



PROGRESS REPORT FROM THE DIRECTOR GENERAL

November 2015

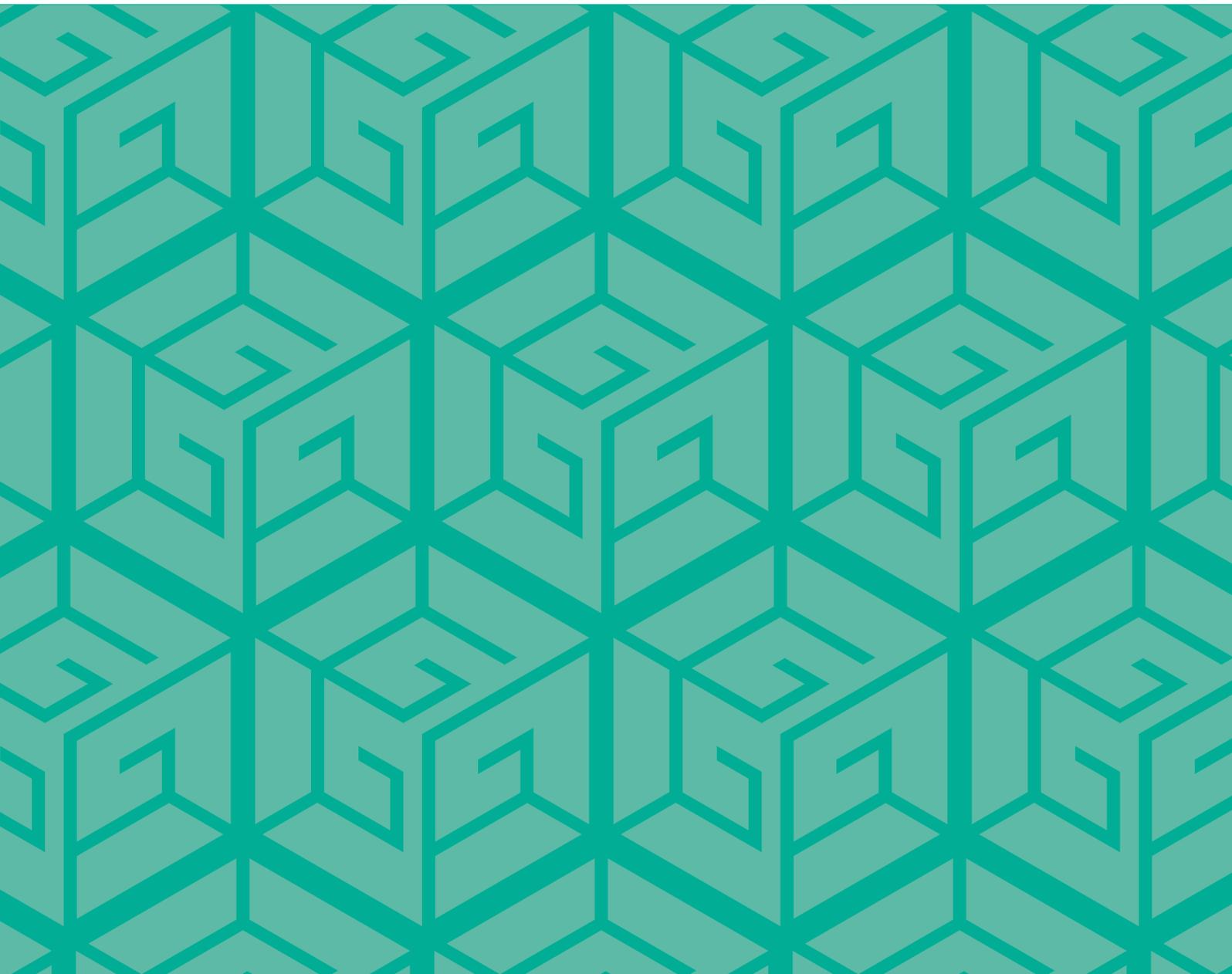


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Introduction

This Progress Report is the Director General's assessment of the progress and results of reform efforts to deliver on the Strategic Plan 2015-20 and improve organizational efficiency and effectiveness.

The first progress report was presented at the 7th session of the Council on 23 July 2015. Given the short span of time that has passed since then, progress reflected in this November report is relatively limited.

The report is structured as follows:

Part I highlights key progress made in six key areas of strategic reform;

Part II highlights general progress at the country level with headline information on the delivery of project-level outputs.

For each of the six key reform areas under Part I, this Progress Report will not repeat descriptions of the rationale and delivery approach for each strategic reform area as these have already been discussed in the previous July report. Rather, it will focus on the progress made and challenges faced in the interval since then. The key performance indicators (KPIs) reflect the accountabilities of the Director General to the Council.

Ongoing corporate reform is crucial to enhancing GGGI's ability to (a) deliver on the objectives of the Strategic Plan 2015-20 and (b) improve organizational effectiveness and efficiency, and deliver value for money. The six strategic areas of reform are highlighted below.

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”

Progress

- 1. Corporate Level.** Pending approval of the revised budget for 2016, \$10.3 million or 43% of GGGI’s total core programmatic budget will be allocated to Knowledge Solutions Division (KSD). This is an increase of \$2.8 million from the revised budget of 2015.
- 2.** This increased allocation reflects a strategic effort to reinforce GGGI’s value chain service offerings to meet in-country needs, with a focus on services at the investment and implementation end of the value chain and relating to GGGI’s four thematic focus areas.
- 3.** While promoting a common understanding on new divisional services and responsibilities remains a challenge, there has been progress in improving the previous ‘silo’ approach to planning and delivery of in-country programs. Increased frequency of integration meetings between GGP&I and KSD, joint missions and engagement in CPF development have helped to improve information flow and clear division of labour.
 - As of October 2015, a new Head of Knowledge Solutions Division has been appointed. The recruitment process for two London-based investment specialists is in progress with one specialist on board. Despite initial staffing shortages, Green Investment Services (GIS) expects to have the department fully staffed by end of Q2 2016.
 - In-house expertise relating to energy and land-use (particularly focusing on REDD+) will be increased in 2016 with the proposed recruitment of additional specialists in these areas. Part of their role will be to develop new service offerings and/or strengthen existing ones relating to these themes.
 - Additional resources for KSD will also go towards two innovative new initiatives to: (1) supporting countries to develop and implement domestic financing mechanisms for green growth, including linking these with international financing sources; and (2) supporting countries to implement their Intended Nationally Determined Contributions (INDCs) submitted under the COP21 process.
 - Progress in developing a thematic strategy for the four focus areas of green city development, land use, energy and water has been limited. This work will not be completed by the end of Q1 of 2016.
- 4. Country Level.** The Country Planning Framework (CPF) is an integrated bottom-up planning process that sets out a medium-term plan for GGGI’s engagement in specific countries. CPFs align GGGI’s corporate objectives with national government priorities in our country programs. In 2015, the pilot implementation of CPFs was completed in 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, facilitated the CPF development process. The final drafts of the four pilot CPFs have been approved by the Management Team and will be presented at the November Council meeting.
- 5.** The second phase of CPFs, covering Rwanda, Cambodia and Vietnam, was initiated in the second half of 2015. Rwanda is in the advanced stages of a working draft and Cambodia has recently completed a stakeholder validation workshop.
- 6. Organizational Change.** Going forward, the management structure in the GGP&I division will be refined to better deliver on GGGI’s strategic priorities.
 - Given the increasing importance of LDCs in GGGI’s country program portfolio, a dedicated Program Development Unit (PDU) will be established within GGPI to manage LDC expansion. The new unit will support smooth implementation of the LDC Expansion Plan, transitioning country programs from scoping to full delivery while ensuring GGGI’s limited resources are not overstretched and that new country programs carefully prioritize work areas based on the most strategic partnerships and potential to achieve transformational impacts.
 - Two programs will focus on in country delivery, the third primarily on South-South Cooperation.

