



PROGRESS REPORT FROM THE DIRECTOR GENERAL

July 2015

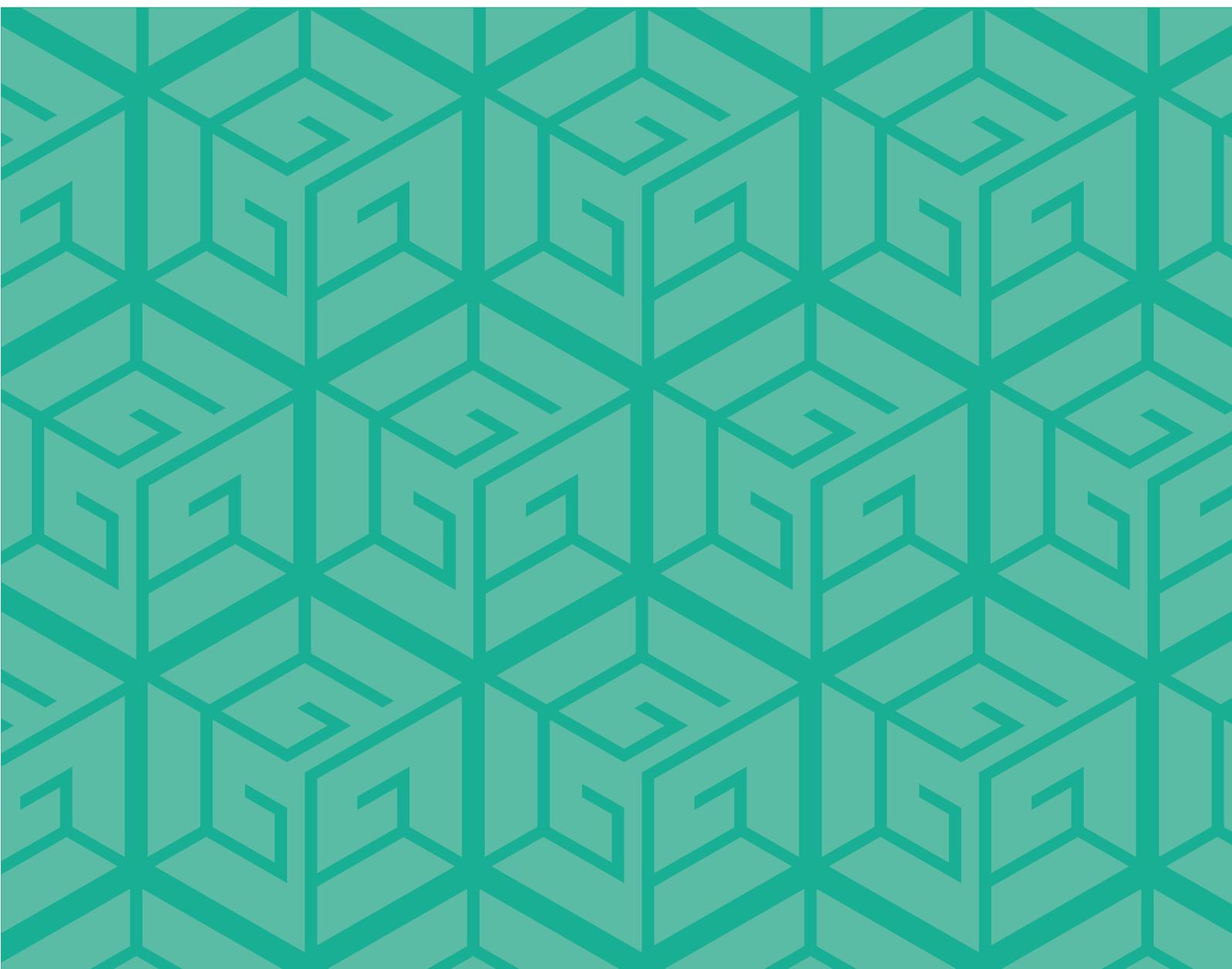


Table of Contents

Introduction	3
Part I: Reform in Six Areas	4
1. Delivering as “ONE”	5
2. Transforming GGGI into an organization that manages for results	8
3. Balancing focus between Least Developed and Middle Income Countries	10
4. Bringing new GGGI Members onboard and mobilizing resources	12
5. Increasing GGGI’s relevance and communicating effectively	14
6. Delivering more for less: enhancing economy, efficiency, and effectiveness	18
Part II: GGGI Progress on Results	20
1. Generating Results from GGGI’s Portfolio of Projects	21
2. GGGI’s Portfolio Results in the first half of 2015	22
3. How GGGI tracks progress in delivering results	23
4. Measuring success: Progress on results from the 1st half of 2015	24
5. Delivering on GGGI’s strategic outcomes and value chain	25
6. Delivering on GGGI’s thematic focus areas	26
Annex 1: GGGI Membership Expansion Status	31

Introduction

The Progress Report is the Director General's self-assessment report that aims to review the process and results of reform efforts as of the last Council meeting in November 2014 to improve organizational efficiency and effectiveness in delivering results.

The report is structured as follows:

Part I highlights key progress made in six key areas based on the strategic reforms undertaken;

Part II delves into progress made at the country level with further information on project-level outputs. Corporate reform is crucial in enhancing GGGI's ability to a. streamline its operational model and b. identifying cross-cutting issues and adopting ways to deliver value for money. For the purpose of articulating progress to Members, the reform is noted in the six areas highlighted below.

Each area outlines the (i) rationale and importance for GGGI in achieving its strategic goals; (ii) approach taken to deliver within the current context and objectives; and (iii) progress made and challenges faced to date. The key performance indicators (KPIs) reflect accountability of the Director General to the Council. Targets noted in the KPIs are to be achieved by the end of 2015.

1. Delivering as "ONE"
2. Transforming GGGI into an organization that manages for results
3. Balancing focus between Least Developed and Middle Income Countries
4. Bringing new GGGI Members on board and mobilizing resources
5. Increasing GGGI's relevance and communicating effectively
6. Delivering more for less: enhancing economy, efficiency, and effectiveness

PART I: Reform in Six Areas

1 Delivering as “ONE”

Rationale

- 1 As an international organization focusing exclusively on green growth, there is an urgent need for decisive action to respond to new and growing challenges and opportunities that the Post-2015 Development Agenda (including on climate action) will offer. Responding effectively to these will require strengthening GGGI’s programs by aligning them more closely with the principal thrusts of its Strategic Plan and reallocating resources from low to high priority programs. A repositioned GGGI – responsive and delivering as “one” – will ensure that the organization is much more than the sum of its parts.
- 2 In November 2014, GGGI presented its Strategic Plan 2015-2020 and biennial Work Program and Budget 2015-2016 to its Members. These documents encompassed a framework for a unified and streamlined delivery structure, aligned with national priorities of the countries where GGGI operates and the corporate value chain. The objective is to ensure all parts of GGGI are working seamlessly together to achieve our mission of helping Member countries move towards green growth.

Approach

- 3 GGGI pursued a three-prong approach to integrated delivery:
 - (i) Top-down approach focusing on programmatic restructure and corporate thematic strategy development aligned with GGGI’s value chain;
 - (ii) Bottom-up approach targeting integrated planning at the country level to reflect corporate and national priorities and relevance to the post-2015 agenda; and
 - (iii) Middle-out approach to align the role of divisional heads for programmatic integration.
- (i) GGGI proposed a fundamental organizational shift in its delivery model: Green Growth Planning and Implementation (GGP&I) will deliver programs on-the-ground with customized support from the Knowledge Solutions Division (KSD)¹ comprising Knowledge Services (KS) and Green Investment Advisory Services (GIAS). This also required taking steps to operationalize the KSD workstreams. GGGI initiated the process of developing thematic strategies to ensure a more consistent approach to our thematic work at the global and country levels.²
- (ii) GGGI introduced Country Planning Frameworks (CPF) at the beginning of the year to serve as a bottom-up planning document to guide country-level interventions over a five-year horizon (2015-2019). The development of country strategies will support: (a) alignment of corporate goals with green growth objectives of partner countries; (b) embedding of integrated workstreams; and (c) ensure relevance to the proposed Sustainable Development Goals (SDGs).
- (iii) The GGP&I portfolio was streamlined in order to reduce the number of regional directors for more effective coordination. This also necessitated a re-definition of roles and responsibilities between regional directors, regional coordinators and the country representatives.

Progress

- 4 **Top-down approach.** As of January 2015, two former divisions - Public Private Cooperation (PPC) and Knowledge Development and Management (KDM) - merged into a new Knowledge Solutions Division to improve integration of services while strengthening in-country focus, with 70% of its programmatic resources dedicated to country operations. In particular, the Green Investment Advisory Services (GIAS) department supports in-country teams in generating a pipeline of bankable projects and the Knowledge Services department ensures critical knowledge is managed in a way that meets in-country needs in a timely and effective manner.

1. KSD workstreams target interventions at different points along the value chain to enable a process of diagnosis, assessment, and planning which will lead to project design, financing and preparation. An underlying objective for moving towards implementation is to catalyze in-country project development and implementation, as well as to identify “quick wins” for the demonstration of green growth potential.

2. The GGGI Strategic Plan 2015-20 established 4 thematic areas of focus: energy; green city development; land-use; and water.

