consultant) report	Baseline assessment (and projection) carried in Vietnam, and report produced with recommendations		
Stakeholders consultation for related scoping and surveys in Fiji	1 stakeholder consultation workshop	Relevant partners identified in Fiji and consultation workshop carried out		
Green Jobs baseline assessment (and projection) and recommendations for Fiji	1 final (consultant) report	Baseline assessment (and projection) carried in Fiji, and report produced with recommendations		

6.4. Output 4: Air quality assessment in GGGI countries

The Strategic Outcome on improved air quality is key green growth transition indicator as it implies decoupling from dirty means of production and consumption in major sectors. Air quality is explicitly mentioned in three SDGs, namely in SDG 3 (health), SDG 11 (cities) and SDG 13 (sustainable production and consumption), and is indirectly related to six other SDG targets. Air quality is a key determinant of quality of life. Poor outdoor air pollution impacts the poor and marginalized population disproportionately, and is linked to major development issues such as child mortality in numerous countries. There is strong evidence that improvement in air quality increases the productivity of populations and enhances the competitiveness of economies. Despite this, there are limited national targets on air quality improvement – there is also no headline goal for air pollution in SDGs.

This output will attempt to collect and process temporal and granular air quality data in major cities in 4 GGGI countries and assess air quality indices. The assessments will be used to set/suggest air quality improvement targets in the target countries. The target countries are Vietnam, Thailand, Nepal, and Mongolia where air quality is a major issue in cities and GGGI activities can significantly contribute to achievement of this SO. Air quality targets could be instrumental in key green growth policy dialogues and alignments.

The output will use a tool developed in-house by GGGI Mexico program that could estimate various air quality indices based on hourly concentration of PM2.5, PM10, and Ozone at individual stations.

Timeline: January 01 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Transfer of and training on the Mexico air quality tool to TL team	Transfer of the tool and its operation completed	Transfer and training of the tool carried out	Pranab Baruah X8 Analyst (new)	21 days (10%) 13 days (6%)
Data collection, purchase as required, and preparation	Raw and processed air quality database of target countries	Country specific data collected with help of country programs, and prepared		

Air quality modeling in target countries where adequate data is available (Thailand, Vietnam, Mongolia, Nepal)	Temporal air quality indices for target countries in base year	Air quality modeling for the target countries completed		
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6.5. Output 5: Green growth readiness assessment, and alignment of SOs to NDC and SDG implementation

This output will also contribute to part of a joint effort with AfDB’s Climate Change and Green Growth Department. Green and inclusive growth is a common agenda for both in AfDB and GGGI, and being the primary development financier of Africa, AfDB brings immense experience and expertise to the project along with GGGI’s pioneering role in this arena.

The work will build an evidence base, quantitatively and qualitatively articulate green growth readiness gaps, and establish the link between NDCs, SDGs, SOs, and priority intervention areas of GGGI (and AfDB). By virtue of AfDB’s involvement, this year the work will focus on Africa in general, and in seven African countries in particular representing all five African regions. These include GGGI countries of Morocco, Senegal, Rwanda, and Mozambique. It will outline how the priority areas of GGGI be aligned to achieve and track NDC and SDG implementation in Africa and, particularly in the selected countries. Additionally, the work will attempt to examine best practices and lessons learnt from implementation of green growth policies, strategies and plans in Africa, along with recommendations on the prospects, challenges, and opportunities to promote Africa’s transition to green growth.

Timeline: January 1 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Develop a framework to prioritize activity areas to SDG and NDC implementation	A framework	Framework prepared; incorporate in the inception report	Pranab Baruah X8 Analyst (new)	55 days (25%) 19 days (9%)
NDC and SDG analyses of selected countries	(in final report)	NDC and SDG analyses database prepared (part of final report)		
Consultation to identify SDG (and NDC) priorities of target countries (<i>tentative</i>)	Consultation workshop; outcome reflected in the final report	Consultation carried out with green growth, SDG and NDC focal points and officials of target countries (<i>tentative</i>); outcome reflected in the final report		
Assessment of current state of green growth readiness in context of NDC (and SDG) implementation	(in final report)	Assessment carried out from perspective of NDC (and SDG) implementation		
Consultation workshop for feedbacks on draft results and recommendations	Draft report; consultation workshop; outcome reflected in the final report	Consultation carried out with green growth, SDG, and NDC focal points and officials of target countries; outcome reflected in the final report		

Incorporate feedbacks and finalize report with partner	Final report	Final report finalized by incorporating feedbacks		
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6.6. Output 6: Strategic Outcome target-setting and outreach

This output will collate all data and estimates from other outputs and apply the GGGI methodology on SO target-setting to estimate country program level targets and prepare the SO score cards that will be consulted with GGGI management and SPC. SO report cards at the country level and organizational level will be prepared and considered for final adoption as official GGGI SOs. In the process, appropriate results frameworks of major IOs will be considered.

Timeline: January 1 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Appropriation of country targets to GGGI program sizes	SO estimates	Application of methodology developed by consulting results frameworks of IOs	Pranab Baruah X8 Analyst (new)	33 days (15%) 13 days (6%)
Prepare report cards of SO targets	Draft report cards	Country level and organizational report cards prepared		
Consult internally and finalize SO report cards	SO report cards	Consult with management and relevant divisions		
Launch SO and readiness results in flagship international event(s)	Launch event	Launch in a flagship GGGI or partner event		

7 Capacity Building (TL-2018-07)

Capacity development is one of core pillars of GGGI's activities in support of green growth planning and implementation. This is an area that is strongly demanded by the government counterpart as staff empowerment is a backbone of country-driven green growth planning and implementation. Knowledge sharing and capacity building can also serve as strategic tools to strengthen partnerships with governments at the initial phase of program development and to promote GGGI's new initiatives at a regional level where GGGI has already demonstrated a strong presence.

In line with this, GGGI has been developing plans to work with the Least Developed Countries Renewable Energy and Energy Efficiency Initiative (LDC-REEEI) in advancing the interests and building the capacity of the regional initiatives that utilizes local expertise rather than international consultants and replicate what works. GGGI also has been working with National Development and Reform Commission (NDRC) in China to development training modules for climate change and green growth in support of China's Belt and Road initiative (BRI). GGGI's Asian and African member countries are potential beneficiary groups for series of training programs organized by NDRC.

Project Lead: Dereje Senshaw

Staff: X8 Analyst (new), Anna Schulz, Shomi Kim, Gulshan Vashistha

Geographic Coverage: Global

Beneficiaries: LDC GGGI member countries

Partners: LDC Group at the United Nations Climate Change Negotiations (“LDC Group”), LDC-REEEI, LDC University Consortium on Climate Change (LUCCC), NDRC, IIED, and GGGI (IPSD, GGP&I)

Approved Budget: USD 150, 000 (non-personnel budget)

7.1. Output 1: Development of Green Growth training modules (2 – Modules)

Development of training modules led by GGGI’s thematic experts will provide an opportunity to cement the strong partnership with key government stakeholders as well as to effectively share green growth best practices among LDC member countries. In addition, there has been growing demand in the Africa for a regional knowledge sharing platform for policymakers, especially in the areas of urban financing and project finance for NDC implementation.