Key Performance Indicators	Target	Status - 1 st DG Progress Report	Status - 2 nd DG Progress Report
Merger of PPC and KDM Divisions	By 1st of January 2015	Completed	Head of KSD recruited
Thematic strategy papers developed and approved	By June 2015	Delayed (initial drafts under review)	Delayed delivery. New proposed deadline is Q1 of 2016
Number of CPFs approved by GGGI Management Team	At least 7 by November, 2015	4 drafted	4 approved; 3 working drafts underway to be completed by November 2015
London Office fully functions*	By end of 2014	Not achieved	London focal point is now fully operational
GIS department fully staffed	March 2015	Delayed	Expected to be fully staffed by Q1/Q2 2016

* Added as an additional indicator to further align DG's accountability framework to the Chair of the Council and President of the Assembly.

2 Transforming GGGI into an organization that manages for results

Progress

7. Since the last DG Progress report, GGGI has continued to strengthen its results-based management systems at the project level and the corporate level.
8. Under the revised Work Program and Budget 2016, a directive has been issued requiring projects moving from scoping to implementation phase to submit a complete logical framework before their implementation budgets will be released. Progress has also been made at the corporate level, with the finalization of GGGI's Corporate Results Framework (CRF) - see Annex 2 of the revised Work Program and Budget 2016. Based on consultations with internal and external stakeholders, the CRF indicators have been refined and biennial targets added where possible to do so. The primary vehicle for reporting against the CRF will be GGGI's Annual Report, starting with the 2015 Annual Report which will cover the first year of implementation of GGGI's Strategic Plan 2015-20. Under the CRF, GGGI has committed to ensuring this is published no later than June each year.
9. The recent Joint Donor Review confirmed that significant improvements had been made in GGGI's results-based management system and that there was now a sound system in place for the monitoring results. However, it noted that there was room to improve on the quality of results reporting, particularly at higher levels of the results chain such as outcomes and impacts. GGGI will focus on addressing this issue in 2016, which complements existing plans to increase staff training and commence a program of evaluations next year.

Key Performance Indicators	2015 Target (based on approved WPB 2015-2016)	Status – 1 st DG Progress Report	Status – 2 nd DG Progress Report
Project logical frameworks reviewed and refined	By 31st March 2015	Achieved	Achieved for existing projects. Subject to approval of the revised WPB 2016, logical frameworks for some new projects will need to be prepared as part of the scoping phase.
Project logical frameworks aligned to the corporate results framework	By 31st March 2015	Not achieved (new target date - by October 2015)	Achieved. Relevant links between project logical frameworks and the Corporate Results Framework have been identified.
Corporate results framework refined with improved indicators, baselines and targets	By 31st March 2015	Not achieved (new target date - by October 2015)	Achieved. Corporate Results Framework has been included in the revised WPB 2016 (Annex 2).

3 Balancing focus between Least Developed and Middle Income Countries

Progress

10. To meet the corporate priority of rebalancing resources between LDCs and MICS and increasing GGGI's focus on LDCs, an LDC Expansion Plan was initiated in 2015. As result of this effort, the share of programmatic allocations to LDCs in 2016 will reach 45% subject to Council approval of the 2016 revised budget. This is on track to achieve the Strategic Plan's corporate target of 50% by 2020.
11. With the approved July supplementary budget, GGGI has completed scoping in Nepal, Senegal and Uganda and will be submitting a delivery proposal to the Council in November for consideration under the 2016 revised budget.
 - The activities are all aligned to GGGI's strategic outcomes of "strengthened national, sub-national, local green growth planning, financing and institutional frameworks" and "improved green investment flows".
 - The interventions range from applying GGGI's Green Growth Potential Assessment tool in Nepal, to operationalizing the National Climate Fund in Senegal, to supporting green secondary city development in Uganda.
12. Subject to Council approval of the revised budget for 2016, \$5.2 million of the total country programming core budget will be allocated to 10 LDCs by 2016, compared to \$3.6 million (based on the revised budget of 2015) in seven countries at the beginning of 2015.
 - The revised budget will see 26% of core GGP&I budget allocated to Member LDCs and 13% to non-Member LDCs;
 - Three countries - Myanmar, Laos and Mozambique - will move into the scoping phase in 2016;
 - In addition to ongoing work on secondary cities in Rwanda, GGGI is responding to a request from the Government to provide management and capacity development support to the National Fund for Environment and Climate Change, currently the largest demand-based climate change fund in Africa with a capitalization of \$49 million. This additional funding request, if approved, will not only strengthen GGGI's niche in supporting domestic financing mechanisms but also provides a unique opportunity to be engaged in a strategic flagship initiative at the national level.
13. Consistent with GGGI's priority to focus on Member countries, GGGI will continue to pursue membership with these countries. Uganda are in the process of joining as Member. Discussions on membership with Comoros is underway. Progress in converting non-Member MICs into Members is reflected in the next section

Key Performance Indicators	2015 Target (based on approved WPB 2015-2016)	Status – 1 st DG Progress Report	Status – 2 nd DG Progress Report
Number of new LDC programming	2	3	6 (3 LDCs will move into delivery based upon approval of revised budget 2016; 3 LDCs proposed for scoping)
% of core country budget allocated to LDCs *	29	37 (includes approved July supplementary budget)	45% (upon approval of 2016 revised budget)
Number of total LDC programs	6	7 (includes approved July supplementary budget)	10 (upon approval of 2016 revised budget) 7 in delivery: Uganda, Nepal, Senegal, Rwanda, Vanuatu, Cambodia, Ethiopia 3 in scoping: Mozambique, Myanmar, Laos
% of core country budget allocated to Member LDCs and MICs *	78	63	64 (upon approval of 2016 revised budget)

*Indicators added to better align to existing relevant targets in the Strategic Plan (pg.24)

4 Bringing new Members on board and Mobilizing Resources

Progress

14. GGGI has stepped up efforts to establish relationships and raise its profile with a wide range of donor countries. There has been a strong focus on countries in Europe (such as Sweden, Netherlands, Hungary) Asia (Japan) and the Pacific (New Zealand). More information on bilateral meetings conducted is reflected in Annex 1 - GGGI Membership Expansion Status.
15. In line with the mandate given to GGGI by the Council during its Seventh Session that, in furtherance of the European Commission ("EC") becoming a member of GGGI, the Institute may proceed with the process of making the minimal changes to the Establishment Agreement (EA) required by the EC, GGGI has launched the formal procedure to amend the EA by circulating to Members a letter formally notifying them of the proposed amendments, as required by Article 24(1) of the EA. GGGI looks forward to receiving feedback from Members by the 20 December 2015 deadline provided in the notification letter. Upon the conclusion of the consultation process, GGGI will present the proposed amendments to Members for their acceptance. In accordance with Article 24(2) of the EA, the proposed amendment will become effective for those Members that have accepted it on the ninetieth day after the deposit of an instrument of acceptance by at least three-quarters of contributing Members and three-quarters of participating Members.
16. The Partnership and Resource Mobilization Strategy was presented at the Council meeting in July 2015. The Donor Relations and Outreach Specialist position in London is now filled.
17. GGGI has submitted proposals for earmarked funding of programs in Indonesia and Ethiopia through the Norwegian International Climate and Forest Initiative (NICFI). A new proposal for Colombia is also under development. Concept notes for country program funding for Jordan and Philippines have been submitted to International Climate Initiative (IKI).
18. GGGI is seeking to become accredited with the Green Climate Fund (GCF) as implementing entity. This would make us eligible for financial support for activities on: a) shaping policy environments that promote green investment, and b) creating national blended finance institutions, which could be linked to international finance sources, including the GCF.