- 5 Promoting a common understanding on new divisional services and responsibilities throughout the organization, particular in relation to GIAS, represented a significant challenge. The previous silo approach meant that each department in GGGI tended to have a narrower focus, making it difficult to achieve strategic coherence. Effective structural changes in the organization also requires change in mindset, which takes time.
- 6 Despite the reorientation of the KSD workstream, the required level of technical experts who need to provide the actual services has been insufficient to fully operationalize the new structure. This is due to limited understanding of very specialized subject areas (i.e. bankable projects) within the existing workforce on one hand, and slow response from divisions in anticipating hires on the other. As of April 2015, only the position of Deputy Director in GIAS was filled.
- 7 The recruitment process for the head of KSD vacancy is in advanced stages, and is expected to be finalized by September 2015. The recruitment process for two London-based investment specialists is still underway. Efforts to mitigate slow hiring includes bringing forward recruitment action up to the offer stage (which occurs upon funding availability). This is expected to step up the pace of recruitment.
- 8 Due to factors mentioned above, the full operationalization of KSD workstreams is still in progress. It was imperative for KSD to design its respective workstreams based on: in-country needs assessment rather than a one-size-fits-all model; the consideration of a balanced resource allocation between Least Developed Countries (LDCs) and Middle Income Countries (MICs); and the need to conduct an organization-wide skills mapping assessment. GIAS is currently working closely with country teams and national/international stakeholders to scope and deploy demand-driven green investment services, particularly in Mongolia, Colombia, Indonesia, Philippines, Vietnam and Rwanda. At the global level, GIAS will also ensure GGGI's in-country activities inform global products and raises our organizational profile, for example through the recent launch of the G20 initiative "GreenInvest". The skills mapping exercise is currently underway.
- 9 Over the last six months, GGP&I has made good progress in bringing technical and operational expertise closer to those countries with the strongest need. Thirteen out of nineteen GGGI country programs now have a permanent in-country presence and transparent reporting lines have been established.
- 10 There have been significant delays in preparing initial drafts of the four thematic papers for Green City Development, Land-Use, Energy, and Water. The papers, aimed at connecting the corporate strategy to GGGI's thematic engagement at the programmatic level, are currently under review. Upon finalization of these papers, the next step will be to ensure their alignment with thematic interventions and value chain service offerings at the country level. The final draft of the papers will be presented in the November Council meeting.
- 11 **Bottom-up approach.** The Country Planning Framework (CPF) pilot implementation began with Mongolia, Philippines, Colombia and Ethiopia. This process was initiated in consultation with country teams and inputs derived from ongoing government consultation, stakeholder meetings, technical and strategic planning workshops. Staff from headquarters, including divisional heads and subject matter specialists, also facilitated the CPF development process. The working drafts are currently under internal review for further refinement. The next phase of CPFs will be implemented in Rwanda, Cambodia, and Vietnam. GGGI aims to finalize four CPFs, and another three advanced drafts, for submission to Council in November 2015.
- 12 **Middle-out approach.** GGP&I's programmatic portfolio has been reduced to three portfolios. Consequently the regional directors, now Country Portfolio Directors (CPDs), have been reduced from five to three. The CPDs, as part of their horizontal functions, are accountable for integration with KSD, resource mobilization, communications, building on identified strategic partnerships and alliances, and staff development. Their vertical function ensures delivery of the Work Program and Budget targets on time. This is achieved through strategic and intellectual leadership, providing insights and bringing programmatic and operational coherence at the country levels.
- 13 The results of this restructure so far have been mixed. Essentially, CPDs shoulder the responsibility of seamless coordination of top-down and bottom-up processes of the respective countries under their portfolio. The ability to push for integration within and across divisions for their respective portfolios has been limited. This will require intensifying efforts in developing CPFs at the country level, engaging KSD more closely and ensuring thematic coherence at the country level.

Key Performance Indicators	Target	Status
Merger of PPC and KDM Divisions	By 1st of January 2015	Completed
Thematic strategy papers developed and approved	By June 2015	Delayed (initial drafts under review)
Number of CPFs approved by GGGI Management Team	At least 7 by November, 2015	4 drafted
GIAS department fully staffed	March 2015	Delayed

2 Transforming GGGI into an organization that manages for results

Rationale

- 14 GGGI has committed to strengthening its results-based management (RBM) system to ensure that the organization achieves the desired results in a cost-effective manner. A central feature of the reform is the emphasis on improving performance and ensuring measurable results. Generating management demand for performance information - in program, policy and budget decision-making processes is central to RBM. Implementing RBM involves several phases: articulating and agreeing on objectives, selecting indicators and setting targets, monitoring performance against targets, and taking action to improve performance and results based on lessons learned. Each phase is important to ensure transparency and accountability to GGGI Members, both contributing and participating.

Approach

- 15 To track progress in delivering results at the corporate level, the Strategic Plan 2015-2020 established a corporate results framework. It describes three strategic outcomes that all GGGI activities aim to achieve. The Work Program and Budget identifies specific results to be achieved at the project level in 2015 and 2016. These expected results are based on project logical frameworks nested under the corporate results framework. They reflect the 'ONE GGGI' approach by ensuring that the contributions of different parts of GGGI are integrated seamlessly within projects and work towards shared goals.

Progress

- 16 Over the first half of 2015, GGGI continued to strengthen its results-based management system to ensure that management is informed, in a timely manner, of operational issues which could affect GGGI's performance against the Strategic Plan and Work Plan and Budget. This involves actions to improve both organizational efficiencies and effectiveness and portfolio-related results. Heads of Departments meet regularly with their project managers and report monthly to their respective Deputy Director General (DDG) or Assistant Director General (ADG). The DDG/ADG/Director for all divisions meet monthly with the Director General (DG) to review progress and discuss implementation problems or constraints against their respective Key Performance Indicators (KPIs). For GGP&I and KSD, this includes project-by-project assessments of issues that could affect achievement of results. So far, these meetings have mainly focused on: disbursements (against 2015 budget utilization projections); risks (both internal to the project and exogenous); and human resource issues (including both staff and consultants).
- 17 In spite of the progress made, challenges remain. Reporting progress on results faced difficulties as full alignment of project logical frameworks against the corporate results framework is yet to be achieved. There also remains methodological challenges in aligning project-level indicators with the corporate ones, as well as in maintaining consistency with planned results in the Work Program and Budget as projects evolve. With the budget revision process to begin in August 2015, project teams will be required to seek approval for any proposed major variations from planned results set out in the approved Work Plan and Budget 2015-16. More attention will also be given on data quality, to ensure that the performance data that is obtained is meaningful and valid.
- 18 Further implementation challenges include building capacity among staff in: (i) utilizing logical frameworks as a management tool; (ii) moving to a new integrated enterprise resource platform; (iii) harmonizing targets and indicators with the GGGI corporate results framework; and (iv) ensuring proposed modifications in the logical framework results (requested by governments) remain aligned with the commitments made in the Work Program and Budget. To address these challenges, GGGI will have to introduce capacity development initiatives on project cycle management and RBM.

Key Performance Indicators	Target	Status
Project logical frameworks reviewed and refined	By 31st March 2015	Achieved
Project logical frameworks aligned to the corporate results framework	By 31st March 2015	Not achieved (new target date - by October 2015)
Corporate results framework refined with improved indicators, baselines and targets	By 31st March 2015	Not achieved (new target date - by October 2015)

3 Balancing focus between Least Developed and Middle Income Countries

Rationale

- 19 At present, 71% of GGGI's country programming budget is spent in lower and upper middle income countries (MICs). GGGI's strategic priority is to increase impact in LDCs by targeting 50% allocation of core resources to LDCs by 2020. In view of this, GGGI's LDC Expansion Plan was initiated in February 2015. The underlying objective of the plan is to operationalize a process for scoping potential expansion into new LDCs over the period of the Strategic Plan 2015 – 2020.
- 20 In addition to strengthening programmatic impact in LDCs, GGGI recognizes the importance of balancing LDC/MIC resource allocation and maintaining global relevance through engagement with MICs, particularly BRICS countries. Given that GGGI promised its Members that the organization will focus on Member countries, this necessitates an effort to ensure that the non-Member countries where GGGI currently operates, all of which belong to the MIC category, become Members. Emphasis will be placed on MICs that show tangible interest in membership and where GGGI can have significant impact.

Approach

- 21 GGGI's LDC Expansion Plan charts the course towards GGGI's strategic goals in demonstrating impact and resource allocation among LDCs. The underlying objective of the plan is to: (i) operationalize a process for scoping potential expansion into new LDCs and (ii) create a 50:50 balance in programmatic interventions between LDCs and MICs over the period of the Strategic Plan 2015-2020.
- 22 The plan details a phased approach in the scoping expansion into new LDCs. Phase I (Initiation) targets country selection in LDC programming opportunities that are consistent with GGGI strategic priorities through desk-based research and stakeholder consultation. Phase II (Design) delves further into strategic analysis and in-country consultation in identified LDCs to determine the relevance and likely areas of feasibility for GGGI's interventions and potential for membership. Phase III (Scoping project) will be activated by the GGP&I team as it involves direct program implementation. The results from this phase will set the foundation for long-term programmatic engagement.

Progress

- 23 GGGI has completed Phase II (Design) in Nepal, Senegal and Uganda with a scoping proposal submitted to the Council in July for consideration under a supplementary budget request. The preliminary interventions in these countries range from assessing pathways to implement the Low Carbon Economic Development Strategy (LCEDS) in Nepal, supporting Senegal's Centre de Suivi Ecologique (CSE) - the first national institution to be accredited to GCF, and to implement a project through the Green Climate Fund (GCF) for the development of the National Green Growth Strategy of Uganda. The activities are all aligned to GGGI's strategic outcome of "strengthened national, sub-national, local green growth planning, financing and institutional frameworks". Subject to Council approval of the proposed budget, 32% of the total country programming budget will be allocated to seven LDCs in the second half of 2015, compared to 29% in four countries at the beginning of 2015.
- 24 Discussions in Myanmar is currently in Phase II at an advanced stage.
- 25 Scoping of potential expansion (Phase I) in other countries from the thirteen shortlisted countries in the LDC Expansion Plan are underway.

- » Three other countries where Phase I will be initiated in July/August are Laos, Mozambique, and Kiribati. Initial country visits are planned for early, mid-July, and August respectively. Programming in these countries will be subject to revenue considerations.
- » East Timor, Comoros, and Tanzania may follow in the next round.

26 Consistent with GGGI's priority to focus on Member countries, GGGI will continue to pursue membership with these countries. In fact, full delivery of programs as a follow up to the scoping phase will depend on: (i) progress made in the membership process (See Annex 1 GGGI Membership Expansion Status) and (ii) revenue considerations.

27 Progress in converting non Member MICs into Members is reflected in the next section.

Key Performance Indicators	Target	Status
Number of new LDC programming	2	3 LDCs scoping
Balancing of Budget (%)	29	32 (if supplementary budget proposal is approved)
Number of total LDC programs	6	7 (if supplementary budget proposal is approved)
LDC/MIC budget (in %)	29: 43	32: 41 (if supplementary budget proposal is approved)

4 Bringing new Members on board and Mobilizing Resources

- 28 GGGI's Strategic Plan 2015-2020 outlines the overarching funding goal of \$40 million in core and \$40 million in earmarked by 2020. This will require a coherent and targeted approach towards membership expansion and resource mobilization efforts.
- 29 These efforts are primarily aimed at: (i) expanding GGGI's membership base, with a focus on LDCs and BRICS ; (ii) mobilizing core (i.e. Contributing Members) and earmarked funding, in-kind contributions, as well as attracting investment flows to GGGI's in-country green growth initiatives. In this regard, GGGI places importance on mobilizing resources for bankable projects that flow directly from investors to project originators; the ability to generate green investment by building on our experiences (e.g. in Ethiopia and Colombia) is key to furthering the green growth evidence base.
- 30 In particular, bringing Contributing Members on board is an extremely time-consuming process which would benefit from the support of existing Members. It is critical that current Members increase GGGI's visibility by promoting GGGI's work through their respective networks.
- 31 Operationalizing the London focal point will serve to strengthen GGGI's presence in Europe towards membership expansion and resource mobilization efforts.

Rationale

- 32 Broadening GGGI's membership base, which is open to all members of the United Nations, is crucial for sustaining its long-term role as an international treaty-based organization. Given that green growth is a global issue requiring a concerted response by governments, expanding GGGI membership in countries with different income and growth trajectories will help strengthen GGGI's relevance globally.
- 33 Bringing BRICS countries in the membership pool, particularly the ones where GGGI has existing operations, is important to: (i) ensure GGGI's commitment to focus on Member countries holds true and (ii) raise its ability to tackle climate change through these high emission countries. Achieving membership from LDC countries, on the other hand, is also important to create a balanced portfolio among LDCs and other income category countries. The third reform area noted progress in achieving LDC/MIC programmatic balance and the parallel effort in seeking membership from more LDCs. Engaging LDCs as Members will contribute to GGGI's ability to bring about impact in LDCs.
- 34 There is also a need to raise core contributions and earmarked funding to sustain expanded LDC operations. Reform area 4 thus focuses more on the progress made in engaging Contributing Members.