This output aims to develop green growth training modules for policymakers which will be delivered through regional capacity building programs in Asia and Africa. The training modules will be based on GGGI’s thematic areas as below:

- Sustainable urban development and green urban financing; and
- 100% renewable energy planning and financing.

Timeline: January 01 to July 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Develop preliminary list of training modules, learning objectives, and annotated outline of module lessons	Capacity building manual delivered	2 Annotated outlines of the modules developed	Dereje Senshaw Shomi Kim Gulshan Vashistha	54 days (20%) 22 days (10%) 22 days (10%)
Development of 2 thematic training modules.	Finalized module materials	2 Training modules created	Anna Schulz X8 (New)	3 days (1%) 22 days (10%)
Dry run, publication and printing of training modules	GGG&I project documents and feedbacks from the stakeholders	1 Internal workshop organized		

7.2. Output 2: Delivery of capacity development program at the regional hubs

In 2018 one training associated with the Belt and Road Initiative and one training associated with LDC Group support is proposed under this project by inviting policy makers and technical level officials from the region. The developed training modules can be further designed for the general use of GGGI’s country teams to deliver in-country capacity building program.

Timeline: June 01 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Organize a training for 20 participants, in collaboration with the LUCCC, to take place in Africa	Evaluation at the end of the workshop	2 Regional training delivered (when feasible after completion of a PPT version)	Dereje Senshaw Shomi Kim Gulshan Vashistha	11 days (5%) 11 days (5%) 11 days (5%)
Engage with partnerships, including LUCCC, to support capacity building	Partnerships with LUCCC realized	Substantive collaboration, MoU, joint capacity building	Anna Schulz X8 (New)	2 days (1%) 22 days (10%)

7.3. Anticipated 2019 Activities

Building on its work during 2018, during 2019 the TL team plans to support the following activities:

- The capacity building program with LUCCC, NDRC, and LDC-REEEI partners;
- Continue support for the LDC Group in building the capacity of the regional initiatives that utilizes local expertise; and
- Support in deployment of 100% renewable energy in GGGI member countries.

8 Climate Diplomacy (TL-2018-08)

GGGI's Climate Diplomacy Project serves as GGGI's cross-cutting portfolio of activities aligned to the structure of the draft LDC Group 2017-2018 Work Plan (WP). The first area of support is the LDC Group's engagement in the climate negotiations, including through capacity building in collaboration with the LUCCC. The second is to strengthen LDC climate change actions and activities through a range of recently launched or ongoing GGGI programs and initiatives, such as country-specific thematic projects and programs encompassed within GGGI's NDC assessment, GGGI's MRV program, and GGGI's partnership with the Green Climate Fund (GCF). The project will also support the COP 23 Presidency and GGGI's engagement with the UNFCCC.

Project Lead: Anna Schulz

Staff: Anna Schulz, Orestes Anastasia

Geographic Coverage: Global, LDC Group Countries

Beneficiaries: LDC Group, and LDCs: Afghanistan, Angola, Bangladesh, Benin, Bhutan, Burkina Faso, Burundi, Cambodia, Central African Republic, Chad, Comoros, Democratic Republic of the Congo, Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gambia, Guinea, Guinea-Bissau, Haiti, Kiribati, Lao People's Democratic Republic, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Myanmar, Nepal, Niger, Rwanda, São Tomé and Príncipe, Senegal, Sierra Leone, Solomon Islands, Somalia, South Sudan, Timor Leste, Togo, Tuvalu, Uganda, Yemen, and Zambia.

Partners: LDC Group, Ethiopia, International Institute for Environment and Development (IIED), and Climate Analytics

Approved Budget: \$323,000 (\$250,000 from the 2017 Santa proposal and \$73,000 moved from TL-3-2, Knowledge Sharing)

8.1. Output 1: Project Management

This output includes elements necessary to successfully manage and effectively implement the Climate Diplomacy Program that are not reflected elsewhere.

Timeline: January 01 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Project outputs successfully delivered on time with high-quality	Project outputs	Overall project performance	Anna Schulz Orestes Anastasia	15 days (7%) 8 days (4%)
Appropriate and timely coordination with relevant project stakeholders ensured	Project outputs	Effective coordination within and outside of GGGI		

Visibility of the project raised by applying appropriate means of communications	External and internal communications	TL work products/publications, relations communications materials, and events publicized		
Resources mobilized for 2019-2020 period	Sustainable source of funding identified and mobilized	Funding proposals		

8.2. Output 2: Lessons from GGGI climate programs successfully shared through global partnerships

During 2018, under this output, knowledge sharing activities will engage government officials, practitioners, and intergovernmental organizations through policy dialogues and South-South/South-North-South cooperation activities related to climate diplomacy involve discussing, debating, and advising on the most effective approaches based on practical experiences from other countries. Specific activities supporting include: preparing and packaging knowledge resources in a manner conducive to sharing, learning, and adoption; facilitating exchange of country experience and peer learning through in-person events (forums and study tours), including events organized by GGGI partners, and virtual events (webinars); and engaging in expert networks.

Timeline: January 01 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Knowledge sharing/side events co-organized with the LEDS Global Partnership, NDC Partnership, and other global partners	Knowledge sharing events attended, side events organized	Up to 3 knowledge sharing/side events organized	Anna Schulz Orestes Anastasia Intern Eileen Hur	7 days (3%) 11 days (5%) 12 days (10%) 11 days (5%)

8.3. Output 3: LDC Group effectively supported to negotiate and implement their climate commitments

The Climate Diplomacy Program will support the LDC Group in the UNFCCC negotiations, responding to requests for support from the LDC Group Chair with a specific focus on mitigation and MRV. The project will provide support to the LDC Group Chair and thematic coordinators at the two annual coordination meetings, the UNFCCC Subsidiary Body and COP sessions, as well as any additional intersessional meetings. Support during sessions includes advice on negotiations strategy, development of inputs to the negotiations process, speakers notes, analysis of negotiation positions and other technical assistance as requested. Intersessionally, the project will provide analysis of meeting outcomes and support the LDC Group in elaborating their positions going into the upcoming sessions.

Pending requests from the LDC or SIDS Groups under the UNFCCC or other climate diplomacy stakeholders, CDP will prepare an analysis or policy briefs to address climate change priorities for LDCs and small island development states (SIDS).

This output will also support *ad hoc* capacity building requested by the LDC Group, as well as support engagement with LDC Group capacity building initiatives, including the LDC Universities Consortium on Climate Change (LUCCC), and the renewable energy and energy efficiency initiative (REEEI).