Key Performance Indicators	Target (2015)	Status - 1 st DG Progress Report	Status - 2 nd DG Progress Report
Number of letters of intent received	5	3	3
Number of new LDCs becoming a Member	1	0	1 (Uganda is currently in the process)
Number of new Contributing Members	1	0	Discussion with Hungary is at advanced stage
Number of non-Member countries (including BRICS) where GGGI has operations sending a letter of intent or joining as a Member	1	0	1 (China in the process)
Partnership and Resource Mobilization Strategy (PRMS) approved by the Council	By July 2015	Draft consulted with MPSC Members and comments incorporated	Strategy has received Council approval
Institution-wide adoption of the procedures for Resource Mobilization	By November 2015	Procedures have been developed, as part of the resource mobilization strategy	Staff members have been made aware of the procedures

5 Increasing GGGI's relevance and communicating effectively

5.1 Increasing GGGI's relevance and strategic engagement

Progress

19. While GGGI continues to focus on in-country delivery to demonstrate practical examples of green growth, it is critical to simultaneously strengthen the green growth evidence base and use this to influence the international policy agenda. Since the First DG Progress Report, GGGI has made progress on the following initiatives:

- **Launch date for the Inclusive Green Growth Partnership set for Monday 7 December during COP 21 in Paris.** The Partnership, involving GGGI, UN regional economic and social commissions and multilateral development banks, will support developing country governments to convert their green growth plans into concrete green investments through the provision of technical advisory support on green growth policy development.
- **The first G20-mandated platform “GreenInvest” events organized during sides of World Bank/IMF annual meetings.** GreenInvest is designed 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 one of its three working groups.
- **Sub-regional dialogues on green growth to be launched into integrated capacity building activities.** These activities aim to identify and develop common technical and financial approaches to scale up green investment, particularly among ministers of planning, finance and the economy. These two activities will complement and add value to a broader set of existing regional and global inter-governmental processes and initiatives.
- **Promoting strategic dialogue through the Governance Organs (Council and Assembly)** to strengthen knowledge sharing between countries and build the green growth evidence base. Beginning at the 6th Session of the Council, greater attention has been placed on supporting knowledge sharing. The 7th Session of the Council included strategic discussions on policy barriers to green investment and pro-poor inclusive green growth. Strategic discussions at the 8th Session will focus on facilitating private investment in green growth and strategies for making cities greener, more climate resilient and inclusive.
- **Global Green Growth Summit positioned as part of highlevel action-oriented discussions at Global Green Growth Week (6-9 September 2016).** This week will be comprised of the GGKP Annual Conference as well as the Ninth Session of the Council and Fifth Session of the Assembly and a Green Growth Fair allowing companies from different sectors to represent themselves with a physical presence.

Key Performance Indicators	Target	Status – 1 st DG Progress Report	Status – 2 nd DG Progress Report
Launch of Inclusive Green Growth Partnership	December 2015	Discussions are underway with UN regional commissions and MDBs as prospective partners. Proposal to launch the Partnership during COP21 to raise visibility of the initiative. Members updated on concept at Seventh Session of the Council [C/7/6]	Commitment from ADB, AfDB, IADB, UN ECA, UN ECLAC, UN ESCAP and UN ESCWA. Launch scheduled for Monday 7 December in Paris. Draft launch program shared with Members at Third Meeting of MPSC, Eighth Session of Council / Fourth Session of Assembly [MPSC/3/7/REV]
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 tabled at Seventh Session of the Council.	Budget for scoping approved by members at Seventh Session of the Council. Terms of reference for scoping exercise finalized but delays in recruiting consultants to conduct work.
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.	Interest from Partners of Inclusive Green Growth Partnership to support sub-regional dialogue as a common output for 2016. To be integrated into GGGI integrated capacity development for 2016, which includes regional dialogue
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.	GreenInvest workshop “Exploring Green Investment Opportunities in Emerging Markets” arranged on 9-10 October in Peru, during sides of World Bank/IMF annual meetings.

5.2 Communicating Effectively

Progress

20. GGGI continues to hone its strategic messaging and communications activities and raise the organization's profile. Critical to this effort is the GGGI Communication Strategy, which continues to undergo refinement to ensure that all of the organizations target audiences are effectively engaged. A key component of this strategic development is a Survey to Member Countries, which will be issued by the end of 2015 to inform GGGI audiences and produce stakeholder inputs. The Survey is currently being revised to reflect the valuable inputs generated from the One GGGI staff retreat, as well as other important external and internal reviews. In addition to continuing to develop customized content and utilize multiple channels, including the "Letter from the Director-General" external newsletter to reach GGGI donor and partners countries, the Communications team launched the GGGI Round-up to provide concise, regular updates on the news and events from around the organization.
21. Since the previous DG Progress Report to Council in July 2015, the following communication activities have been undertaken:
- I. To more effectively convey the results of GGGI's work to contributors, participating countries and partners:
- Two additional external newsletters, "Letter from the Director-General", issued to GGGI members, contributors, partners, etc.
 - Launch of "GGGI Round-up" in October, which aggregates the latest GGGI news and events and is disseminated regularly to all GGGI audiences
 - Multimedia 'Stories of Change' that capture the essence of GGGI's in-country projects; Philippines has been completed with Indonesia and UAE in production.
 - Development of publication summaries and marketing materials with improved branding (i.e. Ethiopia Capabilities Statement)
- II. To improve internal communications to facilitate internal knowledge sharing and enhance external communications:
- One additional issue of the internal newsletter, "Inside GGGI", distributed in August to specifically highlight in-country work, staff development and knowledge sharing activities
- III. 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, twelve press releases; over five events; six Spotlights; and numerous webpage updates
 - Social Media: Increased presence - Twitter follower increase of 400 since July 2015; new followers include influential accounts (i.e. embassies, UN organizations, MDBs)
 - As of November this year, the Director-General conducted forty 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.