Approach

- 35 GGGI takes a five-pronged approach to increase momentum in attracting Contributing Members:
- i. Providing potential Contributing Members with access to GGGI and its programs and operations without any pre-conditions to increase opportunities for engagement and build confidence. Abandoning the "pay-to-play" model, so that a \$5 million contribution is encouraged but not a pre-requisite obligation, which will enable potential donors to gain more intimate knowledge of GGGI.
 - ii. Building core programmatic alignment - while staying true to organizational priorities - with potential resource partners.
 - iii. Seeking earmarked funding to increase the pace of developing bankable green projects within GGGI's programmatic and geographic scope.
 - iv. Ensuring that GGGI's programming efforts stay globally relevant by responding to the post-2015 development agenda, in particular the SDGs.
 - v. Developing coherence in resource mobilization efforts, by linking efforts to target contributing Members at the corporate and in-country levels.

3. Brazil, Russia, India, China, South Africa.

36 GGGI's strategy in engaging BRICS is aimed at sustaining high-level political dialogue, demonstrating results through projects in BRICS countries where GGGI has operations (i.e. India, China and South Africa) and pursuing these countries to join as Members to maximize programming impact. For new LDCs where GGGI is expanding its operations, membership of these countries would be a key requirement for moving scoping projects to full delivery.

Progress

- i) GGGI has stepped up efforts to establish relationships and raise its profile with a wide range of donor countries. More information on bilateral meetings conducted is reflected in Annex 1 - GGGI Membership Expansion Status.
 - ii) GGGI has developed a Partnership and Resource Mobilization Strategy that highlights GGGI's short- and medium-term strategy to engage Contributing Members. The CPF process will also be an important tool to articulate programmatic priorities and guide resource mobilization efforts at the country level.
 - iii) GGGI is reviewing the Establishment Agreement in order to allow for the possibility of EU membership. The European Commission has expressed keen interest in supporting GGGI.
 - iv) GGGI is actively promoting its existing activities with potential resource partners and funding programs to raise its visibility and potential in collaborating on bankable project development. However, progress has been slow in this area due to delays in recruitment and operationalizing our "Green Investment Advisory Services".
 - v) GGGI has submitted funding proposals to various institutions including Millennium Challenge Corporation and International Climate Initiative (IKI) of the German Federal Environment Ministry (BMU). Meanwhile GGGI has also approached multiple development agencies to discuss partnership in developing bankable projects.
- 37 Progress on BRICS countries with GGGI operations (i.e. China and South Africa) has been slower than expected. Despite multiple bilateral meetings both at the higher political and technical levels, there is still no clear indication on when these countries are expected to join GGGI as Members. This raises the question as to how long GGGI should continue to spend scarce resources in Middle Income Countries in the absence of clear progress on membership.
- 38 Progress towards membership in LDCs, on the other hand, has been more positive. Uganda and Comoros both have submitted letters of intent and there has been good indication from Nepal and Myanmar regarding possible membership.

Key Performance Indicators	Target (2015)	Status
Number of letters of intent received	5	3
Number of new LDCs becoming a Member	1	0
Number of new Contributing Members	1	0
Number of non-Member countries (including BRICS) where GGGI has operations sending a letter of intent or joining as a Member	1	0
Partnership and Resource Mobilization Strategy (PRMS) approved by the Council	By July 2015	Draft consulted with MPSC Members and comments incorporated
Institution-wide adoption of the procedures for Resource Mobilization	By November 2015	Procedures have been developed

5 Increasing GGGI's relevance and communicating effectively

39 To advance GGGI's vision and drive the green growth agenda forward, it is imperative GGGI increases its relevance by playing a role in shaping and nurturing the international policy agenda. This has to be reinforced through internal and external communications of GGGI's implementation and impact on the ground.

5.1 Increasing GGGI's relevance

Rationale

40 As an emerging international organization focused exclusively on green growth, GGGI can play an increasingly important role in shaping the global architecture to drive greener growth (a subset and effective policy response to the sustainable development goals). While GGGI continues to focus on in-country delivery to demonstrate practical examples of green growth, there are opportunities to utilize the green growth evidence base and GGGI's in-country experiences to shape the international policy agenda.

Approach

41 GGGI aims to demonstrate its relevance through its evidence base, thought leadership and strategic partnerships. Staying ahead of the curve would require GGGI to revitalize its convening power, influencing decisions at the highest levels and achieving results on the ground. Critical decisions will be made this year that will determine whether the world will succeed in its effort to eradicate poverty and stimulate growth based on low-carbon development pathways. The Institute's approach to addressing these urgent challenges at the intersection of development and climate change is based on our flagship initiatives, the progress of which are highlighted below.

Progress

- i) Launching an Inclusive Green Growth Partnership with the United Nations regional Economic and Social Commissions and Multilateral Development Banks. Operating as a cohesive yet global network, this Partnership aims to leverage the partners' respective strengths and offer game changing solutions to address policy barriers for green growth and promote social inclusion at the country level in a complementary and coordinated way.
- ii) Launching a series of sub-regional Ministerials to identify and develop common technical and financial approaches to scale up green investment, particularly among Ministers of planning, finance and the economy. The Ministerials are intended to complement and add value to a broader set of existing regional and global inter governmental processes and initiatives, including the Global Green Growth Summit. The relevance of the Ministerial lies with GGGI's ability to work with governments to translate policy conclusions from the Ministerial into impactful actions on the ground through GGGI's country programming.
- iii) Strengthening South-South Cooperation, including through the Institute's Governance Organs, to foster knowledge sharing and technical cooperation, and demonstrate the green growth evidence base. GGGI's capacity development initiative emphasizes active and substantive debate, strategic policy dialogue and knowledge sharing amongst Members.
- iv) Participating in COP21 and other high-level events to shape international policy agenda. GGGI will arrange a side event at COP21 on developing bankable green investment projects and launch the Inclusive Green

Growth Partnership.

- v) Continuing the Global Green Growth Summit (GGGS) to stimulate action-oriented discussion among Heads of State, Heads of Government and private sector leaders on economic growth, new investment, job creation and innovation through inclusive green growth policies and actions. Four summits have been convened since 2011 and GGGS continues to be one of the Institute’s flagship events.
 - vi) Continued leadership in the Green Growth Knowledge Platform (GGKP) and Green Growth Best Practices (GGBP), including hosting the 2016 GGKP conference back-to-back with the GGGS. GGKP is a global network of international organizations and experts that offers practitioners and policymakers the policy guidance, tools and data necessary to support the transition to a green economy. GGBP on the other hand, shares cutting-edge evidence, analysis and best practices in green growth.
 - vii) Supporting the G20-mandated platform “GreenInvest” to mobilize design of policies and de-risking instruments to attract private capital, in particular from institutional investors. GGGI is the Secretariat for GreenInvest and is facilitating the operationalization of three working groups.
- 42 Mobilizing Council Members and fostering strategic partnerships, including non-state actors (e.g. C40 Cities Climate Change Leadership Group, World Business Council for Sustainable Development), to achieve more synergistic results in international efforts to promote green growth and program delivery. Enhancing GGGI’s relevance is not without its challenges. Although GGGI’s governance structure represents an opportunity for the twenty-four Members to establish a joint voice in international policy support towards green growth at global platforms (e.g. UN Annual Meeting), the seniority of representation is not high enough to provide the visibility, influence, access and reach required to achieve this.
- 43 Members can play a more active role in enhancing GGGI’s relevance through: (i) influencing BRICS countries to become GGGI Members; (ii) lobbying domestically for green growth policy change and/or support and private sector involvement; and (iii) promoting GGGI and its work in regional and international forums.

Key Performance Indicators	Target	Status
Launch of Inclusive Green Growth Partnership	December 2015	Discussions are currently underway with the WB, ADB, IADB, AfDB, EBRD, ESCAP, ECA, ECLAC, ESCWA. Discussions with prospective partners indicate a common interest to launch the Partnership will during COP21. Members will be updated on progress during the Seventh Session of the Council.
Sub-regional green growth Ministerial proposal approved by the Council	November 2015 (Eighth Session of Council)	Supplementary budget proposal for the scoping of sub-regional green growth Ministerials proposal will be tabled at Seventh Session of the Council.
First sub-regional green growth ministerial launched	First half of 2016	Supplementary budget proposal for the delivery of the sub-regional Ministerials will be tabled in Eighth Session of the Council.
Launch the G20 mandated dialogue platform “GreenInvest”	2015	GreenInvest launched under the Turkish Presidency of the G20, in connection with the G20 Development Working Group.

5.2 Communicating Effectively

Rationale

- 44 It is imperative for GGGI to have a strong communication and outreach efforts in order to effectively demonstrate progress and results in implementing its Strategic Plan, including implementing the “ONE” GGGI approach. Principally, GGGI should prioritize its communications with four primary audiences: i) GGGI contributors; ii) GGGI participating countries; iii) partner organizations; and iv) GGGI staff. Additionally, the organization needs to improve its international profile through publications, articles and marketing material, as well as through greater coverage in leading international media outlets.