Timeline: January 01 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Support the LDC Group Chair and Thematic Coordinators at LDC Group coordination meetings, UNFCCC negotiating sessions, and during intersessional preparations for such meetings	Talking points, inputs to LDC Group Chair statements/speeches, analysis of negotiation documents/positions, briefs, response to <i>ad hoc</i> requests by LDC Group and LDC Group members	6 meetings supported 4 intersessional analysis of negotiation outcomes 20 inputs during meetings 100% response to <i>ad hoc</i> requests during negotiation sessions	Anna Schulz Orestes Anastasia Eileen Hur Intern	104 days (47%) 20 days (9%) 11 days (5%) 96 days (80%)
Support for <i>ad hoc</i> strategy, technical advice and requested by the LDC Group	Support to the LDC Group	100% response to <i>ad hoc</i> requests		
Co-organize the LDC Group Ministerial	1 LDC Group Ministerial organized	1 LDC Group Ministerial Organized, 20 Ministers attend		
Engage with partnerships, including LUCCC and GGKP, to support LDC Group capacity building	Partnerships with LUCCC and GGKP realized	Substantive collaboration, MoU, joint capacity building		

8.4. Output 4: GGGI relationship with UNFCCC managed and effective engagement at COP 24 undertaken

During 2018, the Climate Diplomacy Program will support GGGI's effective, high impact, engagement with the UNFCCC Secretariat, building on previous engagement with the Secretariat, with the aim of increasing substantive engagement in the negotiations process.

Timeline: January 01 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Coordinate GGGI engagement and participation in UNFCCC sessions	Successful engagement at the UNFCCC subsidiary body meetings, intersessionals and COP 24	1 side event organized, press releases, substantive inputs to the LDC Group	Anna Schulz Orestes Anastasia Intern Eileen	22 days (10%) 15 days (7%) 24 days (20%) 5 days (2%)
Coordinate GGGI response to <i>ad hoc</i> requests for input from the UNFCCC	GGGI response to UNFCCC requests for substantive input	100% of UNFCCC requests addressed		

8.5. Anticipated 2019 Activities

Building on its work during 2018, during 2019 the TL team plans to support the following activities:

- Continue support for the LDC Group in the UNFCCC negotiations;
- Possible expansion to support small island developing States (SIDS) and/or the African Group;
- Support delivery of climate services as one GGGI; and
- Continue support for GGGI engagement with the UNFCCC.

9 Renewable Energy and Energy Efficiency Initiative (TL-2018-09)

The Renewable Energy and Energy Efficiency Initiative is a collaborative effort of partner organizations and the LDC Group to achieve universal access to clean energy for their people through integrated,

sustainable and affordable modern energy approaches that scale up the share of renewables in the energy mix and maximize potential for energy savings. This will be delivered through building LDC stakeholders’ capabilities and engaging partners, enabling the LDCs to meet the Sustainable Development Goals and ensuring no one is left behind.

As part of the TL work plan 2018, GGGI will support the REEEI and will serve as GGGI’s Sustainable energy activities aligned to the structure of the LDC Group 2017-2018 Work Plan (WP).

GGGI will provide support to the selected LDC member countries on technical support, tracking delivery, enabling learning, fostering multi-stakeholder engagement, and strategic partnerships. The project will build on other initiatives seeking synergies, filling gaps, and supporting GGGI LDC member countries to address the full range of their renewable energy and energy efficiency goals. The support will promote rapid on transformational action to improve policies and to mobilize finance, and will explore effective action in:

- Stimulating energy for productive sectors;
- Strengthening energy planning, to inform target setting and NDCs;
- Tackling policy and regulatory barriers; and
- Strengthen capacity of LDCs and Learning Exchanges for Regulators, Policy Makers, and Energy Planners.

Project Lead: Dereje Senshaw

Staff: X8 Analyst (new), Intern

Geographic Coverage: Global

Beneficiaries: GGGI LDC member countries

Partners: LDC-REEEI, LUCCC, SE4ALL, and GGGI (IPSD, GGP&I)

Approved Budget: USD 61,000 (non-personnel budget]

9.1. Output 1: Project Management

This output includes elements necessary to successfully manage and effectively implement the REEEI Program.

Timeline: January 01 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Coordinate GGGI engagement and participation in LDCREEEI	Successful engagement at LDC meetings and workshops	Press releases and substantive inputs to the LDC Group	Dereje Senshaw X8 Analyst (new) Intern	9 days (4%) 9 days (4%) 22 days (10%)
Coordinate GGGI response to ad hoc requests for input from the LDCREEEI	GGGI response to LDCREEEI requests for substantive input	100% of LDCREEEI requests addressed		
Project outputs successfully delivered on time with high-quality	Project outputs	Overall project performance		
Appropriate and timely coordination with relevant project stakeholders ensured	Project outputs	Effective coordination within and outside of GGGI		
Visibility of the project raised by applying appropriate means of communications	External and internal communications	TL products/publications, relations communications		

		materials, and events publicized		
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9.2. Output 2: LDC Renewable Energy and Energy Efficiency Initiative (REEEI)

GGGI would like to support selected LDC member countries on their initiatives to track the progress on energy access, renewable energy deployment progress, and energy efficiency measures, as well as to strengthen the capacities of officials starting in 2018.

GGGI's supports tracking progress in delivering an energy transition towards sustainable and renewable energy sources and enhanced energy efficiency to reduce GHG emissions (SO1). Energy sector operations are of central importance to reducing GHG emissions, promoting green growth and sustainable development, and expanding access to GGGI member countries. However, ensuring that the production and delivery of energy services contribute to these objectives also gives rise to challenges and opportunities in the transition to a new model of growth and green job creation.

Timeline: January 01 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Tracking delivery of LDC member countries progress against renewable energy targets	Cross-country analysis and an overarching guiding framework delivered	1 final draft report completed 1 policy brief published	Dereje Senshaw X8 Analyst (new) Intern	108 days (50%) 33 days (15%) 87 days (40%)
Consultation workshop with key stakeholders and partner organizations for barriers and prioritization	Meeting minutes and documents	Partner organizations and key stakeholders agreed on barriers and prioritization		
Analysis and/or policy brief on renewable energy prepared for LDC countries	Final report	1 final draft report completed 1 policy brief published		

9.3. Anticipated 2019 Activities

Building on its work during 2018, during 2019 the TL team plans to support the following activities:

- Continue support in stimulating energy for productive sectors;
- Support in strengthening energy planning to inform target setting and NDCs in 2019;
- Support delivery of tackling policy and regulatory barriers; and
- Strengthen capacity of LDCs and Learning Exchanges for Regulators, Policy Makers and Energy Planners.

10 Electric and Sustainable Mobility (TL-2018-10)

Electric and sustainable mobility is positioning itself as a centerpiece of transport services in the era of the Paris Climate Agreement and the Sustainable Development Goals. To move away from traditional growth patterns in transport and associated negative externalities, various policies based on new technologies and behavioral change of travelers are being explored or implemented, including electrification of vehicles, car sharing, non-motorized transport, and intelligent transportation systems. This project carries out policy and technical research on electric and sustainable mobility with a special focus on innovative forward-looking ideas and global technology trends, to provide insight to GGGI's in-

country work in the transport sector and contribute to global debate on future mobility. To strengthen the research work, collaboration with academic or research institutions is sought and leveraged.