Key Performance Indicators	Target	Status – 1 st DG Progress Report	Status – 2 nd DG Progress Report
Stories of Change	4 in 2015	Philippines under production	Philippines completed; Indonesia and UAE 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	Draft completed and to be issued before the end of 2015

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

Progress

22. While the recent Joint Donor Review confirmed that GGGI has made progress implementing a number of corporate reforms, we recognize that it is important not to grow complacent. As an international organization funded largely through taxpayer-funded development assistance budgets from our members, GGGI is acutely aware of the need to continue to improve its organizational effectiveness and efficiency, maximize value for money and safeguard the legal and financial integrity of GGGI. Since the previous DG Progress Report:
- GGGI completed its first 360-degree evaluation program to identify strengths and weaknesses in management capabilities. This will inform ongoing efforts to improve management skills with a focus on performance priorities and talent management.
 - GGGI is presently in the final stages of revising its Delegation of Authority policy. By clarifying and decentralizing decision-making responsibilities closer to the ground, the policy will help improve collaboration and innovation while maintaining clear accountabilities for various decisions.
 - GGGI is changing its recruitment approach to engage in-country staff under individual contractor agreements (ICA) issued by the United Nations Office for Project Services (UNOPS) on behalf of GGGI, instead of being directly engaged by GGGI. This will help address issues arising from the lack of host country agreements in some countries where GGGI operates.
 - GGGI continues to conclude bilateral agreements on legal status and privileges and immunities in order to provide a legal framework to facilitate the effective program implementation in countries where we work. To date, GGGI has concluded host country agreements with Ethiopia and Vanuatu, in addition to the headquarters agreement with the Republic of Korea.
 - Efforts to strengthen financial integrity and sustainability include the imminent revision of the Financial Regulations, the revision of the Credit Card Guidelines, the establishment of a Working Capital Fund and the promulgation of Investment Criteria by the Council under which GGGI can enter short-term investments of funds not needed for immediate requirements.
 - GGGI's Enterprise Resource Planning (ERP) system has been launched and will streamline operations and automate finance, budget, human resources, procurement, projects, asset management, and travel and expense claim processes. Work continues on enhancing the current ERP modules and planning for the introduction of new modules in 2016, including for Contract Accounting, Resource Management and HR Performance Management.
 - GGGI is 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 re-grading exercise is being implemented in a phased manner, with completion anticipated in first quarter 2016. The consultant engaged to assemble the grading structure with detailed definitions of each level has completed the first phase of the assignment and submitted the proposed grading structure to GGGI for consideration.

Key Performance Indicators	Target	Status – 1st DG Progress Report	Status – 2nd DG Progress Report
At least three ERP modules completed and rolled out	June 2015	Achieved	The ERP was fully operational as of August 2015 starting with five basic modules. Work continues on enhancing the current modules and planning for the introduction of new modules in 2016.
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	Conceptual framework approved by Management Team; changes will be proposed to the Council in November 2016.

PART II: GGGI Progress on Results

1 Generating Results from GGGI's Portfolio of Projects

23. 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 and at the 7th Council meeting in July 2015, describe the results that GGGI aims to achieve and how they will be delivered. This section describes the progress made at project level in delivering on the 2015 planned commitments.
24. In the first half of 2015 GGGI has established a results based management system that allows tracking progress in achieving outcomes and delivering outputs against the project logical frameworks for the portfolio as a whole, and aligning these to the Strategic Plan's 3 strategic outcomes, namely:
- **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 between South-South and South-North-South countries.
25. An Enterprise Resource Planning platform has been launched which now allows real-time monitoring and reporting against all logical frameworks at the project level.
26. In the first half of 2015, GGGI implemented forty-one projects across nineteen countries in Africa, Latin America, Middle East, Asia and the Pacific¹. During this period, GGGI delivered three outputs against a planned four outputs, as reported in the "DG Progress Report" in July 2015.

1 The projects portfolio include: thirty GGPI projects, fifteen KSD projects and two cross-cutting projects on Poverty Reduction and Environmental and Social Safeguards. 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.

2 Progress on Projects - Delivering 2015 Outputs

27. This section provides an update of GGGI's progress in delivering the planned 2015 outputs and the alignment of these outputs to the three GGGI strategic outcomes as mentioned above. The progress in delivering the 2015 outputs is presented through the use of colors where green indicates that the delivery is on track, yellow indicates that there are minor delays and red indicates major delays compared to the Work Program and Budget 2015-2016 commitments.
28. A full account of all projects results achieved against the Work Program and Budget targets in 2015 will be provided in GGGI's Annual Report 2015, which will be produced in the first half of 2016.

Project title	Output Statement	Indicator	Planned completion date	GGGI Strategic Outcome 1: Strengthened national and sub-national, local green growth planning, financing and institutional framework	GGGI Strategic Outcome 2: Increased green investment flows	GGGI Strategic Outcome 3: Improved multi-directional knowledge sharing and learning between South-South and South-North-South countries on green growth
Mongolia - Water Nexus	Water database information assessment and gap analysis conducted Improved government capacity in water resource data collection, management and analysis	Number and type of data gaps and issues identified Percentage and quality of data entered into database Clarity and use of data collection: new forms and methodology developed Quality assurance mechanism developed	7/31/2015 12/31/2015			
Mongolia - Transition to green development	Action plan for energy efficient public buildings aligned with National Green Development Policy submitted to the Government Robust national green growth indicators defined	Action plan developed and submitted to the approving authority Analysis of potential impact of green building reforms on low-income and rural households National Statistic Office defines limited number of green growth indicators Level and satisfaction of capacity building participation	12/31/2015			
Peru - Green Growth Plan for forestry sector and implementation plan	Technical inputs for the National Forest and Wildlife Plan (NFWP) are submitted to the Government of Peru (GoP) for approval, including clear targets for sustainable forest activities	Technical documents presented to GoP	12/31/2015			

Project title	Output Statement	Indicator	Planned completion date	GGGI Strategic Outcome 1: Strengthened national and sub-national, local green growth planning, financing and institutional framework	GGGI Strategic Outcome 2: Increased green investment flows	GGGI Strategic Outcome 3: Improved multi-directional knowledge sharing and learning between South-South and South-North-South countries on green growth
Peru - Green Growth Plan for forestry sector and implementation plan	Policy implementation plans for at least two priority geographic or thematic areas are prepared in conjunction with the Government of Peru and submitted for review An institutional framework for planning and implementing forestry policies that includes all relevant ministries and levels of government, as well as a mechanism for consulting all key stakeholders is designed and supported Capacity building takes place and is promoted in the Peruvian forestry sector through collaboration by core policy makers in the development of the plan (on-the-job learning), and their participation in knowledge sharing events	A roadmap document with high priority initiatives and parameters for implementation Engagement and consultation plan includes a list of key stakeholders to be consulted and key milestones at which consultation should take place	12/31/2015 12/31/2015			
Peru - Green growth planning and implementation in Peru Water Sector	Prioritized list of investments in the water sector based on multi-attribute ranking and feasibility of implementation prepared	One investment plan submitted to the Government, including of Rimac Basin Prioritized investments in design and financing phase	12/31/2015			
Peru- National Green Growth and Competitiveness Plan	Recommendations to improve eco-efficiency in government operations are submitted	Recommendations on competitiveness agenda' eco-efficiency measures submitted to CNC, ministries and agencies 50% of ministries introduced to and including recommendations into rules and regulations	12/31/2015			