Approach

- 45 With a new strategic direction, GGGI will need to expand its global communication outreach with sharpened messaging and storytelling capacity to raise its profile. There is a need for thought-leadership commentary in print media and to garner more traction in leading electronic media outlets. GGGI’s Communications Strategy focuses on the following:
- » Effectively conveying the results of GGGI’s work to contributors, participating countries and partners
 - » Enhancing the profile of contributors, participating countries and partners within GGGI communications to better showcase the impact of their inputs
 - » Improving internal communications to facilitate internal knowledge sharing and enhance external communications
 - » Raising GGGI’s international profile to such a level that it is known globally as the go-to organization for green growth-related delivery

Progress

- 46 Since the start of 2015, the Communications team has made the following progress in its strategic priorities:
- i) To more effectively convey the results of GGGI’s work to contributors, participating countries and partners:
 - » 2014 Annual Report: overview of the GGGI’s work in 2014 with specific emphasis on concrete results
 - » Four external newsletters, “Letter from the Director-General”, issued to GGGI members, contributors, partners, etc.
 - » Multimedia ‘Stories of Change’ that capture the essence of GGGI’s in-country projects. (Philippines is near completion and three more stories are scheduled for production in the second half of 2015).
 - » Press and media communications of new publications and reports with better visualizations and analysis that distil complex research into clear, concise messages.
 - » Development of publication summaries and marketing materials with improved branding (i.e. UNIDO report, Indonesia Green Growth Strategy Documents)
 - ii) To enhance the profile of contributors, participating countries, and partners within GGGI communications to better showcase the impact of their inputs:
 - » Updated and redesigned the “International Cooperation” brochure detailing where and with whom GGGI works, as well as the contributor and partner inputs; this is used extensively at briefings abroad and at GGGI headquarters
 - » Established new relationships with communications counterparts from contributing and in-country partners (i.e. UK’s DFID, Philippines Climate Change Commission) and international organizations and networks (including UNFCCC, UNEP, UNIDO, ADB, G20, New Climate Economy, GGKP) to coordinate and enhance mutually beneficial outreach and communications
 - iii) To improve internal communications to facilitate internal knowledge sharing and enhance external communications:
 - » Developed and launched an internal website, the ‘GGGI Main Portal’.
 - » Developed and disseminated the new GGGI Visual Identity Guideline to align GGGI’s visual assets and ensure they are used appropriately and consistently in all communications products.
 - » Four issues of the internal newsletter, “Inside GGGI”, to specifically highlight in-country work, staff development and knowledge sharing activities
 - » Staff meetings and communique organized by the Director-General

- » Launch of 'Yammer', enterprise social software used to enhance collaboration and communication within GGGI
- iv) To raise GGGI's international profile to such a level that it is known globally as the go-to organization for green growth-related delivery.
 - » Continuous update of GGGI website (over six-month period): sixteen press releases; twelve reports; over five events; ten Spotlights; and numerous webpage updates
 - » Social Media: Increased presence - Twitter follower increase of 700 since December 2014; new followers include influential accounts (i.e. embassies, UN organizations, MDBs); Enhanced profile of contributors and partners by linking and tagging in social media communications to note contribution and collaborative projects and results
 - » As of June this year, the Director-General conducted thirty interviews with journalists from international media, including the Financial Times, the New York Times, Reuters, Bloomberg, Foreign Policy, the Guardian, the Economist, the Associated Press, Politico, RTCC and ClimateWire.
 - » The Director-General and the Chair of the Council have written at least ten articles for news outlets and publications, including Huffington Post, RTCC, the OECD Yearbook, Australian CleanTech, the Up in Smoke Report, Bangkok Post, the Himalayan Times, Ceylon Daily, Dhaka Tribune, JoongAng Daily, Europe's World and UNAIDS.
 - » The Director-General has also been sharing his expertise and insights by giving video messages. He conducted video interviews with television stations, media reporting services and organizations, including ADB, Arirang TV, the Netherlands Institute of International Relations and the International Institute for Sustainable Development (IISD) Reporting Services.

Key Performance Indicators	Target	Status
Stories of Change	4 in 2015	Philippines under production
Survey to Member Countries - The Communications teams will survey GGGI Member countries about Communications efforts to gauge if there has been improvement	September 2015	Draft Completed

6 Delivering more for less: enhancing economy, efficiency and effectiveness

Rationale

47 Enhancing GGGI's economy, efficiency and effectiveness is critical if the Institute is to deliver on its programs and operational priorities while prudently using limited resources. While GGGI has made much progress in implementing a number of institutional reforms, maintaining the support and confidence of current contributors and attracting additional donors will require GGGI to become even more responsive, efficient and effective.

Approach

- 48 GGGI will continue to streamline its operational, institutional and budgetary processes, weighing time and resources costs against value added. The goal is to achieve, within the resources available, business processes that facilitate continued improvement in organizational efficiency, effectiveness and matching of resources with priorities, while safeguarding the legal and financial integrity of the Institute and its operations.
- 49 Organizational Restructuring: Corporate reform involved a thorough examination of GGGI's governance mechanisms, a number of executive management positions and roles, as well as divisional and unit functions to ensure the delivery of corporate goals through a value-for-money approach. GGGI also reinforced efforts to roll out the Enterprise Resource Planning system that was originally planned for pilot implementation at the end of 2014. This included the hiring of additional support to develop, test and pilot launch three modules by June 2015.
- 50 Procurement Processes: Procurement had to be strengthened further with the development of a procurement manual to assist GGGI personnel in proper implementation of the revised Procurement Rules. Where cost-effective to do so, GGGI will continue with technological improvements to enhance program support, reduce transaction costs and increase productivity. The goal of these and other efforts is to give GGGI the processes, systems and technologies it needs to effectively deliver its programmatic activities and operational priorities, while strengthening audit and integrity functions.
- 51 Human resources: GGGI conducted an organization-wide survey to identify and prioritize staff concerns at the end of 2014. The survey revealed a wide range of staff concerns, including the need for uniformity in GGGI's grade structure and career/professional development prospects.
- 52 More will be done to improve management with a focus on performance priorities and talent management, including implementation of a 360-degree evaluation program to identify strengths and weaknesses in management capabilities. In light of GGGI's strengthened country-focus, staff in country offices will have more authority within a clear accountability framework. GGGI will explore strategic staffing solutions, including outsourcing certain human resource functions, to address current and changing realities while ensuring that it has the workforce it needs in order to achieve its strategic operational priorities.

Progress

- 53 GGGI has implemented a number of reforms that have enabled it to do more with less and improve its effectiveness.
- 54 Organizational Restructuring: GGGI's revised organizational restructure aims to lower operational expenses and improve organizational performance through a flatter and less fragmented management structure. Cost savings have already been achieved as a result of ceasing the CFO position and the position of Chief Economist, as well as reducing the number of GGP&I directors from five to three.
- » The number of M&A units have also been reduced from six to five to ensure consolidation and better service delivery. Similarly, the number of SPC units has been reduced from five to three.
 - » The merger of the role of the President of the Assembly and Council Chairman into one and the

reduction in the number of governance committees and meetings is also further reducing non-programmatic costs. The Office of the Executive Management Group (OEMG) has been abolished in favor of an Office of the Director General (ODG). These measures have resulted in a total cost savings of approximately \$1.2 million in one year.

- » The number of country portfolios have been reduced from five to three, which has resulted in fewer management layers and freed resources for in-country services. The roles and responsibilities of the department heads have been redefined to better align relevant expertise within the organization and facilitate greater synergy in programmatic implementation. The merger of KDM and PPC into one division also allows for more effective delivery of interdepartmental and interdivisional work by harnessing multidisciplinary skills.
- » The three Council sub-committees were merged to form the Management and Program Sub-Committee (MPSC) thereby reducing costs of governance while maintaining an appropriate level of oversight.

- 55 New information and communications technology - including an Enterprise Resource Planning system - has been put in place to streamline operations and automate finance, budget, human resource, procurement, project management, asset management, travel and expense claim processes.
- 56 Efforts to strengthen financial integrity safeguards included introduction of Investment Guidelines and Corporate Credit Card Guidelines, revisions to the Financial Regulations, establishment of a Working Capital Fund, approval of new Procurement Regulations and Procurement Rules and improvements in tender documentation and procedures. In an effort to safeguard the organization's legal integrity, Guidelines for use of GGGI's Legal Services Department were issued so that all staff are aware of the requirements relating to legal review and clearance of documents and activities. This aims to ensure that GGGI's affairs are carried out in compliance with ethical standards, existing laws and internal regulations and rules, and in a manner that minimizes the likelihood of adverse publicity arising from disputes.
- 57 Human Resources: GGGI has put in place the foundation for a performance management culture by introducing management reviews and linking work targets to individual performance results. Based on lessons learned in 2014, the performance management system is being further improved to include better indicators, staff training and regular communications between staff and supervisors.
- 58 GGGI is also currently in the process of unifying its grade structure and more closely aligning it to the UN common system. The conceptual framework has been approved and the regrading exercise is being implemented in a phased manner, with completion anticipated in December 2015.

Key Performance Indicators	Target	Status
At least three ERP modules completed and rolled out	June 2015	Achieved
Cost savings gained through restructuring of the organizational structure	March 2015	Achieved
Proposal for changes to staff regulations as a result of new grade classification approved by the Council	November 2015	Initial concept drafted

PART II: GGGI Progress on Results

1 Generating Results from GGGI's Portfolio of Projects

- i) GGGI's Strategic Plan 2015-2020 and Work Program and Budget 2015-16, approved at the 6th Council meeting in November 2014, along with the supplementary budget approved by written procedure on 30 March 2015, describe the results that GGGI aims to achieve and how they will be delivered. This section describes the context and progress made in delivering on these commitments in the first half of 2015.
- ii) GGGI's vision is a resilient world of strong, inclusive and sustainable growth. To realize this, the Strategic Plan sets a clear objective for GGGI to help member countries move towards models of green growth that simultaneously achieve poverty reduction, social inclusion, environmental sustainability and economic growth.
- iii) To achieve this objective, the Strategic Plan outlines an approach that includes:
 - » Supporting partner countries move along GGGI's 'Value Chain', a pathway to achieve green growth through: (i) assessment and analysis; (ii) policy and planning; and (iii) designing, financing and implementing green investments.
 - » Providing services along GGGI's Value Chain that seamlessly integrate GGGI's diverse expertise and capabilities to meet country needs – i.e.: 'ONE GGGI'.
 - » Focusing our efforts in four thematic areas: (i) energy; (ii) green city development; (iii) land-use; and (iv) water.
 - » Managing for results and ensuring poverty reduction, social inclusion and environmental and social safeguards are adequately addressed in all our work.
 - » To further guide the implementation of the Strategic Plan in each country, GGGI is developing Country Planning Frameworks (CPFs) for the period 2015-2020, which is discussed further below.

2 GGGI's Portfolio Results in the first half of 2015

59 GGGI is currently implementing thirty-eight projects across nineteen countries in Africa, Latin America, Middle East, Asia and the Pacific⁴. As of 31 May 2015, GGP&I and KSD have disbursed \$6.5 million or 54% of the projection to date. The factors affecting the slow disbursement relate primarily to the constraints GGGI has had with regard to the time it has taken to: (i) recruit and place staff in new or vacated positions considering more than 55% of the budget is allocated for staffing; and (ii) put in place arrangements to ensure all staff working in partner countries are meeting the necessary legal requirements (e.g., visas, work permits, taxes, banking regulations, etc.), particularly in countries where GGGI does not yet have a host country agreement. GGGI is actively exploring new strategic staffing solutions, including outsourcing human resources department functions, to address current and changing realities. Also given that the budget approved by the Council is for the biennium 2015-16, disbursement is going to pick up in the later part of the year, when obligations to outsourcing, a key cost driver for GGGI, are expected to be paid.

4. Country Portfolio A comprises Cambodia, Indonesia, Philippines, Thailand, and Viet Nam in Southeast Asia, and the Pacific Island countries Fiji and Vanuatu; Country Portfolio B comprises the People's Republic of China, India, and Mongolia in Asia and Colombia, Mexico, and Peru in the Americas; and Country Portfolio C comprises Ethiopia, Jordan, Morocco, Rwanda, South Africa, and UAE in Africa and the Middle East.