Project Lead: James Seong-Cheol Kang

Staff: X8 TL Analyst, Eileen Hur

Geographic Coverage: Global

Beneficiaries: Jordan, Laos, Nepal, Mexico, Fiji, Morocco, etc.

Partners: Korea Advanced Institute of Science and Technology, University of Jordan

Approved Budget: USD 80,500 (non-personnel) (USD 25,000 from the Santa project #16 and USD 55,500 moved from TL-5)

10.1. Output 1: Project Management

This output consists of activities to manage and implement the project successfully.

Timeline: January 1 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Deliver project outputs successfully on time	Project outputs	3 outputs delivered	James Kang	11 days (5%)
Track project budget disbursement	Disbursement rate	> 90%	Eileen Hur	11 days (5%)
Produce end-of-year results of the project	Summary of end-of-year results	A summary produced and incorporated into the TL end-of-year report		
Perform the time sheet pilot exercise	Time sheet	Time sheet recorded		

10.2. Output 2: Guidance on Mobility as a Service Developed

One of the forward-looking ideas in electric and sustainable mobility is Mobility as a Service (MaaS), the concept of shifting away from personally-owned modes of transport and towards mobility solutions that are consumed as a service. MaaS assisted by electric vehicles and car sharing (and eventually autonomous driving) and powered by information and communication technology (ICT) is anticipated to offer vastly lower-cost mobility alternatives with environmental co-benefits. As urban density continues to grow, MaaS could provide an alternative way for people to move in a way that is faster, cleaner, and less expensive than current options. By “disrupting” the supply side of transport services, MaaS may transform a relatively rigid transport system into one that is significantly more flexible without new large investments. This work aims to examine the concept, policy, technology, practical cases of MaaS with an emphasis on its potential applicability in developing countries and to formulate guidance on this innovative idea in mobility.

Timeline: January 1 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Review concepts, policies, and technology trends in relation to Mobility as a Service (MaaS)	Review document	Review document completed	James Kang	43 days (20%)
Analyze practical cases of MaaS under implementation	Analysis document	Analysis document completed		

Assess how MaaS can serve as a viable sustainable mobility option in developing countries	Assessment document	Assessment document completed		
Synthesize research results to produce a technical report on MaaS	Technical report	Technical report produced		

10.3. Output 3: Research products on electric and sustainable mobility produced

This work aims to generate at least two peer-reviewed articles on electric and sustainable mobility for journal publication through research collaboration with the Korea Advanced Institute of Science and Technology and the University of Jordan. Tentative topics of joint research are (1) Factors influencing the adoption of electric vehicles by consumers and (2) Benefits of alternative technology buses for BRT in Jordan.

Timeline: January 1 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Produce research paper on factors influencing the adoption of electric vehicles by consumers	Peer-reviewed paper	Peer-reviewed paper submitted for journal publication	James Kang X8 TL Analyst	32 days (15%) 15 days (9% ¹)
Produce research paper on benefits of alternative technology buses for BRT in Jordan	Peer-reviewed paper	Peer-reviewed paper submitted for journal publication		

10.4. Anticipated 2019 Activities

Building on its work during 2018, the project envisages carrying out the following activities in 2019:

- Continue to support the development and implementation of electric and sustainable mobility options in partner countries;
- Conduct forward-looking research on innovative ideas in the transport sector such as the use of big data and machine learning techniques to improve the effectiveness of transport systems;
- Study the resilience of transport networks – How to measure/assess the level of resilience of a transport network and how to restore the functionality of the network when it is disrupted; and
- Conduct research on health benefits of cleaner mobility options.

11 Country Delivery Services

11.1. Laos Output LA1-2000-1-3: EV Study

Car ownership in Lao PDR continues to grow at a rate of over 8% annually, while that of the capital city, Vientiane, increased even more rapidly at 10% per year. Currently there is more electricity produced domestically than consumed (estimated 4,000 MW oversupply primarily from large hydro) in Lao PDR. This situation lends itself to potentially transforming the transport sector and further stimulating demand for renewable energy by prioritizing a transition to electric vehicle (EV) based mobility. This

¹ Assuming X8 TL Analyst starts working in April 2018.

work will assess the economic potential, estimate the costs and benefits (including those from environmental and social perspectives), and identify investment needs for a staged transition to electric mobility in the short, medium and long term to provide the rationale and economic basis for prioritizing and investing in this transformation as part of the national green growth priorities. Companies involved in testing the market for electric motorbikes, tuk-tuks, and electric vehicles in Lao PDR will be engaged to identify market barriers and develop potential solutions.

Project Lead: Jason Lee

Staff: James Seong-Cheol Kang, Annaka Marie Peterson, Bounma Thor, X8 TL Analyst

Approved Budget: USD 100,000 (non-personnel)

Timeline: January 1 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Conduct a situational analysis and stakeholder mapping	Situation analysis and stakeholder mapping results	Situation analysis and stakeholder mapping completed	Jason Lee James Kang Annaka Peterson	22 days (10%) 43 days (20%) 22 days (10%)
Assess the economic potential of electric vehicles	Economic potential assessment of electric vehicles	Economic potential assessment completed	Bounma Thor X8 TL Analyst	22 days (10%) 19 days (12%)
Conduct a detailed value-chain analysis on the ride hailing service using tuk-tuks	Analysis on tuk-tuks	Analysis on tuk-tuks completed		
Draft a strategic plan for EV transition in Lao PDR to be incorporated into national green growth strategy	Strategic plan for EV transition	Strategic plan for EV transition drafted		
Develop three project proposals focused on innovative business models for electric vehicles in Vientiane, including at least one proposal on tuk-tuks	Project proposals	Three project proposals developed		

11.2. Jordan Output JO1-2000-1-3: Analysis of sustainable mobility options for Jordan developed

Being heavily reliant on imported fossil fuels, Jordan is keen to break off such dependence and strengthen sustainable transport systems including scaled-up diffusion of electric mobility options. Jordan's National Vision 2025 pays particular attention to the transportation sector and aims to update and implement national strategies relevant to sustainable transport infrastructure. The Government of Jordan has set some foundations on this front by developing the Long-Term National Transport Strategy and more recently the National Green Growth Plan. However, these plans are not well interconnected and lack specific, coherent action items, being mostly declarative. To help the development of a national action plan for sustainable transport, this work examines options for sustainable mobility in Jordan by incorporating the findings of the existing studies, identifying stakeholders, and pulling out the main facts around public and private transport with the aim of enabling GGGI to facilitate the discussion on electric vehicles and other sustainable mobility alternatives in Jordan.