Project title	Output Statement	Indicator	Planned completion date	GGGI Strategic Outcome 1: Strengthened national and sub-national, local green growth planning, financing and institutional framework	GGGI Strategic Outcome 2: Increased green investment flows	GGGI Strategic Outcome 3: Improved multi-directional knowledge sharing and learning between South-South and South-North-South countries on green growth
Thailand - Industry GHG reduction to support the implementation of Thailand climate change master plan	A diagnostic report on GHG emissions developed	One diagnostic report that includes an assessment of industry GHG emissions to confirm the most appropriate sub-sectors for the project endorsed by the project steering committee	2/28/2015			
Indonesia - Green Growth Program	Series of technical and communications briefs based on the national Green Growth Roadmap produced	Four technical briefs on energy, infrastructure, land use, new gov priorities analysis finalized and presented to relevant stakeholders Six workshops	9/30/2015			
	Guidelines for the application and institutionalization of extended cost benefit analysis (eCBA) developed	Recommendations presented through an handbook and mainstreaming guidelines to relevant stakeholders	12/31/2015			
	Preparation document to identify and develop bankable green infrastructure projects in East Kalimantan produced, with special reference to KIPPI Maloy	Three workshops carried out One preparation document presented to relevant stakeholders Two workshops carried out	12/31/2015			
	Preparation document to implement energy efficiency (EE) projects in an East Kalimantan special economic zone (SEZ) produced	One preparation document presented to relevant stakeholders Two workshops carried out	12/31/2015			
	Preparation documents to support renewable energy (RE) implementation in East Kalimantan produced	One scoping paper and one preparation document presented to relevant stakeholders Three workshops	12/31/2015			

Project title	Output Statement	Indicator	Planned completion date	GGGI Strategic Outcome 1: Strengthened national and sub-national, local green growth planning, financing and institutional framework	GGGI Strategic Outcome 2: Increased green investment flows	GGGI Strategic Outcome 3: Improved multi-directional knowledge sharing and learning between South-South and South-North-South countries on green growth
Indonesia - Green Growth Program	Investment-ready sub-national land use program proposals submitted to appropriate donors	Two program proposals presented to potential donors and approved by district government Two workshops	12/31/2015			
	Technical inputs to sub-national development plans and policies produced	One review paper, four sets of technical inputs for CK, MR, PP & MU submitted to relevant GoI counterparts	12/31/2015			
	Technical outputs from GoI-GGGI Green Growth Program packaged into knowledge products and shared with key stakeholders to build capacity	Nine knowledge products published on websites, referred to in the media or presented at events Three workshops	12/31/2015			
	Joint Secretariat provides technical and programmatic support to program implementation	Bappenas appoints 1 staff (full/part-time) dedicated staff who is responsible for managing the Joint Secretariat	12/31/2015			
Vietnam - Water and Green growth Mekong Delta	Trans-boundary dialogue related to water enhanced through use of shared tools and approaches	Officials are provided with an opportunity to increase international exchange of knowledge, tools and approaches through an international conference	12/31/2015			
Vietnam - Urban Green growth Action	Green Growth City Index developed	Green Growth City Index has been submitted to the government	12/31/2015			
Jordan - A national green growth plan for Jordan	National Green Growth Plan (NGGP) and implementation roadmap are developed	A consultative peer reviewed NGGP and roadmap developed	11/30/2015			

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Jordan - - A national green growth plan for Jordan	Institutional framework is developed	An internal advisory group with representation from Gov, private sector, civil society established A green growth committee representing line ministries established	11/30/2015			
Morocco - MENA Green growth Planning	Capacity for green growth implementation is enhanced among key stakeholders An institutional mechanism is established	% of participants disaggregated by gender and affiliation acknowledge improved knowledge on green growth Inter-ministerial project team is set up and the Green Technology Center (GTC) is designed	11/30/2015			
Ethiopia - Climate Resilient and green economy	Green growth inputs developed to be included in the Growth and Transformation Plan (GTP) 2015-2020 Recommendations provided to mainstream Climate Resilient Green Economy (CRGE) into GTP	GTP analysis explicitly makes reference to the Climate Resilient Green Economy (CRGE) as a cross cutting pillar and include defined targets and spend CRGE has a defined mainstreaming plan owned by National Planning Commission (NPC) , Ministry of Environment and Forest (MEF) and The Ministry of Finance and Economic Development (MOFED)	12/1/2015			
	Sector level planning instruments provided	Sector development plan delivered to planning commission that are related to and are aligned with macro CRGE planning and targets	12/1/2015			

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Ethiopia - Climate Resilient and green economy	Contribution to global knowledge base on green growth from the Ethiopia case	Ethiopia experience featuring in global, regional and other reports/ meetings/conferences on the topic	12/1/2015			
	Support Climate Resilient Green Economy Facility to become operational and mobilize funds	Facility annual reports	12/1/2015			
	Delivery of investment through the Facility	Facility report and evaluation	12/1/2015			
	Support private sector investment in Ethiopia	Programme documents agreed and reports developed	12/1/2015			
	Policy delivery mechanisms mapped and understood by government	Reports	12/1/2015			
	Delivery and performance of investments is tracked and results understood	M&E systems report	12/1/2015			
	Environment and Climate Research Center	Center established and operational	12/1/2015			
	National Capacity support programme proposal delivered	Capacity programs have been carried out	12/1/2015			
	Lesson learning	Lessons learning documentation	8/15/2015			

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Rwanda - Climate Resilient Green Cities	Green City Framework and Guidelines developed	Government of Rwanda (GoR) decisions on greening of secondary cities is informed by the Green City Framework and Guidelines	3/31/2015			
	National roadmap for green urbanization in secondary cities developed in Rwanda	National and peer reviewed road-map developed for six secondary cities	6/30/2015			
	Increased capacity on green urbanization	X % of trained people are reported to have increased knowledge and confidence on green urbanization	12/31/2015			
Philippines - Eco-town scale-up: Climate resilient green growth planning at the Provincial level	Institutional structure and tools to support project implementation developed and operational	National Project Advisory Committee (NPAC) for the Eco town Scale-Up Project organized and operational	9/30/2015			
		Provincial Project Teams (PPTs) of the Provinces of Palawan and Oriental Mindoro organized and operational	10/31/2015			
		Project Operations Manual (POM), Project Monitoring and Evaluation System (PMES), Communications and Advocacy Strategy and Manual (CASM) approved by the Project Management Unit (PMU)	12/31/2015			
	Training Modules on the "Eco town approach" developed and delivered	At least three training modules developed and delivered	12/31/2015			
	Academic institutions trained on the Eco town modules	At least 50% of the target institutions trained on the Eco town modules	12/31/2015			

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Philippines - Eco-town scale-up: Climate resilient green growth planning at the Provincial level	Climate Resilient Green Growth (CRGG) analytical methodology with an equal focus on climate resilience, green growth, and social/poverty dynamics developed and approved	Provincial CRGG analytical methodologies for the Provinces of Palawan and Oriental Mindoro approved by the PPTs and the PMU	12/31/2015			
UAE - Green growth initiative	Institutional mechanism established	Green growth top governance (Inter-ministerial board) or an equivalent in place	12/31/2015			
Mexico - Sub National Green growth planning and implementation	Implementation plans with a prioritized list of actions and investment requirements are developed	Two fiscal and technical instruments have been submitted to CAME as priority actions	12/31/2015			
Mexico - Innovation in climate technologies	Report on the state of the innovation ecosystem in climate technologies submitted	Report submitted	5/31/2015			
China - Green Growth Transition	Green growth indicators identified, elaborated and proposed for incorporation in the 13 th five year plan (FYP)	Two industrial sectors with green growth indicators identified and defined Model of good practice for private sector in public policy analyzed and indicators proposed accordingly	12/31/2015			
	Comparative policy analysis of public procurement impact on GHG emissions and measurement of the potential of improved subnational procurement planning provided and disseminated	One set of recommendation to improve supply chain management that reduce GHG emissions At least one government administrations receiving technical capacity building in greener public procurement	12/31/2015			