3 How GGGI tracks progress in delivering results

- 60 As noted in Part I of the report under the reform area “Transforming GGGI into an organization that manages for results” a key feature of GGGI’s results based management system in 2015 is the establishment of a system to allow tracking of progress in achieving outcomes and delivering outputs against the project logical frameworks for the portfolio as a whole, and aligning this to the Strategic Plan’s corporate results framework. An enterprise resource platform has been developed to allow real-time monitoring against all logical frameworks.
- 61 To track progress in delivering results at the corporate level, the Strategic Plan established a corporate results framework. It describes three strategic outcomes that all GGGI activities aim to achieve:
- » Strategic Outcome 1: Strengthened national, sub-national and local green growth planning, financing and institutional frameworks.
 - » Strategic Outcome 2: Increased green investment flows.
 - » Strategic Outcome 3: Improved multi-directional knowledge sharing and learning; South-South and South-North-South.
- 62 The Work Program and Budget identifies measurable results to be achieved at the project level in 2015 and 2016. These expected results are based on project logical frameworks which are nested into GGGI’s corporate results framework⁵ They reflect the ‘ONE GGGI’ approach by ensuring contributions from different GGGI divisions are smoothly integrated in our projects and work towards common results.
- 63 In the first half of 2015, GGGI further refined the indicators, baselines and targets to improve the measurability of project results. An Enterprise Resource Planning (ERP) system was also introduced to enable more systematic and efficient tracking of progress against expected project results.
- » Together, these efforts will enable GGGI to track and report on results using specific, measurable, achievable, relevant and time-bound, or ‘SMART’, indicators and baselines at three levels over the life of the Strategic Plan:
 - » Outputs (short-term): Products and services delivered by GGGI through our country and global projects, in line with our Value Chain and four thematic areas of focus.
 - » Outcomes (medium-term): New or different actions by individuals or organizations resulting from our interventions (outputs), which help a country progress towards its green growth objectives. These will generally be aligned with GGGI’s three strategic outcomes.
 - » Impacts (long-term): Economic, social and environmental benefits arising from the green growth actions, decisions, policies and investments of countries. Indicators will be further reviewed and aligned to existing available data in country and the forthcoming Sustainable Development Goals as appropriate.
- 64 To ensure all projects adequately address poverty reduction, social inclusion and safeguard considerations, corporate guidelines have been prepared following a review of GGGI projects. To help drive implementation, the guidelines have been integrated into the ERP and are being actively piloted through the rollout of Country Planning Frameworks. Ongoing monitoring of these issues will be supported through the inclusion of relevant indicators in project results frameworks.

5. For example, many country projects have planned outputs and outcomes that relate to the development of green growth national policies or strategies. While it is important to be able to track and report on the progress of each individual project towards these results, the monitoring processes for these should also enable GGGI to report against the indicators for Strategic Outcome 1 of the corporate results framework, which relate to: (i) the number of green growth policies that GGGI has helped produce; (ii) the extent to which green growth has been integrated into government policies and processes; and (iii) the likelihood of having a transformational impact.

65 During the first half of 2015, GGGI delivered three outputs against a planned four outputs. By the end of 2015, the WPB has programmed achievement of twenty-one outcomes and fifty-four outputs. Given the low level of disbursement in the first half of 2015, achieving those targets will require a substantial increase in the activities under the projects. The figures in the tables below have been compiled primarily from the outcomes and outputs identified in the logical frameworks that were used to populate the enterprise resource platform. Checks have been made to ensure the planned accomplishments still align with the WPB approved by Council, but some slight variations have occurred. A full report providing justifications for any adjustments or changes in timing is being compiled to be submitted to Council later this year.

DIVISION/DEPARTMENTS	OUTCOMES					
	WORK PLAN BUDGET 2015-16					
	2015				2016	Total 2015-16 Budget
	1st Half		2nd Half	Total	Total	
Target	Achieved					
GGGI Portfolio of Projects	0	0	21	21	33	54
GGPI	0	0	14	14	22	36
> Office of the ADG						
> Country Portfolio A	0	0	1	1	8	9
> Country Portfolio B	0	0	8	8	11	19
> Country Portfolio C	0	0	5	5	3	8
KSD	0	0	7	7	11	18
> Office of the ADG						
> KS	0	0	4	4	8	12
> GIS	0	0	3	3	3	6

DIVISION/DEPARTMENTS	OUTCOMES					
	WORK PLAN BUDGET 2015-16					
	2015				2016	Total 2015-16 Budget
	1st Half		2nd Half	Total	Total	
Target	Achieved					
GGGI Portfolio of Projects	4	3	50	54	68	122
GGPI	4	3	27	31	45	76
> Office of the ADG						
> Country Portfolio A	0	0	5	5	20	25
> Country Portfolio B	2	1	12	14	17	31
> Country Portfolio C	2	2	10	12	8	20
KSD	0	0	23	23	23	46
> Office of the ADG						
> KS	0	0	15	15	15	30
> GIS	0	0	8	8	8	16

4 Measuring success: Progress on results from the 1st half of 2015

67 Notwithstanding these implementation issues, GGGI's monitoring efforts of projects in the advanced stages of implementation show they are capable of exceptional and tangible outcomes once underway. Two examples are provided below, which demonstrate the kinds of transformative changes that GGGI is seeking to leverage from small but well targeted investments.

Philippines Eco-town Project

68 The Philippines is one of the most vulnerable countries in the world to the impacts of climate change. In response to this, the Government's Climate Change Commission (CCC) led the development of a National Climate Change Adaptation Plan and is now supporting sub-national governments with adaptation actions at the local level. GGGI supported one such effort in San Vicente, a municipality in Palawan province with a high poverty rate and an ecosystem that is particularly vulnerable to climate events. A coastal city dependent upon natural resources and with a population of 30,000, San Vicente is representative of the challenges facing communities in choosing resilient green growth pathways. These are common challenges across the Philippines, an archipelago of more than 7,000 islands with a quarter of the population living below the poverty line.

69 Under this project, GGGI partnered with the CCC, municipal leaders and local stakeholders to implement a scientific and participatory approach, the 'eco-town framework', to assess climate change risks in the different sectors and agree on a prioritized list of adaptation actions. The results of this project were adopted through a Municipal Resolution and now serve as basis for climate-proofing San Vicente's local development plans. The project demonstrated the 'ONE GGGI' approach, with GGGI's technical experts working closely with the in-country team to develop the successful eco-town framework. The project exemplified GGGI's method of engaging and incorporating the inputs of local stakeholders, including those in the local government, private sector, women and the poor, to foster ownership and support. The lessons and results of the project were presented to the Cabinet Cluster on Climate Change, headed by President Benigno S. Aquino III who expressed interest in rolling out the eco-town approach to other local governments.

70 The project is yielding encouraging results:

- » The results of the project now serve as basis for the ongoing preparation of the Municipal Tourism Master Plan and Comprehensive Land Use Plan, which will guide the medium-term and long-term development in San Vicente. The municipality has adopted a 50-meter easement zone in its Municipal Tourism Master Plan to regulate the construction of permanent infrastructure along the municipal coastline and protect its marine resources.
- » A number of adaptation actions are being implemented. River de-siltation is ongoing to address flooding while the municipality government is preparing a sanitary landfill proposal to address solid waste management concerns. Illegal fishing practices have been curbed and seaweed farming has been introduced to supplement the income of fishermen. Drought-resilient crops have been introduced to support the farming sector. Alternative livelihood activities for women have also been initiated to augment the income of fishing and farming households.

In response to Government interest and building on the lessons of this project, GGGI in partnership with the CCC, are now implementing second phase to scale-up the eco-town framework approach in the provinces of Palawan and Oriental Mindoro. The aim is to cover more local government units and accord equal focus to both climate resilience and economic development. Aside from supporting these provinces in vulnerability assessment and adaptation, the project will also help with identification, project development and investment matching for priority investments that promote climate resilience and economic growth.

71 GGGI will also support the packaging and submission of priority investments for financing under the national government's Peoples Survival Fund (PSF). GGGI is also working with CCC towards an upcoming broader collaboration to help local governments access the PSF. The PSF was legislated in 2012 with an initial appropriation of \$25 million to provide long-term financing for climate change adaptation projects of local governments and communities.

India – Mainstreaming and Implementation of Green Growth Strategies in Karnataka

72 Like San Vicente, the highly drought-prone Indian state of Karnataka faces significant environmental and economic challenges due to climate change. With 68% of its farmland lacking irrigation and high dependence on hydro-power for electricity, Karnataka faces significant risks to the sustainability of agricultural production and the security of food, water and energy in the coming decades. The growth pathway that Karnataka chooses is significant: it is the eight largest state in India with a population of 61 million, of which 20% still live below the poverty line. Heavy reliance on dwindling aquifers for irrigation and a projected tripling of industrial demand for energy by 2030 is expected to increase stress on Karnataka's resources.

73 Since 2013, GGGI together with the Bangalore Climate Change Initiative Karnataka (BCCI-K) has led a research consortium to assess challenges and opportunities in the agriculture, water, energy and forestry sectors, using sophisticated analytical tools and models. This has resulted in a proposed comprehensive green growth strategy for Karnataka, the first of its kind at the state level in India. The strategy prioritized and shortlisted fourteen investment opportunities across multiple sectors to improve environmental sustainability while also promoting socially-inclusive economic growth.

74 The project has generated positive results in terms of influencing policy and allocation of public finances:

- » The strategy has informed Karnataka's State Action Plan on Climate Change, produced by the government's Environmental Management and Policy Research Institute (EMPRI). EMPRI has also used GGGI's analysis in training and capacity building of state government officials to implement the Action Plan.
- » In his 2015 budget speech, Karnataka's Chief Minister Shri Siddaramaiah announced \$1.9 billion of investment to expand irrigation in drought-prone districts, including the use of water efficient micro-irrigation which has the potential to improve water use efficiency by up to 90-95%. This was one of the shortlisted opportunities for investment recommended in the green growth strategy. In recognition of the value of GGGI's contribution to date, the government has invited GGGI to participate in a working group to prepare a policy to guide the expansion of micro-irrigation across the state.
- » The project has attracted the interest of the National Institution for Transforming India (NITI) Aayog, a new government authority chaired by the Prime Minister and charged with providing expert advice to economic policy makers in India. In March 2015, GGGI was invited to present its work in Karnataka to senior advisors and a cabinet-level member of NITI Aayog, who expressed interest in adopting the approach for use in other Indian states. The Uttarakhand Government has also expressed interest in adopting the analytical framework used in Karnataka to inform the development and prioritization of green growth policies and investments in their state.

5 Delivering on GGGI's strategic outcomes and value chain

75 All country projects are developed through a consultative process with respective governments and stakeholders and reflect their priorities. The majority of projects are currently focused on the Value Chain stages relating to “assessment and analysis” and the development of “green growth policies and planning processes”. This highlights the importance of having sound analysis and an enabling policy environment in place as a foundation for green growth investments that will deliver economic, social and environmental returns. At the same time, a key priority is to ensure, based on the needs of client countries, that projects move towards the investment and implementation end of the Value Chain, so that green growth policies and planning lead to tangible results.