Project Lead: Ahmed Al Amra

Staff: James Seong-Cheol Kang, X8 TL Analyst

Approved Budget: USD 15,000 (non-personnel)

Timeline: January 1 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Assess the current state of transport use and infrastructure in Jordan	Assessment results	Assessment completed	James Kang X8 TL Analyst	43 days (20%) 19 days (12%)
Analyze government priorities for sustainable transport and stakeholders	Analysis results	Analysis completed		
Identify challenges and opportunities in the transport sector	Identified challenges and opportunities	Challenges and opportunities identified and documented		
Develop actionable recommendations on sustainable mobility options	Actionable recommendations	Actionable recommendations developed		

11.3. Fiji Output FJ-2000-1-6: Fiji Low Emission Development Strategy (LEDS)

TL will work jointly with GGP&I and IPSD to support Fiji in the elaboration of its Low Emission Development Strategy (LEDS). The project will help demonstrate Fiji’s commitment to national-level action in support of Fiji’s climate leadership at the international level. The activity design is based on best practice for the design of pre-Paris Agreement LEDS as defined by the LEDS Global Partnership (see ledsgp.org). Further elaboration of the work, including the definition of the TORs for the Fiji LEDS will be undertaken in close collaboration with stakeholders from the Fiji Government. Activities under this output will support key elements of the LEDS process through: establishment of Country Planning Groups; development of the TOR and consultant TORs; hiring consultants; data collection; definition of baseline scenarios; identification of economy-wide low-emission options and scenarios; two in-country stakeholder workshops; development of an economy-wide low-emission development action plan; and completion, launch, and publication of the LEDS report.

Project Lead: Katerina Syngellakis

Staff: Anna Schulz, Orestes Anastasia, Aarsi Sagar, James Kang, Donovan Storey, Rosi Banuve, Roxane Castelein, Ulaiasi Colaiwau Butukoro, Transport Consultant, LEDS Integration Consultant

Approved Budget: USD 250,000 (non-personnel budget)

Timeline: January 01 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Organize institutional arrangements, coordination platforms, and multi-stakeholder consultation process	Draft and final Fiji LEDS project TORs	Fiji LEDS TOR	Katerina Syngellakis	34 days (15%)
	Consultants hired	Consultant TORs, 2 consultants hired	Orestes Anastasia	54 days (25%)
	Country Planning Group, High-Level Advisory Group, and sectoral and technical working groups established	1 Country Planning Group 1 High-Level Advisory Group	Aarsi Sagar	55 days (25%)
	LEDS scope defined	Up to 8 sectoral and technical working groups	Anna Schulz	55 days (25%)
	Communication and outreach plan	LEDS scope	Donovan Storey	15 days (7%)
	Kick-off workshop	1 Communications and outreach plan	James Kang	32 days (15%)
	Stakeholder workshop	1 Fiji LEDS fact sheet	Rosi Banuve	22 days (10%)
		2 workshops	Roxane Castelein	22 days (10%)
			Ulaiasi Butukoro	22 days (10%)
			Transport Consultant	100 days

Assess the current situation	Online repository of strategies, policies plans and other documentation Background paper on existing strategy, policies, plans and other documentation Online repository of existing LEDS examples from other countries Government consultation to identify priorities	2 Online repositories 1 Background paper Meeting notes describing government priorities	LEDS Integration Consultant	110 days
Analyze options	Identify and analyze BAU and LEDS Sustainable transportation model for Suva	1 BAU and baseline scenario report 1 List of low-emission options 1 Development impact assessment/cost-benefit analysis of low-emission options 1 Summary of low-emission development scenarios 1 Low emission options for the urban transport sector		
Identify policy, financing, and other implementation options and priorities	Prioritize mitigation options Sector-level policy assessments Stakeholder workshop	1 list of priority mitigation options 1 list of recommendations for economy-wide and sector-specific policies 1 workshop		
Prepare roadmap, implement and monitor	Fiji LEDS Report COP 24 Launch Project proposals for low carbon transportation	1 Fiji LEDS Report 1 Side event		

11.4. Anticipated 2019 Activities

Building on its work during 2018, during 2019 the TL team plans to support the following activities:

- Support for the development of an MRV and M&E strategy to support implementation of the Fiji LEDS, establishment of an annual stakeholder process to review implementation progress and refine and update the LEDS.
- Depending on country demand, support other LEDS processes in GGGI member countries.

12 Overall TL Project Management

Apart from management and administration responsibilities already reflected above, during 2018 TL will support tasks associated with general team management, including: preparation of the annual Work Plan and inputs to the 2019-2020 WPB; staff recruitment; coordination of the TL Steering Committee and Publications Committee; management of the annual publications plans and management of the pipeline of new TL and GGGI publications; and fundraising/resource mobilization for TL and GGGI as a whole.

Staff: All TL staff

Approved Budget: USD 0

12.1. Project Management Activities

Timeline: January 1 to December 31, 2018

Activity	Deliverable	Targets/Indicators	Staff	LOE (days/%)
Coordinate management tasks for the TL Office, including the TL annual work plan, preparation of the 2019-2020 WPB, and other ad hoc tasks	TL 2018 Work Plan Completed TL 2019-2020 Global Business Plan completed	TL 2018 Work Plan Completed TL 2019-2020 Global Business Plan completed	Anna Schulz Dereje Senshaw James Kang Lilibeth Acosta Orestes Anastasia	15 days (7%) 15 days (7%) 11 days (5%) 10 days (5%) 22 days (10%)
Hire new staff and complete onboarding	2 new staff hired	2 new staff hired	<i>* Time allocations for other staff to support Project Management are included in specific projects above.</i>	
TL Steering Committee/ Publications Committee coordination	4 Steering Committee meetings per year	4 Steering Committee meetings per year		
Update Publications Guidelines	Updated Publications Guidelines	Updated Publications Guidelines		
Manage GGGI Annual Publications Plan	Annual Publications Plan	Annual Publications Plan		
Resource mobilization in support of TL or other GGGI projects	Resource mobilization initiated or achieved in 2018	4 sources from which funding has been raised for GGGI \$500,000 funding raised \$250,000 funding leveraged		

GGGI's Climate Diplomacy Program

Supporting the LDC Group under the UNFCCC

The GGGI Climate Diplomacy Program will primarily support the Least Developed Countries (LDC) Group under the UN Framework Convention on Climate Change (UNFCCC) during the 2017-2018 period. This new program has been developed and implemented in close cooperation with the LDC Group Chair and members, as well as other LDC Group partners, such as the International Institute for Environment and Development (IIED) and Climate Analytics (CA). In advance of the 23rd Conference of the Parties to the UNFCCC (COP 23), GGGI provided support to the government of Fiji to develop a Nationally Determined Contribution (NDC) Implementation Roadmap. This year, in advance of COP 24, GGGI is supporting the development of Fiji's Low Emission Development Strategy (LEDS).

The LDC Group includes 47 states that are particularly vulnerable to climate change but have contributed the least to the problem. LDC Group members face challenges in the UNFCCC process due to limited resources and capacity resulting from small delegation size. The Group benefits from external assistance in strengthening engagement in climate negotiations, national-level capacity-building, and knowledge sharing through South-South cooperation. GGGI currently has operations in 11 LDCs.¹

GGGI's Climate Diplomacy Program comprises GGGI's cross-cutting portfolio of activities aligned to the objectives of the LDC Group. The Program is organized around three pillars of the LDC Group Work Plan, building on ongoing GGGI technical assistance, capacity building, and research and analysis programs.