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China - Green Growth Transition	Green finance safeguards systematically assessed and disseminated	Twenty senior banking representatives and officials in key ministries (Finance, Planning, Local Administrations) and DRC/State Council receiving guidance on green finance safeguards	12/31/2015			
India - Mainstreaming and implementation of green growth strategies (Karnataka)	Karnataka state has sub-sector roadmaps for green growth	One sub-sector roadmap submitted to state government	12/31/2015			
	Capacity of civil servants implementing green growth in priority sectors improved	At least thirty government officials from multiple green growth related sectors trained, and at least 50% of these officials acknowledge better understanding of green growth planning and implementation	12/31/2015			
	State government has investor-quality project documentation finalized	One project design document submitted to state government One project implementation document submitted to state government	12/31/2015			
India - Green growth planning strategies for India (TERI)	A national green growth strategy position paper is developed	A consultative green growth strategy position paper developed	9/30/2015			

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India - Green growth planning strategies for India (TERI)	State level green growth strategies developed	A consultative peer reviewed green growth strategy developed for two states	9/30/2015			
	New green opportunities for economic growth identified	Number of opportunities identified, case studies completed and road-maps developed	9/30/2015			
	Capacity of civil servants in priority sectors improved	Officials acknowledge better understanding of sustainability challenges, and ability to implement green growth strategies	9/30/2015			
	Green growth awareness increased	% of attendees acknowledging better understanding of green growth	9/30/2015			
Fuji - Supporting the Implementation of the Green Growth Framework	Recommendations on integrating the Green Growth Framework (GGF) into the National Development Plan provided	Recommendations accepted by Government of Fiji	12/31/2015			
Vanuatu - Green and Inclusive Energy Reform	Financing options are provided for implementing the National Energy Roadmap (NERM)	Set of recommendations on national and international financing options is provided to the relevant Ministries in Government of Vanuatu	11/30/2015			
	Input on energy efficiency to Vanuatu National Energy Roadmap is provided	Revised National Energy Roadmap	12/31/2015			
Capacity Development for Green Growth	MENA capacity development modules are developed	One module developed	12/31/2015			
	Capacity development program delivered	One program delivered	12/31/2015			

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Capacity Development for S-S Cooperation	Country visits showcasing the best examples of green growth	2 sets of capacity development materials	12/31/2015			
Integrated Capacity Development	Component 0: Module development - learning modules are developed	Three learning modules developed on three topics namely on Green City Development, Project Preparation and Development and NAMAs	12/31/2015			
	Component 1: Regional Capacity Development - Regional workshops ("Green Growth Solution Lab) are organized in GGGI's training hubs	Two regional workshops	12/31/2015			
	Component 2: National Capacity Development - ICD team supports capacity development activities conducted at the national level	Three countries receive the support	12/31/2015			
Green Growth Readiness Assessment	Green Growth Readiness Assessment (GGRA) framework and methodology developed	One GGRA framework report: in line with international standards developed	9/30/2015			
Green Transport Assessment Methodology	Green transport assessment methodology developed	Methodology developed	12/31/2015			
Climate Resilient Green Growth	Climate Resilient Green Growth (CRGG) framework developed	One CRGG framework report in line with international standards	9/30/2015			
Green Growth Index	Methodology is developed	Draft methodology in place for peer review in 2016	12/23/2015			

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Knowledge Management	Green growth agenda advanced through Green Growth and the New Industrial Revolution (GG-NIR)	<p>Eight research papers produced</p> <p>Eight policy briefs developed and finalized</p> <p>Study on GG and NIR finalized</p> <p>One final conference where findings are shared</p> <p>All papers included on GGKP web platform</p> <p>Ten research papers, reports, or presentations referring to NIR analysis</p>	12/31/2015			
	Integrated Knowledge Management (KM) System developed and operationalized	<p>Operationalization of integrated KM system</p> <p>% of employees using KM system</p> <p>Number of GGGI projects included in integrated KM system</p>				
	Green growth agenda advanced through Green Growth Best Practice knowledge (GGBP) products	<p>Ten international conferences or workshops in which GGBP findings are shared</p> <p>Seven countries in which GGBP findings are applied</p> <p>Thirty GGBP case studies produced or updated to reflect new evidence</p> <p>In-depth best practice assessments conducted on at least one GGBP topic</p> <p>Four GGBP Country Profiles prepared</p> <p>GGBP experts roster created</p>				

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Knowledge Management	Green growth agenda advanced through Green Growth Knowledge Platform (GGKP)	Two research papers produced 85,000 Hits to GGKP web platform 7,125 documents downloaded from GGKP web platform 70% of country program results and activities posted on GGKP web platform 90% of country program results and activities posted on GGKP web platform (cumulative) Four research committee				
Project Design and preparation	Framework/guidelines for greening infrastructure Public and Private Partnership (PPP) projects is delivered in Mongolia	Number of policy proposal produced to improve existing rules and guidelines for infrastructure PPP Green infrastructure project origination is initiated	12/31/2015			
De-risking Climate and Infrastructure Finance	Risk-reducing instruments are designed	One risk-reducing instrument is designed	12/31/2015			
	Global products are customized and pilot tested in countries in line with demand	One global products (template or risk-reducing instrument) pilot tested in Colombia	12/31/2015			
NAMA development support	Project details of NAMAs developed	One NAMA with complete project details	12/31/2015			
	NAMAs potential funding schemes designed or identified	One NAMA whose potential financing sources are identified	12/31/2015			

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Green Invest	A clear analytical framework that clarifies the characteristics of different institutional investors and identifies those characteristics most relevant to increasing inclusive green investment is developed	Analytical framework developed	12/31/2015			

Annex 1:
GGGI Membership Expansion Status
(Status as of 28 October 2015)

I. LDCs and other 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>Bangladesh Ambassador to Korea visited DG in September 2015.</p>	<p>First mission to Bangladesh is expected as part of LDC Expansion Plan in November/ December 2015. GGGI is in touch with Ministry of Finance for this.</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>Minister of Agriculture visited GGGI on 23 September 2015.</p>	<p>Bhutan is in the process of identifying a Government counterpart to GGGI.</p> <p>Dialogue between Bhutan and GGGI continues.</p>
3	Burkina Faso	Initial contact established between Burkina Faso and GGGI.	Membership package shared with initial contact.
4	Comoros	<p>Comoros has submitted a formal Letter of Intent to become a member of GGGI.</p> <p>In April, letter sent by the DG with membership package for the government of the Comoros' consideration</p> <p>The government has been changed in August. GGGI will follow up with Comoros again in November, in order to update new minister on the GGGI progress and discuss scoping program.</p>	GGGI is in contact with the relevant focal point regarding membership.
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>	Dialogue between Kenya and GGGI continues.
6	Kiribati	Kiribati is a Member country with potential for LDC-programming activities.	The scoping process, initiated in 2013 and 2014 at the request of the President, is yet to conclude. Pre-scoping was initiated in 2015.
7	Lao PDR	Lao PDR has shown interest for program co-operation, and has received information on membership. Lao PDR is also a potential LDC scoping candidate country for 2016.	Initial country visit took place in June 2015. Pre-scoping was initiated following this visit. Scoping will be launched in 2016.