76 Some notable achievements in the first half of 2015, cast against our Strategic Outcomes and Value Chain, are:

Strategic Outcome 1: Strengthened green growth planning, financing and institutional frameworks

77 UAE: Transforming UAE's carbon intensive economy into a more sustainable and green one is the main objective of the National Green Growth Strategy developed with the support of GGGI. GGGI has provided expertise to help formulate concrete green growth measures related to waste and water management, renewable energy and transport. The Government officially approved the Strategy earlier this year and GGGI is currently working on the implementation phase in partnership with the ministerial-level Green Growth Council. GGGI has also helped establish a green growth 'help desk' to fast track the implementation of the prioritized green growth measures.

78 Vietnam: Under the Urban Green Growth Action project, GGGI together with UNDP is developing a green growth investment guideline to be unveiled before the end of 2015. The guideline will assist agencies, including the Ministry of Planning and Investment and the Ministry of Construction, to prioritize green investment options that implement Vietnam's National Green Growth Strategy and Action Plan. The analytical framework underpinning the guideline is already being used to inform the development of the Government's next five-year socio-economic plan (2016-20) and appraisal of green growth investment decisions by provincial governments. This work demonstrates GGGI's work in the policy and planning stage of the Value Chain.

Strategic Outcome 2: Increased green investment flows

79 GreenInvest: Improving access to private capital for green investments in emerging markets has been a longstanding focus of the G20. To address this challenge, and based on an initiative by the German Ministry for Economic Cooperation and Development (BMZ) in cooperation with the International Financing Corporation, GreenInvest was launched at the G20 Development Working Group meeting in Turkey on 4 June 2015. GreenInvest is a knowledge sharing platform that aims to increase the flow of private capital to bankable green projects in developing countries. GGGI is providing secretariat services and organizing one of the three working groups, which include: (i) mobilizing institutional investors for green investment; (ii) tailoring global financial instruments to investment pipelines; and (iii) shaping financial regulations and policies to create an investment-friendly environment.

80 Ethiopia: Under its Climate Resilient Green Economy (CRGE) initiative, the Ethiopian Government has set an ambitious target of reaching middle-income status by 2025 with no net increase in greenhouse gas emissions. To help achieve this vision, GGGI has supported the government to establish and capitalize a financing mechanism, the CRGE Facility. The facility has received funding contributions from the UK, Norway, Denmark and the World Bank, and is currently seeking accreditation to receive further contributions from the Adaptation Fund, Green Climate Fund and Climate Investment Fund. Since the end of 2014, the facility has allocated \$20.8 million to twenty-seven projects to fast track green growth investments.

Strategic Outcome 3: Improved knowledge sharing and learning on green growth

- 81 Sharing knowledge on green growth: An important aspect of GGGI's approach is ensuring a firm feedback loop between in-country experience and global knowledge products and services. GGGI is delivering on this through its flagship global knowledge sharing initiatives, the Green Growth Best Practices (GGBP) and Green Growth Knowledge Platform (GGKP). Together, GGBP and GGKP were accessed by over 51,000 visitors in the first half of 2015, helping to share global knowledge on green growth as well as supporting in-country delivery by providing access to best practices, tools and methodologies. This includes, for example, the GGBP session at the International Conference on 'Scaling up Wind Energy' in Ulaanbaatar, June 2015, where the report on "Green Growth in Practice: Lessons from Country Experiences" was shared with participants.
- 82 Generating knowledge on green growth: In addition, two major knowledge products have been finalized in the last six months, namely: (i) a report produced in cooperation with UNIDO on "Global Green Growth: Clean Energy Industrial Investments and Expanding Job Opportunities" which provides a methodology and analysis showing clear employment benefits from shifting investments from conventional energy sources to renewable energy sources; and (ii) the "Korean Green Growth Experience: Process, Outcomes and Lessons Learned" report which analyzes the experience of the Republic of Korea's five-year Plan for Green Growth (2009-2013). The findings of this report, which will be officially launched in July 2015, have already been shared with a wide range of stakeholders in GGGI partner countries as well as in South-North-South cooperation activities.

6 Delivering on GGGI's thematic focus areas

83 Under GGGI's Strategic Plan, four thematic areas of focus were identified: (i) energy; (ii) green cities; (iii) land use; and (iv) water. Approximately 32% of GGGI's in-country projects were focused on energy (primarily renewable energy, energy efficiency and innovation), 12% on land use, 20% on green cities and 12% on water. The following examples illustrate GGGI's work against some of these thematic areas in the 1st half of 2015.

Energy

84 Indonesia: GGGI is supporting the Ministry of Energy and Mineral Resources to assess the opportunities and challenges in Indonesia relating to green technologies. An extended cost-benefit analysis estimate that the aggregate net benefit generated across the nine identified green growth interventions (that included coal gasification) would be worth \$3.8 billion, equivalent to 10% of East Kalimantan's GDP. In connection with this work, GGGI has been supporting the East Kalimantan government to investigate the feasibility of expanding solar photovoltaic technology in the province, including identifying potential sites for off- and on-grid installations. Based on the preliminary findings, the government has begun exploring options to finance and implement an investment.

Green Cities

85 Rwanda: Further development of Rwanda's cities has been identified as a key driver of economic growth under the government's current Economic Development and Poverty Reduction Strategy 2013-18. However, with Rwanda's urban population growing twice as fast as the global average, this poses a range of environmental and social challenges. In the first half of 2015, GGGI has assisted the government to develop a National Roadmap for Green Secondary Cities Development to help drive green urbanization and economic development strategies that promote green job creation in Rwanda's secondary cities. An implementation framework and guideline for the development of green secondary cities has also been completed, and will inform the design of an investment strategy, green city pilot project and capacity building activities in the 2nd half of 2015.

Land use

86 Colombia Amazon Vision: In partnership with the Colombian Government, GGGI has supported and facilitated the mobilization of \$45 million of international financing towards the reduction of deforestation in the Amazon region. In particular, GGGI is working with Colombian authorities, Germany, Norway and the UK to secure financing for the Amazon Vision initiative under the REDD Early Movers program of the Development Bank of Germany (KfW). GGGI has provided its expertise to develop the Amazon Vision initiative as a payment for performance scheme and supported the preparation of a detailed investment plan that addresses deforestation drivers of the region.

87 In this context and as part of its mandate, GGGI provided recommendations on the mainstreaming of environmental safeguards, and poverty reduction and social inclusion considerations into the investment strategy. For example, stakeholders seeking funding will need to consider ways that agro-environmental production can be strengthened while also benefiting the livelihoods of local farmers and indigenous peoples.

Water

88 With the support of the Swiss Agency for Development and Cooperation (SDC), GGGI is currently working with partner governments to improve wastewater management practices in Vietnam, establish water information systems in Mongolia and develop a financing strategy for water investments in Peru. As the initial outputs under these projects are scheduled to be delivered in the 2nd half of 2015 and 2016, further progress on results will be reported at a later time.

6. KIPi Maloy, Moving Towards Green Growth, December 2014, GGGI.
http://gggi.org/wp-content/uploads/2015/02/Maloy_ENG_FA-low-res.pdf

Annex 1:
GGGI Membership Expansion Status
(Status as of 30 June 2015)⁷

I. Least Developed Countries (LDCs) and other Low Income Countries (LICs)

	Country	Membership and Engagement	Follow-up
1	Bangladesh	<p>A Bangladeshi delegation, headed by Mr. Shahidul Haque, Foreign Secretary visited GGGI HQ in November 2014.</p> <p>The SPC Director also visited the Bangladeshi Embassy in Seoul.</p>	<p>First visit is scheduled in Bangladesh as part of LDC Expansion Plan in October 2015.</p> <p>GGGI will pursue membership for Bangladesh.</p>
2	Bhutan	<p>DG met Ms. Lyonpo Dorji Choden, Minister of Works and Human Settlement, Royal Government of Bhutan in the margins of the Delhi Sustainable Development Summit (DSDS), in Delhi on 5-7 February 2015.</p>	<p>Bhutan is in the process of identifying a Government counterpart to GGGI.</p>
3	Burkina Faso	<p>Initial contact established between Burkina Faso and GGGI.</p>	<p>Membership package shared with initial contact.</p>
4	Comoros	<p>Comoros has submitted a formal Letter of Intent to become a member of GGGI.</p>	<p>GGGI is in contact with the relevant focal point regarding membership.</p>
5	Kenya	<p>DG met Cabinet Secretary for Energy and Petroleum in the margins of Abu Dhabi Sustainability Week in January 2015.</p> <p>Letter sent by DG 9 February 2015 to Cabinet Secretary for Energy and Petroleum suggesting further cooperation, and potential visit to Nairobi.</p> <p>Kenya has requested and received information on membership.</p>	<p>GGGI will continue dialogue with relevant counterpart.</p>
6	Kiribati	<p>Kiribati is a Member country with potential LDC-programming activities.</p>	<p>The scoping process, initiated in 2013 and 2014 at the request of the President, is yet to conclude. Pre-scoping will be initiated in August of this year.</p>
7	Lao PDR	<p>Lao PDR has shown interest for program cooperation and has received information on membership.</p>	<p>Initial country visit planned for 3 Quarter 2015.</p>
8	Mozambique	<p>DG met Marilia Telma Antonio Manjate, National Directorate of Cooperation, Ministry of Land, Environment and Rural Development in the margins of the Climate Conference in Bonn, June 2015 to discuss cooperation and membership.</p> <p>GGGI is exploring potential cooperation with Portugal in Mozambique.</p>	<p>A mission has been planned for in Mozambique during 3 Quarter 2015 after establishing initial contacts.</p> <p>Implementation of Green Growth Action Plan is recommended to be a key entry point for GGGI's scoping work.</p> <p>Scoping phase will be proposed to the 8th Council.</p>
9	Myanmar	<p>DG met Hla Maung Thein, Deputy Director General, Ministry of Environment, Conservation and Forestry in the margins of the Climate Change Conference in Bonn, June 2015.</p> <p>The government is very positive about green growth.</p> <p>GGGI's possible intervention in operationalizing ASEAN Institute of Green Growth is appreciated.</p>	<p>GGP&I Head visited Myanmar to discuss membership and areas of cooperation in June 2015.</p> <p>Consultative meeting conducted with relevant stakeholders. A scoping phase proposal is expected to be submitted to the 8th Council.</p>

7. Updated from **Room Paper 3. Membership Expansion** as circulated during the 6th session of the Council in November 2014.