Pillar 1: Strengthening capacity for effective participation and engagement in international decision-making

GGGI will support the LDC Group Chair's requests for assistance for support in conducting high-level meetings in close coordination with LDC Group partners. In 2017 GGGI supported engagement of 20 Ministers from LDC Group Countries to participate in the LDC Ministerial in October 2017. GGGI will continue to support the LDC Ministerial taking place in October 2018 to support political engagement by LDC Group Ministers in issues critical to Paris Agreement

¹ GGGI has programs in Cambodia, Ethiopia, Kiribati, Lao People's Democratic Republic, Mozambique, Myanmar, Nepal, Rwanda, Senegal, Uganda and Vanuatu.

implementation. GGGI will also provide technical support to the LDC Group in the areas of mitigation and transparency in the Paris Agreement Work Program negotiations.

Pillar 2: Supporting domestic implementation for ambitious global outcomes, capacity-building, and experience sharing

GGGI will continue to assist individual LDC Group members through ongoing country-based GGGI programs and projects to promote low emission green growth strategies and plans, investment and support capacity building, knowledge sharing, and research and analysis. These programs are aimed at supporting preparation, formulation and revision of NDCs and accreditation of national implementing entities to access Green Climate Fund funding. NDC-related activities include GGGI's recently launched NDC Alliance, NDC Assessment and Target-Setting, urban climate policy research, and country-specific projects.

Pillar 3: Long-term initiatives

GGGI will also support longer-term LDC initiatives such as the LDC Renewable Energy and Energy Efficiency Initiative, through GGGI's direct engagement in renewable energy programs, GGGI's global and regional knowledge sharing platforms, and through energy-focused research and academic partnerships.

Concept Note:

GGGI's Climate Diplomacy Program

Supporting the LDC Group under the UNFCCC

June 6, 2017

Introduction

This concept note describes GGGI's Climate Diplomacy Program to support the Least Developed Countries (LDC) Group under the United Nations Framework Convention on Climate Change (UNFCCC) during the 2017-2018 period. Activities will be developed and implemented in close coordination with the LDC Group Chair and relevant members, and in cooperation with other organizations assisting the LDC Group, including the International Institute for Environment and Development (IIED) and Climate Analytics (CA).

The LDC Group includes 48 nations¹ that are especially vulnerable to climate change but have contributed the least to causing the problem. Many LDC member countries are rather small, and often face limited resources and capacity in UNFCCC sessions with only one or two negotiators compared with the 20-30 representing larger countries. The LDC Group benefits from external assistance across a range of areas tied to the climate negotiations, including providing legal and technical advice, strengthening engagement in the UNFCCC process, institution and policy strengthening, and related initiatives. LDC countries also benefit from efforts to support increased capacity and training at a national level, as well as knowledge sharing with other similar countries through South-South cooperation.

Of the 48 countries in the group, GGGI has operations in 11 LDCs² and is exploring possible new programs in several others.³ GGGI's in-country presence and extensive efforts to address climate change mitigation and adaptation objectives through ongoing and new green growth programs provide the underlying case for engagement with and support for the LDC Group.

GGGI's Climate Diplomacy Program serves as GGGI's cross-cutting portfolio of activities aligned to the structure of the draft LDC Group 2017-2018 Work Plan (WP). The first is to support the LDC Group's engagement in the climate negotiations, i.e., specifically the LDC Group Ministerial meeting being organized prior to COP23. The second is to strengthen domestic LDC climate change actions and

¹ The 48 members of the LDC Group include: Afghanistan, Angola, Bangladesh, Benin, Bhutan, Burkina Faso, Burundi, Cambodia, Central African Republic, Chad, Comoros, Democratic Republic of Congo, Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gambia, Guinea, Guinea-Bissau, Haiti, Kiribati, Lao People's Democratic Republic, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mozambique, Myanmar, Nepal, Niger, Rwanda, São Tomé and Príncipe, Senegal, Sierra Leone, Solomon Islands, Somalia, South Sudan, Sudan, Tanzania, Timor Leste, Togo, Tuvalu, Uganda, Vanuatu, Yemen, and Zambia.

² LDCs where GGGI has operations include: Cambodia, Ethiopia, Kiribati, Lao People's Democratic Republic, Mozambique, Myanmar, Nepal, Rwanda, Senegal, Uganda, and Vanuatu.

³ Countries where GGGI is exploring possible future programs include: Bhutan, Burkina Faso, Comoros, Democratic Republic of Congo, and Timor Leste.

activities through a range of recently launched or ongoing GGGI programs and initiatives, such as country-specific thematic projects and programs encompassed within GGGI's Nationally Determined Contributions (NDC) Alliance, GGGI's measurement, reporting, and verification (MRV) program, and GGGI's partnership with the Green Climate Fund (GCF).

By working directly in country with governments and other stakeholders, GGGI aims to help directly advance the objectives of the LDC Group and individual LDC member countries in the context of the climate change negotiations. Many such activities will work to enhance LDC capacity and promote tangible mitigation and adaptation actions as well as to implement commitment under the Paris Agreement. They will simultaneously work to strengthen the ability of LDCs to contribute more meaningfully to the international process to implement the Paris Agreement and to engage more effectively in the negotiations. Thus, GGGI's Climate Diplomacy activities will serve to directly complement and contribute to the work of IIED and other partners supporting LDCs in the negotiations process.

GGGI's Climate Diplomacy Program team members are based in GGGI HQ, London, and Fiji, equivalent to two full-time staff that includes one full-time Climate Diplomacy Specialist. Current resources for the program are primarily based on ongoing GGGI projects and programs at global, regional, and country levels. GGGI is exploring the possibility of identifying additional financial resources for 2018 and beyond to scale up climate diplomacy support activities.

This Concept Note provides the initial framework for launching GGGI's Climate Diplomacy Program in collaboration with the LDC Group and its support partners, and for potentially allowing GGGI to build on and expand climate diplomacy-oriented activities during the coming years.

Proposed Program Components

GGGI's proposed program described in this concept note is aligned with the three main "pillars" of the LDC Group Work Plan. Where possible, proposed activities will build directly on ongoing GGGI technical assistance, capacity building, and research and analysis programs.

1 Strengthening capacity for effective participation and engagement in international decision-making

Support for strategic and high-level meetings and training [WP Activity 1.2]

GGGI proposes to support the LDC Group Chair's request for assistance with conducting high-level meetings in close coordination with the Chair, IIED, and Climate Analytics. This includes support for organizing an **LDC Group Ministerial meeting in 2017** (WP activity 1.2.c) prior to the 23rd Conference of Parties to the UNFCCC (COP23). If appropriate, GGGI may support a second such LDC Group Ministerial meeting in 2018, potentially as part of Global Green Growth Week (GGGW) 2018.

2 Supporting domestic implementation for ambitious global outcomes, capacity-building, and experience-sharing

GGGI will seek to support individual members of the LDC Group through ongoing country-based GGGI programs and projects during the 2017-2018 timeframe to promote low emission green growth strategies and plans, policies, and investment, and to support technical assistance, capacity building, knowledge sharing, and research and analysis. Although most activities will be ongoing, GGGI will actively work to align these towards LDC Group objectives and priorities. GGGI activities will address both climate change adaptation and mitigation (including expanded REDD+ activities) during the two-year period.