8	Mozambique	<p>DG met Marilia Telma Antonio Manjate, National Directorate of Cooperation, Ministry of Land, Environment and Rural Development (MITADER) 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>First mission to Mozambique was conducted in July 2015 to discuss areas of work for a possible scoping project as part of LDC Expansion Plan.</p> <p>Sample Letter of Intent was provided to MITADER in August 2015 for their consideration of GGGI membership.</p>	<p>Scoping project will be initiated in 2016.</p> <p>In-country stakeholder workshop to discuss the scoping project is scheduled in November 2015.</p> <p>GGGI will pursue membership for Mozambique.</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>GGGI and the Government of Myanmar held a consultative workshop in July 2015.</p>	<p>GGP&I Head visited Myanmar to discuss membership and areas of cooperation in June 2015. Consultative meeting conducted with relevant stakeholders.</p> <p>Scoping phase will start from 2016.</p>
10	Nepal	<p>The latest stakeholder engagement was the delivery program validation workshop, conducted on 7-8 October 2015. The work plan covering support for greater strategic alignment and implementation of the Low Carbon Emissions Development Strategy was validated with inter-ministerial buy-in.</p>	<p>Delivery proposal being submitted to November Council. A representative of the government will attend and present the program to the Council for approval.</p> <p>The GGGI team in Nepal is working to further the membership discussion amid major institutional and structural changes. Once a new government is officially in place, the team will redouble its efforts to acquire Nepal as a Member.</p>
11	Sudan	<p>GGGI received inquiry from Embassy in Seoul regarding membership and cooperation.</p>	<p>GGGI will continue dialogue with relevant counterpart.</p>
12	Tanzania	<p>Country Portfolio Director met Tanzanian delegation at COP 20 in Lima, Peru, in December 2014.</p> <p>Tanzania has requested and received information on GGGI membership.</p>	<p>GGGI will continue dialogue with relevant counterpart.</p>
13	Timor Leste	<p>Timor Leste is being contacted via different channels.</p> <p>GGGI is also exploring potential cooperation with Portugal in Timor Leste.</p>	<p>GGGI will continue dialogue with relevant counterpart.</p>

14	Uganda	<p>Uganda submitted a Letter of Intent to join GGGI in April 2015. The membership process is under review in the Ministry of Foreign Affairs and the Attorney General's Office.</p> <p>The latest stakeholder engagement was the delivery program validation workshop, conducted on Oct. 1 2015. The work plan covering support for the Uganda National Green Growth Strategy (UGGS), green city development and capacity building components was validated with inter-ministerial buy-in.</p>	<p>Delivery proposal being submitted to November Council.</p> <p>GGGI is already providing technical input to the UGGS in collaboration with the UNDP. Full scoping report is planned by end 2015.</p>
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II. Middle Income Countries

	Country	Membership and Engagement	Follow-up
1	Algeria	Algeria showed interest in GGGI membership. Internal discussion is underway.	<p>GGGI will continue dialogue with relevant counterpart.</p> <p>GGGI mission trip is under planning to provide membership information. Exact timing to be confirmed.</p>
2	Brazil	DG met Secretary of Climate Change and Environmental Quality in the margins of COP20 in Lima, Peru in December 2014.	<p>While relations with the Ministry of Environment are excellent, the Ministry of Foreign Affairs has indicated there is currently no interest in GGGI membership.</p> <p>Country Program discontinued.</p>
3	Cameroon	<p>Inquiry dated 14 September 2015 from Ministry of Housing and Urban Development concerning membership received.</p> <p>Cameroon wishes to join GGGI and requested GGGI to support the Cameroonian government's Green City Initiatives.</p>	Membership package to be submitted to Cameroonian counterpart (Ministry of Housing and Urban Development).
4	China	<p>DG met Director-General of Climate Change Department at COP20 in Lima.</p> <p>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.</p> <p>ADG for GGP&I visited Beijing in August 2015, and met senior representatives from Ministry of Environmental Protection, CCICED and Ministry of Foreign Affairs. During meetings Chinese interest in membership, and relevant documents in relation to membership has been shared in Mandarin.</p> <p>Upon request from Chinese Ministry of Foreign Affairs an overview of GGGI's activities has been shared in September 2015.</p> <p>CCICED is considering to invite the Director-General to become advisory member for Phase 6 to start in early 2016.</p>	<p>Draft Membership Agreement and other relevant documents pertaining to membership submitted to Chinese Ministry of Foreign Affairs in September 2015.</p> <p>The Director-General will attend CCICED 2015 Annual General Meeting</p> <p>Enabling Governance Capacity for Green Transformation</p> <p>Tentative Program, in Beijing 9-11 November 2015.</p> <p>GGGI's Country Representative will continue follow up. Interest in membership confirmed by authorities, and membership process initiated.</p>

5	Colombia	<p>GGGI and Colombia signed an 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 in June 2015.</p>	GGGI is in final stages of membership discussion with Colombia
6	Cote d'Ivoire	Cote d'Ivoire included in GGGI's initial membership expansion plans.	GGGI will continue dialogue with relevant counterpart.
7	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.	<p>Egyptian-GGGI dialogue initiated on membership and program development. Follow-up with Egyptian Embassy in Seoul, and focal point in Cairo to continue discussion with regard to Egyptian membership and MOU, and the high-level visit by Egypt to the Republic of Korea scheduled for November 2015.</p> <p>DG to undertake planned membership and resource mobilization mission to MENA during 1 Q 2016.</p>
8	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.
9	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 GGGI's counterpart, the Minister of Environment, Forests, and Climate Change.
10	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>GGGI has submitted Establishment Agreement in Arabic.</p> <p>The Moroccan government has informed GGGI that the ratification process has been in the discussion of Morocco Cabinet.</p>

11	Peru	<p>Peru submitted letter of interest 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 focus 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 2015.</p> <p>Peru sees that GGGI could help prepare a proposal that can connect these various interventions.</p> <p>GGGI's Country Representative will continue dialogue.</p>
12	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>The Department of Environment Affairs will be handling the membership. Although there appears to be interest from the Government of South Africa, it remains unclear when the process would be initiated and by who.</p>

13	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 met Minister of Finance in Bangkok, 4 November 2014 and followed up 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. The Minister expressed interest to join GGGI.</p> <p>Certified Establishment Agreement and Model Instrument of Accession were sent to MONRE Minister.</p> <p>Membership documents were translated to Thai and delivered upon the Government's request.</p> <p>The Office of Natural Resources and Environmental Policy & Planning (ONEP), the project counterpart, is in the process of submitting the membership-related documents to the Secretariat of the Cabinet. The documents will be circulated to relevant government agencies for comments, and the Cabinet will review them for consideration and final approval.</p> <p>It is foreseen that the Cabinet process will take about 2-3 months.</p>	GGGI's Thailand Country Team will follow up with the project counterpart on the submission of membership documents to the Secretariat of the Cabinet.
14	Tunisia	<p>Government of Tunisia officials requested information about membership at Sustainable Development Regional Workshop.</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.
15	ASEAN	GGGI organized a briefing session to ASEAN and APEC countries on 22 October 2015. Malaysia, Peru, United States, Russia, Canada also participated in the session.	GGGI will continue dialogue with ASEAN countries.