8. Classification according to OECD DAC List for reporting on 2014, 2015, and 2016 flows, available from: <http://www.oecd.org/dac/stats/documentupload/DAC%20List%20of%20ODA%20Recipients%202014%20final.pdf>

	Country	Membership and Engagement	Follow-up
10	Nepal	Pre-scoping completed. The stakeholder meeting in Nepal was conducted in June 2015 to discuss cooperation and membership.	Scoping including detailed country analysis and program design, Membership, MoUs is planned subject to 7th Council approval as supplementary budget.
11	Senegal	Senegal is a Member country with pre-scoping completed. The stakeholder meeting in Senegal was conducted in June 2015 to discuss cooperation and membership.	Scoping including detailed country analysis and program design will be proposed to the 7th Council under the supplementary budget.
12	Sudan	GGGI received inquiry from Embassy in Seoul regarding membership and cooperation.	GGGI will continue dialogue with relevant counterpart.
13	Tanzania	One of the Country Portfolio Directors met Tanzanian delegation at COP 20 in Lima, Peru, in December 2014. Tanzania has requested and received information on GGGI membership.	GGGI will continue dialogue with relevant counterpart.
14	Timor Leste	Timor Leste is being contacted via different channels. GGGI is also exploring potential cooperation with Portugal in Timor Leste.	GGGI will continue dialogue with relevant counterpart.
15	Uganda	Uganda has officially submitted a Letter of Intent in April 2015. Pre-scoping completed.	Scoping including detailed country analysis and program design, Membership, MoUs is planned subject to Council approval.

II. Middle Income Countries (MICs)

	Country	Membership and Engagement	Follow-up
1	Algeria	Country Portfolio Director has had initial discussions with regard to membership. GGGI mission trip is planned to provide membership information.	GGGI will continue dialogue with relevant counterpart.
2	Brazil	DG met Secretary of Climate Change and Environmental Quality in the margins of COP20 in Lima, Peru in December 2014.	While relations with the Ministry of Environment are excellent, the Ministry of Foreign Affairs has indicated there is currently no interest in GGGI membership. Country Program discontinued.
3	China (PRC)	Country Portfolio Director met Dr. Hu Min of the China Energy Foundation in the margin of the COP20 in Lima, Peru in December 2014. DG met Director-General of Climate Change Department at COP20 in Lima. DG met Assistant Secretary General of CCICED, Director General of Policy Research Center for Environment and Economy of Ministry of Environmental Protection, and Director-General of Climate Change Department during his visit to Beijing in January 2015. In February to March 2015, GGGI tried to contact Ministry of Foreign Affairs of China but did not get a positive response.	GGGI will continue dialogue with relevant counterpart. GGGI's Country Representative will follow up but no clear indication on China's membership to GGGI as of yet.

	Country	Membership and Engagement	Follow-up
4	Colombia	<p>GGGI and Colombia signed a MOU in July 2014.</p> <p>DG has met senior officials during the UN Climate Summit in New York, September 2014, and COP20, Lima, Peru in December 2014.</p> <p>DG met Andrea Guerrero, Director of Economic, Environmental and Social Affairs, Ministry of Foreign Affairs, Colombia in the margins of the Climate Change Conference in Bonn, June 2015.</p>	<p>GGGI have regular contact with counterparts in Bogota in which membership and further engagement for Colombia is being pursued. Colombia is expected to take steps towards membership by July 2015.</p> <p>Colombia invited to the GGGI 2015, now postponed to 2016 as well as to the 7th Council.</p>
5	Cote d'Ivoire	Cote d'Ivoire included in GGGI's initial membership expansion plans.	GGGI will continue dialogue with relevant counterpart.
6	Egypt	SPC Director met Hany Selim, Ambassador of Egypt to the Republic of Korea 30 June 2015 to discuss membership and cooperation between Egypt and GGGI.	Follow-up with Egyptian Embassy in Seoul to continue discussion with regard to Egyptian membership and MOU for the high-level visit to the Republic of Korea later this year.
7	Ghana	<p>DG met Executive Secretary of Energy Commission in the margins of Abu Dhabi Sustainability Week in January 2015.</p> <p>Follow-up letter sent to the Executive Secretary of Energy Commission 9 February 2015 to further the dialogue on membership and cooperation between Ghana and GGGI.</p>	GGGI will continue dialogue with relevant counterpart.
8	India	<p>DG sent a letter to Environment Minister on 16 September 2014 inviting India to become a GGGI member.</p> <p>DG participated in Delhi Sustainable Development Summit (DSDS), in Delhi on 5-7 February 2015, and met Minister of Environment, Forests and Climate Change and Minister of Railways for membership discussions.</p>	GGGI Country Representative will follow up with the Minister of Environment, Forests, and Climate Change with invitations to the 7th Council.
9	Morocco	<p>DG met Moroccan Minister of Environment and officials during MENA trip in June 2014.</p> <p>DG met with Moroccan senior officials during the CBD conference in Pyeongchang, October 2014.</p>	<p>GGGI continues the dialogue with Ms. Hakima El Hiti, Minister Delegate to the Minister of Energy, Mining, Water and Environment about membership and further programming.</p> <p>Morocco has requested to send Establishment Agreement in Arabic.</p>

	Country	Membership and Engagement	Follow-up
10	Peru	<p>Peru submitted letter of Intent signed by Minister of the Environment in March 2014.</p> <p>GGGI provided certified copy of the Establishment Agreement in April 2014.</p> <p>Peru is in the process of defining domestic procedure for accession.</p> <p>Country Portfolio Director met Dr. Gabriel Quijandria Acosta, Vice Minister for Strategic Development and Natural Resources in the margin of COP20 in Lima, Peru in December 2014.</p> <p>DG met with Gabriel Quijandria Acosta, Vice Minister of Strategic Development of Natural Resources, Ministry of Environment, Peru, in the margins of the Climate Change Conference in Bonn, in June 2015.</p>	<p>Peruvian current focus is on OECD membership including implementing national diversification strategy, developing a national green growth strategy, delivery of the SDGs, as well as implementation of INDCs. A visit by a technical team to strengthen current country program has been proposed in 4th quarter of 2015.</p> <p>Peru sees that GGGI could help prepare a proposal that can connect these various interventions.</p> <p>Peru invited to GGGI 2015, now postponed to 2016, and invited to 7th Council.</p> <p>GGGI's Country Representative will follow up with regard to invitations.</p>
11	South Africa	<p>Membership pack has been sent to the Economic Development Department (EDD) and there are ongoing discussions with EDD in Pretoria.</p> <p>DG sent a letter on 13 October 2014 to Minister for Economic Development with invitation to become a GGGI member as well as an invitation to the International Conference in November</p> <p>DG met Ambassador in Seoul on 3 November 2014.</p> <p>DG met Minister of Environmental Affairs at COP20 in Lima, Peru in December 2014.</p> <p>DG met Judy Beaumont, Deputy Director General, Ministry of Environment, South Africa in the margins of the Climate Change Conference in Bonn, June 2015.</p> <p>Although there appears to be interest from the Government of South Africa to become a GGGI Member, it is not clear when the process would be initiated and by who.</p>	<p>GGGI membership process will be handled by the Economic Development Department (EDD) and not the Department of National Treasury. No definite timeline has been established.</p> <p>South Africa invited to GGGI 2015, now postponed to 2016, and invited to 7th Council.</p>

	Country	Membership and Engagement	Follow-up
12	Thailand	<p>Thailand delegation visited GGGI on 21 August 2014.</p> <p>During a mission trip to Thailand by the Country Portfolio Director, Asia-Pacific in October 2014, high-level government officials from relevant ministries (e.g., Ministry of Foreign Affairs and Ministry of Natural Resources and Environment) verbally expressed their strong interest to become a GGGI member.</p> <p>DG followed up with a visit to Bangkok, 4 November 2014 to discuss areas of cooperation and membership.</p> <p>DG met Minister of Natural Resources and Environment (MONRE) at COP20 in Lima, Peru in December 2014.</p> <p>Certified Establishment Agreement and Model Instrument of Accession were sent to MONRE Minister.</p> <p>GGP&I head and Country Portfolio Director visited Thailand in May/June 2015.</p>	<p>Thailand invited to GGGI 2015, now postponed to 2016, and invited to 7th Council.</p> <p>GGGI's Country Representative will follow up with regard to invitations to GGGI 2015, now postponed to 2016, and the 7th Council.</p>
13	Tunisia	<p>GOT officials requested information about membership at Sustainable Development Regional Workshop</p> <p>MENA Regional Director to undertake follow-up.</p> <p>Tunisia's Ambassador to Seoul has visited GGGI HQ Seoul in order better to understand GGGI's mandate and activities, and explore membership.</p>	GGGI will continue dialogue with relevant counterpart.

III. Potential Donors

	Country	Membership and Engagement	Follow-up
1	Bahrain	<p>Note verbale was sent to request DG meeting with the Bahraini Ambassador to Korea.</p> <p>Indirect inquiry was received from UNEP regional office in Bahrain.</p>	DG to undertake planned membership and resource mobilization mission to MENA during 3 Q 2015.
2	Belgium	<p>DG visited Belgium in July and sent follow-up letters.</p> <p>DG met Ambassador in Seoul on 5 September 2014.</p> <p>GIAS and draft Strategic Plan 2015-2020 were sent to Minister of Development Cooperation, MOFA, in October 2014.</p>	<p>GGGI has ongoing contact with Embassy in Seoul.</p> <p>GGGI will seek to establish meeting between Belgium and the DG to continue the dialogue.</p>
3	Canada	<p>DG met Director of Environment division, Department of Foreign affairs, Trade and Development (MAECD) at COP20, Lima in December 2014.</p> <p>DG met with Louise Métivier, Canada's Chief Negotiator, in the margins of the Bonn Climate Change Conference in June 2015.</p>	Follow-up visit by DG to Ottawa is suggested for 3rd Q 2015.