Preparation, formulation, and revision of NDCs [WP Activity 2.1]⁴

GGGI is implementing a combination of global and country-based activities that support NDC implementation. These include:

- GGGI's NDC Alliance, its global commitment to its member and operating countries;
- Assessment of NDCs to identify gaps and develop concrete targets where absent;
- Policy research on mainstream green growth and climate change into urban policies and actions; and
- Country-specific projects in LDCs aimed at developing or implementing NDCs, or contributing to related climate change adaptation or mitigation measures.

NDC Alliance. GGGI's recently launched NDC Alliance is an umbrella initiative encompassing a wide range of ongoing service offerings along the GGGI Value Chain to help countries fast track the implementation of NDCs in a systematic, holistic, and transparent manner. Working primarily through in-country operations, activities focus on the four thematic areas of energy, water, sustainable landscapes, and green cities and encompass six key areas relevant to NDC implementation and financing: (1) governance; (2) implementation of targets; (3) MRV; (4) sectoral interventions; (5) financing; and (6) capacity building and knowledge sharing. With the aim of capacity building and experience sharing in line with the LDC Group work plan, GGGI will, to the extent possible, ensure these initiatives work in a manner that is complementary and helps reinforce the objectives of each.

GGGI also recently joined the NDC Partnership, a new global initiative funded by the governments of Germany, Denmark, United Kingdom, Netherlands, and France. GGGI will serve as an implementation partner, and expects to play a role in contributing to NDCP objectives through its various country-level NDC development activities.

NDC Assessment and Target-Setting. GGGI is undertaking an assessment of all NDCs submitted by GGGI member and operating countries based on more than 10 NDC reviews carried out by other multilateral and research institutions. Focusing primarily on LDC countries, the assessment will be used to identify gaps in policies and incentives, NDC ambitions, governance, financing, MRV, technical capacity, and other issues in order to achieve the 1.5°C/2.0°C scenario in GGGI countries. This work will be complemented by consultation with respective country offices in order to verify and update country-specific results. The technical assessment report will be completed by December 2017 along with a policy brief.

⁴ Numbering is provided here for activities listed under area 2 of the LDC Group Work Plan for convenience, but it should be noted these are not specifically numbered in the Work Plan itself.

The project is expected to feed into the development of joint funding proposals with potential partners for NDC implementation-related work in GGGI member countries and will also contribute to GGGI's MRV program. Related activities include supporting energy sector target setting and energy investment roadmap for Nepal using energy scenarios modeling, and supporting development of Ulaanbaatar's city-level climate targets (and investment roadmap) aligned with Mongolia's NDC. GGGI is exploring possible new activities through a consortium to develop concrete, meaningful, and achievable NDC scenarios and targets for the energy sector and investment roadmap of individual LDC countries based on long-term energy scenarios modeling.

Urban Climate Policy Research. Complementing these activities will include ongoing support for policy research that provides practical guidance on how to mainstream green growth and climate change into urban policies and actions, initially in support of **Cambodia, Vietnam, Laos, Rwanda, Senegal, and Uganda**. This will build on lessons and knowledge extracted from prior country experience, and bring in external knowledge from organizations such as the National Urban Policy Programme (NUPP) led by UN-Habitat and OECD. In addition, GGGI plans to conduct analytical research on how to assess transport systems with the aim of identifying appropriate and high-impact green transport solutions.

Country-Specific Projects. In **Ethiopia** GGGI has supported the government to develop a Climate Resilient Green Economy Strategy that provided the foundation for Ethiopia's INDC commitments, is supporting design of its MRV system (to be completed in 2017), and is developing climate resilience and adaptation strategies for industries, cities, and agriculture. In **Nepal**, GGGI is developing sectoral NDC implementation plans and providing capacity building, recommendations on financing options for NDCs, and project proposals to implement NDC commitments. GGGI's program in **Myanmar** aims to strengthen the country's institutional framework for NDC implementation by assessing green growth potential and priorities, and developing necessary tools and capacity, including developing an MRV system for NDC implementation (see below) and promoting development of bankable projects, and delivering a best practice analysis and capacity building on NDC implementation and MRV international best practices. In **Kiribati**, GGGI is promoting a climate change adaptation action plan and providing capacity building on climate resilient green growth, supporting financing for climate resilient infrastructure projects, and conducting a comparative analysis of the Philippines's climate resilience and Ecotown approach. In **Uganda**, GGGI is building capacity to help achieve national mitigation and adaptation objectives through climate resilient green city development and renewable energy.

Additional examples of GGGI support for national green strategies and planning are provided in Annex A.

[Preparation, formulation, and implementation of national MRV systems \[WP Activity 2.3\]](#)

While improving transparency through MRV systems is an important step in aligning NDC goals to longer-term economic, social, and environmental objectives, it also establishes a credible basis to share experiences among countries, to determine appropriate policy contexts, and financing sources and to assess results. GGGI's MRV program is initially expected to engage LDCs such as **Ethiopia, Lao PDR, Nepal, Uganda, and Myanmar**, as well as several emerging economies. A new, dedicated MRV team at GGGI will:

- provide advice on MRV rules and guidelines;
- identify tools and systems to improve data quality;

- assess and prioritize data gaps;
- support data management systems;
- build MRV in-country operational and resource mobilization capacity to attract additional international financing; and
- leverage skills and expertise of national and international organizations.

As part of the MRV program, GGGI proposes to work with the LDC Group to explore the possibility of organizing an MRV capacity building workshop or similar activity during GGGW 2017, during COP23, or at another appropriate time.

Accreditation of national implementing entities to access Green Climate Fund funding [WP Activity 2.5]

GGGI is collaborating closely with its strategic partner co-located in Korea, the Green Climate Fund, particularly as a Delivery Partner for GCF's Readiness Program. This means that countries seeking funding from GCF can designate GGGI as their delivery partner for readiness projects that:

1. build capacity of the GCF National Designated Authority;
2. support national entities to get accredited as Direct Access entities (DAEs);
3. provide post-accreditation capacity building support for DAEs; and
4. support development of innovative projects for GCF co-funding through its green investment services and climate finance expertise.

A key challenge in the period following the Paris Agreement has been the lack of capacity to close the financial gap in the context of NDC implementation. To enable countries, including LDCs, to access GCF funding, the GCF provides resources for readiness and preparatory activities and technical assistance, such as for in-country institutional strengthening including strengthening capacities for country coordination and to meet fiduciary principles and standards and environmental and social safeguards. GGGI' aims to scale up financial support through development of bankable projects, financial instruments and National Financial Vehicles (NFVs) and to support and build capacity of countries to plan and implement climate finance institutional frameworks and to prepare project pipelines.

Under the readiness program, GGGI now has a pipeline of over 20 readiness projects and expects to implement up to 15 GCF readiness projects in 2017. This will facilitate domestic implementation in LDCs in line with the aim of the LDC Group work plan. The GCF readiness proposal of one LDC Group member, **Vanuatu**, has already been approved. GGGI is now assisting with preparation of readiness proposals to the GCF from **Mozambique** and **Rwanda**, and has initiated discussion with NDAs and Direct Access Accredited Entities (DAEs) in **Ethiopia, Lao PDR, Senegal, Nepal, and Cambodia**, among other countries.

As part of the readiness program, GGGI is exploring country-specific activities with NDAs and DAEs to provide the following services:

- **Support to strengthen institutional and fiduciary capacity of DAEs** to directly access the Fund, building on GGGI's program to develop National Financing Vehicles, and to conduct accreditation self-assessments, identify and develop bankable projects and project pipelines with DAEs and key stakeholders, and mobilize private sector resources. GGGI will respond to GCF's mandate to focus 50 percent of its efforts in LDCs, SIDS, and Africa as well as adaptation

projects. Existing proposals focus on SIDS and the water sector; more proposals are being sought from other groups of countries and on low-emission transport, cities, and agriculture proposals.

- **Facilitating capacity building and knowledge sharing** aligned with the goals of the readiness program. This may include supporting regional peer-to-peer knowledge sharing for NDAs and DAEs, and regional Structured Dialogues in Africa (possibly during GGGW 2017) and Latin America. GGGI will start with supporting a joint capacity building program with GCF for more than 25 DAEs in May 2017.
- **Support for development of GCF Country Programs**, outlining country priorities, short- and long-term projects/programs, and an action plan.

In addition to the above activities, GGGI would like to explore with the LDC Group and GCF the possibility of organizing a climate finance training workshop (jointly with GCF).

3 Long-term initiatives

Support for the LDC Renewable Energy and Energy Efficiency Initiative [WP Activity 3.5]

GGGI proposes to provide support to the LDC REEEI through GGGI's direct country engagement in renewable energy programs, through GGGI's global and regional knowledge-sharing platforms, and through energy-focused research and academic partnerships through GGGI's Office of Thought Leadership. Global and regional knowledge-sharing platforms and the climate diplomacy hub can facilitate long-term renewable energy and energy efficiency initiatives in LDCs, and provide a strong basis for reaching out to the international community in the context of UNFCCC negotiations and other forums on LDC renewable energy and energy efficiency experiences.

GGGI's in-country renewable energy and energy efficiency activities currently include five LDCs as follows, and this portfolio may be expanded in the future.

To synthesize these efforts, GGGI will also explore with the LDC Group the possibility of other relevant activities that support the accelerated transition to clean energy in LDCs, including, for example, preparing a briefing paper, organize a workshop, or facilitating access to investors and financial institutions to support project financing.

Annex A: GGGI Support for Low Carbon, Climate Resilient Strategic Planning in LDCs

In **Cambodia**, GGGI is promoting climate resilient low emission development as part of efforts to develop Cambodia's National Strategic Plan for Green Secondary Cities, policy recommendations for green transport, and green investment opportunities.

In **Ethiopia**, GGGI is developing climate resilience and adaptation strategies for industrial and urban sectors and a sector-level implementation roadmap of Ethiopia's Climate Resilient Green Economy strategy, undertaking macro-economic analysis, strengthening Ethiopia's greenhouse gas (GHG) emissions inventories and environmental risk assessments, developing a strategy and guidelines for REDD+ implementation, delivering technical assistance in forest administration, promoting climate resilience in agricultural programs, developing a sustainability roadmap for the power sector, and developing green investment projects.

In **Lao PDR**, GGGI is supporting development of the National Green Growth Strategy and the National Urban Development Strategy, delivering a green urban development pilot project in Vientiane emphasizing climate resilient development, and building capacity on green urban development and green fiscal instruments.

In **Mozambique**, GGGI is promoting increased access to energy in rural areas through the identification of mechanisms and bankable projects in the renewable energy for productive use sector. The new program also aims to convene stakeholders, identify gaps and opportunities, and build capacity and support for coordinated implementation of national green growth priorities.

In addition, the Green Growth Potential Assessment (GGPA) is GGGI's cross-cutting assessment tool to help policymakers develop and adopt green growth strategies that are tailored to the country context. Insights provided by GGPA help LDC countries chart priorities for national green growth strategies and work plans that relate to aspects of climate change adaptation and mitigation issues. The assessment considers resource-efficiency, eco-friendly development, climate resilience, and socially inclusion dimensions to green growth. GGGI has been supporting GGPA assessments in **Nepal, Laos, and Myanmar**, and has initiated assessments in **Cambodia and Mozambique** in 2017 and will add **two additional countries** in 2018. Going forward, the GGPA process could be used to identify opportunities for LDCs to implement NDCs and NAPs, and thereby provide a strong analytical and implementation-focused foundation for LDC positions in the UNFCCC process.

Annex B: GGGI Support for Renewable Energy and Energy Efficiency Initiatives in LDCs

Under its Scaling Up Pro-Poor Renewable Energy in **Mozambique** program, GGGI's interventions aim to support the Government of Mozambique in implementing its NDC goals and improving energy access for rural off-grid communities through improved implementation of renewable energy-based solutions. This will be done by conducting a market assessment and policy review for renewable energy for productive use potential in off-grid areas, identifying policy and business model options and then designing a financing instrument to implement bankable projects. Capacity development events will also be held to train stakeholders for improved planning and investment of renewable energy for productive use.

In **Rwanda**, GGGI seeks to build on its support for the FONERWA Facility to support project pipeline development for the energy sector, initially focusing on Rwanda's micro-hydro resources, largely in response to high levels of demand for renewable energy project financing from the Fund.

In **Senegal**, GGGI's work on a renewable energy component explored the potential for energy-based solutions to improve productivity, as well as renewable energy resource development for greener growth. GGGI is working with GIZ-PERACOD, the Ministry of Energy, and a host of national stakeholders from public and private sectors to design and prepare two bankable energy projects. GGGI will help prepare financial proposals for at least two green energy projects and submit these for potential financing.

In **Uganda**, GGGI's focus is on development of a waste-to-energy pilot project for Kampala City. GGGI will be conducting an assessment of the policy framework to inform the development of a prefeasibility study, taking into account the most appropriate technology, approach, potential sites, and urban poverty and gender considerations. Following this, GGGI will work with local authorities to identify potential financing and prepare final feasibility and funding proposal(s) for government approval.

GGGI's Mobilizing Finance for Green Energy Projects in **Vanuatu** seeks to support the Government's operationalization of the National Green Energy Fund (NGEF) and to mobilize financing for a green energy project, which will aim to:

- Prepare analysis and recommendations on legislative and financial arrangements for the NGEF;
- Develop guidelines on accessing green energy financing for renewable energy or energy efficiency projects;
- Develop procedures and documents and deliver training to operationalize the National Green Energy Fund;
- Identify and develop at least one green energy project for financing and submit to financier, including possible access to GCF funding; and
- Deliver training on scaling up green energy through conducive policy and regulatory settings.