	Country	Membership and Engagement	Follow-up
4	European Commission	<p>DG met Mr. Miguel Arias Cañete, Commissioner for Climate Action & Energy, European Commission, in Brussels in January 2015 to discuss membership and possibilities for support to earmarked projects.</p> <p>Most recently, DG met Director for DG CLIMA, Artur Runge-Metzger, European Commission in the margins of the Bonn Climate Change Conference in June 2015.</p> <p>In addition, DG met with EU Member States to introduce GGGI in the margins of the Climate Change Conference in Bonn, June 2015.</p> <p>GGGI hosted a meeting with EU Member State Ambassadors at GGGI HQs in June 2015 to introduce GGGI.</p> <p>GGGI received letter from the EC, 30 June 2015 indicating interest in membership of the EC of GGGI and steps to be taken to further the process.</p>	<p>EC invited to GGS 2015, now postponed to 2016, and invited to 7th Council.</p> <p>Discussions on EC Membership in progress pending certain changes to the Establishment Agreement and the undertaking of a 7 Pillar Assessment of GGGI.</p>
5	Finland	<p>DG has met several Finnish senior officials to discuss membership and cooperation, including a visit to the Ministry of Foreign Affairs and Ministry of Environment in June 2014, during the CBD Conference in Pyeongchang in October 2014, and latest with Mr. Harri Laurikka, Head of Delegation of Finland in the margins of the Bonn Climate Change Conference in June 2015.</p> <p>GIAS and draft Strategic Plan 2015-2020 were sent to Under-Secretary of State of MOFA and Permanent Secretary of MOE in October 2014.</p> <p>In addition, DG has met the Ambassador in Seoul in September 2014 and February 2015.</p>	<p>Finland is reducing its ODA by USD 300 million over the next 4 years. However, Finland and GGGI continues to discuss membership and areas of cooperation.</p> <p>Finland invited to the GGS 2015, now postponed to 2016, and the 7th Council.</p> <p>GGGI has ongoing contact with the Finnish Embassy in Seoul.</p>
6	France	<p>DG visited France in June and July, 2014 and met with high-level officials of the President's office and parliamentary members.</p> <p>DG met with French Ambassador for Environment in Foreign Ministry at CBD COP12 in Pyeongchang.</p> <p>GIAS and draft Strategic Plan 2015-2020 were sent to Adviser for International Negotiations, Climate and Environment in October 2014.</p>	<p>France invited to GGS 2015, now postponed to 2016.</p> <p>GGGI is following up with the French Embassy at Seoul.</p>
7	Germany (Currently providing earmarked fund to GGGI)	<p>DG visited Germany in June.</p> <p>DG had bilateral meetings with BMUB (Ministry for Economic Cooperation and Development) in Kenya in June and in Copenhagen in October.</p> <p>GGGI has had regular contacts with BMUB, BMZ (Ministry for Economic Cooperation and Development), GIZ as well as with embassy in Seoul.</p> <p>DG met BMUB State Secretary at COP20 in Lima, Peru in December 2014.</p> <p>DG met Ms. Ingrid-Gabriela Hoven, Director-General, Federal Ministry for Economic Cooperation and Development (BMZ), Germany in the margins of the Bonn Climate Change Conference – June 2015.</p>	<p>GGGI has submitted 2 concept notes under the International Climate Initiative (for Philippines and Jordan Country Programs).</p> <p>Areas of cooperation discussed between BMZ and GGGI among other a value proposition of Green Invest that could be linked to African initiative, and the establishment of a pipeline of bankable project concepts in Africa for discussion during second half of 2015.</p> <p>A meeting between BMZ, BMU and the DG is planned for in August 2015.</p> <p>Germany invited to the GGS 2015, now postponed to 2016, and the 7th Council.</p>

8	Greece	GGGI met Artemis Gryllia, Greek Head of Delegation in the margins of the Bonn Climate Change Conference – June 2015 to discuss membership and possible areas of cooperation.	Economic situation in Greece would hinder prospect to become a contributing Member. Greece however supports the case of EU becoming a Member of GGGI.
9	Hungary	Official Letter of Intent received. DG has met the Hungarian President in the margins of the World Water Forum in April 2015, and Lukacs Ákos, Head of Delegation of Hungary in the margins of the Bonn Climate Change Conference in June 2015.	Possibility of contribution before COP 21 in Paris.
10	Italy	DG met with the delegation from Italy at CBD COP12 in Pyeongchang and sent a follow-up letter. DG met Director General for Sustainable Development, Energy & Climate, Ministry of Environment, at COP20 in Lima, Peru in December 2014 and Mr. Stefano Marguccio, Minister's Diplomatic Adviser, Ministry of Environment, Land and Sea of Italy bilaterally when participating in the "First Convention of the Coalition for Green Growth" in March 2015. Follow-up mail by DG sent to Mr. Stefano Marguccio 20 April 2015.	GGGI to continue dialogue with Italy on membership once framework for the Italian development cooperation is in place in the course of 2015. Italy invited to the GGGI 2015, now postponed to 2016.
11	Japan	DG met Director, Climate Change Division of Ministry of Foreign Affairs at COP20 in Lima, Peru in December 2014. DG met Mr. Hideaki Domichi, Senior Vice President, Japan International Cooperation Agency (JICA) in the margins of the Delhi Sustainable Development Summit (DSDS), in Delhi on 5 - 7 February 2015. DG follow-up letter to Mr. Domichi sent 26 February 2015 to invite to a dialogue about Japanese membership of GGGI and explore further areas of cooperation to which Mr. Domichi responded positively in letter dated 5 March 2015.	In response to letter to Mr. Domichi 19 March 2015 technical level discussions were held 26 June 2015 to discuss potential areas of cooperation with In-Country Delivery (Cambodia, Mongolia, Vietnam, Thailand and Indonesia), and Global Delivery by GGGI (through knowledge sharing approach, methodology, contents etc). Constructive dialogue to continue during second half of 2015. Japan invited to participate in the GGGI 2015, now postponed to 2016, and to the 7th Council.
12	Kuwait	DG met Ambassador in Seoul and Kuwait delegation from the Ministry of Foreign Affairs in May 2014. DG visited GOK counterparts in Kuwait City in June 2014. SPC Director and MENA Director met Deputy Head of Mission of the Kuwaiti Embassy in Seoul in November 2014. DG met Minister of Public Works and Minister of Electricity and Water in the margins of Abu Dhabi Sustainability Week in January 2015.	DG to undertake planned membership and resource mobilization mission to MENA during 3 Q 2015.
13	Latvia	Membership package was sent on 11 November 2014. GGGI met with GOL Ministry of Environment representatives in Astana in October 2014.	GGGI will continue dialogue with relevant counterpart.

	Country	Membership and Engagement	Follow-up
14	The Netherlands	<p>DG has met several Dutch officials in 2014 and the first half of 2015 to discuss membership and possibilities for support to earmarked projects.</p> <p>DG has latest met with Jacob Waslander, Head Climate Team Directorate General International Cooperation, Netherlands Ministry of Foreign Affairs (March 2015)</p> <p>DG has met Ambassador Kees Rade, Director for Inclusive Green Growth and Ambassador for Sustainable Development, Netherlands Ministry of Foreign Affairs in the margins of the World Water Forum held in Korea (April 2015).</p> <p>A technical meeting has taken place in the Hague in May 2015.</p>	<p>Possible areas of cooperation was discussed including consensus that programmatic engagements in countries where GGGI has existing operations</p> <p>The Netherlands invited to participate in the GGGI 2015, now postponed to 2016, and to the 7th Council.</p> <p>GGGI has ongoing contact with the Dutch Embassy in Seoul.</p>
15	New Zealand	<p>DDG/M&A met with New Zealand Embassy in Seoul and delivered membership package.</p> <p>SPC Director met Senior Policy Officer, Ministry of Foreign Affairs and Trade, at COP20 in Lima, Peru in December 2014 to discuss possible membership and areas of cooperation in particular in the Pacific.</p> <p>DG met the New Zealand Minister for Trade and Climate Change in the margins of the OECD Forum 2-3 June 2015 to discuss membership and areas of cooperation.</p> <p>Also met Ambassador Jo Tyndall, New Zealand's Climate Change Ambassador with the Ministry of Foreign Affairs and Trade in the margins of the Bonn Climate Change Conference - June 2015 to continue the dialogue between New Zealand and GGGI.</p> <p>The newly appointed Ambassador of New Zealand visited GGGI HQs in June 2015.</p>	<p>While New Zealand is not interested in membership at this stage, there is interest in supporting programs in the Pacific, including Samoa / Tonga.</p> <p>Contacts will be further explored through the New Zealand Embassy in Seoul.</p>
16	Oman	<p>GGGI received inquiry from government officials at Sustainable Development Regional Workshop.</p>	<p>DG to undertake planned membership and resource mobilization mission to MENA during 3 Q 2015.</p>
17	Poland	<p>DG met Polish Minister of Environment in the margins of the Delhi Sustainable Development Summit (DSDS), in Delhi on 5-7 February 2015, and discussed membership and possible areas of cooperation.</p>	<p>While Poland is not in position to become member of GGGI, Poland and GGGI will continue exploring areas of possible cooperation.</p>
18	Portugal	<p>DG met Minister of Environment and Energy at COP20 in Lima, Peru in December 2014.</p> <p>DG met Minister Jorge Moreira da Silva, Minister of Environment, Territorial Planning and Energy bilaterally when participating in the "First Convention of the Coalition for Green Growth" in March 2015.</p> <p>DG met the Minister in the margins of the Conference on Energy for the Development of the CPLP 24-25 June 2015.</p> <p>MOU between Portugal and GGGI signed by the Portuguese Minister of Environment, Territorial Planning and Energy, Jorge Moreira da Silva and the DG in the margins of the CPLP meeting 24 June 2015.</p>	<p>GGGI has identified Mozambique and Timor Leste as one of the prioritized LDCs for a potential scoping program in 2015.</p>

	Country	Membership and Engagement	Follow-up
19	Saudi Arabia	<p>DG met Minister of Petroleum, Mr. Ali Naimi in May 2014.</p> <p>DG met Khalid M. Abuleif, Chief Negotiator for Climate Agreements for the Kingdom of Saudi Arabia in the margins of the Bonn Climate Change Conference in June 2015</p>	<p>GGGI's language on green growth is in line with Government's thinking.</p> <p>A technical mission is planned for to identify synergies with the priorities of the Kingdom.</p> <p>Once a solid proposal is developed, this can be discussed between Minister Ali bin Ibrahim Al-Naimi and the DG possibly during COP 21 in Paris.</p>
20	Singapore	Membership package was delivered to Singapore in October 2014.	GGGI to continue dialogue with Singapore on membership.
21	Slovak Republic	DG met Gabrielra Fischerová, Senior Government Adviser, Ministry of Environment, Slovak Republic.	GGGI will contact Ministries of Foreign Affairs, Finance and Environment.
22	Sweden	<p>DG visited government counterparts in Stockholm in June and met with Ambassador in Seoul.</p> <p>A technical level meeting took place in May, 2015 with officials from Ministry of Environment</p> <p>DG met Climate Ambassador for Sweden, in the margins of the Bonn Climate Change Conference – June 2015.</p>	Sweden is interested in INDC implementation, bankable projects.
23	Switzerland (Currently providing earmarked fund to GGGI)	<p>State Secretary of the Federal Office for the Environment (FOEN) Mr. Bruno Oberle visited GGGI on 14 October 2014.</p> <p>DG met State Secretary Oberle at COP20 in Lima, Peru in December 2014.</p> <p>DG met with SDC representative</p> <p>Mr. Daniel Ziegerer, Counsellor and Director of Cooperation, SDC India, during the Delhi Sustainable Development Summit (DSDS), in Delhi on 5 - 7 February 2015.</p> <p>GGGI has ongoing contact with the Embassy in Seoul.</p>	<p>Dialogue about membership of Switzerland to GGGI can be discussed in the latter part of 2016 in light of revision of law governing Swiss membership and contribution to international organizations opening up for possible Swiss GGGI membership from 2017.</p> <p>GGGI to establish dialogue about a new third phase of SDC-GGGI Water Partnership (currently Phase 2 is supported with USD 1 million through 2014-2016 in Mongolia, Peru and Vietnam).</p>
24	United States	<p>DG met Principal Deputy Director, Office of Energy Policy and Systems Analysis of the Department of Energy (DOE), Jonathan Pershing in April and Department of State Special Envoy for Climate Change Todd Stern in October 2014.</p> <p>ADG KSD met Jonathan Pershing, DOE, at COP20, Lima in December 2014.</p> <p>A technical level meeting took place with Seoul Embassy officials and GGGI in June 2015.</p>	Potential areas of cooperation are being explored.



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