III. Potential donors

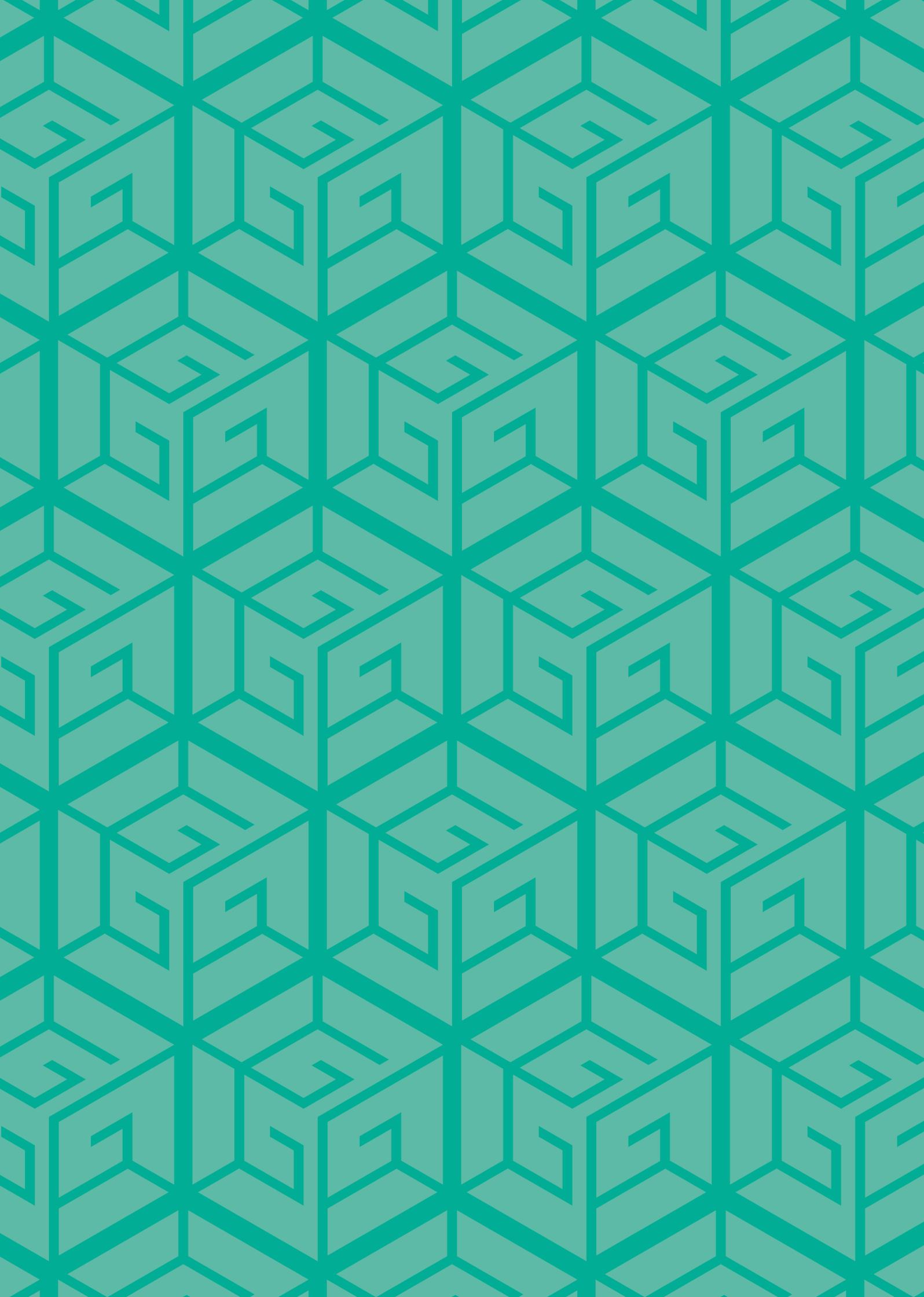
	Country	Membership and Engagement	Follow-up
1	Bahrain	Bahrain-GGGI dialogue initiated on membership and program development.	DG to undertake planned membership and resource mobilization mission to MENA during 1 Q 2016. During the MENA Capacity Building workshop, the delegation from the Bahraini Embassy in Abu Dhabi indicated their interest in GGGI membership.
2	Belgium	GIAS and draft Strategic Plan 2015-2020 were sent to Minister of Development Cooperation, MOFA, in October 2014.	GGGI continues efforts to seek meeting between Belgium and the DG to reinstate the dialogue.
3	Canada	DG met with Louise Métivier, Canada's Chief Negotiator, in the margins of the Bonn Climate Change Conference in June 2015. Ambassador of Canada to Korea participated in GGGI's briefing session to ASEAN and APEC countries on 22 October 2015.	Follow-up visit by DG to Ottawa is suggested for first half of 2016. Ambassador of Canada to Korea will visit GGGI for further consultation in November 2015.
4	European Commission	Most recently, DG met Director for DG CLIMA, Artur Runge-Metzger of the European Commission in the margins of the Bonn Climate Change Conference - June 2015. In addition, DG met with EU Member States to introduce GGGI in the margins of the Climate Change Conference in Bonn, June 2015. GGGI hosted a meeting with EU Member State Ambassadors at GGGI HQs in June 2015 to introduce GGGI. DG submitted letter to Mr. Miguel Arias Cañete, Commissioner for Climate Action & Energy, European Commission 17 August 2015 in relation possible EU membership to GGGI. At the Seventh Session of the GGGI Council members agreed to initiate a process to amend the Agreement on the Establishment on GGGI. GGGI are undergoing a consultation process with members until Friday 18 December 2015 to solicit their comments and views about the articles. Upon the conclusion of the consultation process, GGGI will invite the members of the GGGI Assembly to take a vote on the amendment to the Agreement on the Establishment on GGGI.	Discussions on EC Membership in progress pending changes to the Establishment Agreement.
5	Finland	GGGI has been in discussion with counterparts from Finland in the past few months, more recently with the Embassy of Finland as well as with Mr. Harri Laurikka, Chief Negotiator, Ministry of the Environment in the margins of the Bonn Climate Change Conference - June 2015 on strengthening engagement between Finland and GGGI.	GGGI has ongoing contact with the Finnish Embassy in Seoul.

6	France	GIAS and draft Strategic Plan 2015-2020 were sent to Adviser for International Negotiations, Climate and Environment in October 2014.	GGGI HQs is following up with the French Embassy in Seoul. Dialogue to be reinitiated after COP21 in Paris.
7	Germany (Currently providing earmarked fund to GGGI through BMUB and BMZ)	GGGI has had regular contacts with BMUB (Ministry of Environment), BMZ (Ministry for Economic Cooperation and Development), GIZ as well as with the German Embassy in Seoul. 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 in June 2015.	GGGI has submitted 2 concept notes under BMUB's International Climate Initiative (Philippines and Jordan). 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. A meeting between BMZ, BMU and the DG is planned for during 4Q2015.
8	Greece	GGGI met Artemis Gryllia, Greek Head of Delegation in the margins of the Bonn Climate Change Conference in June 2015 to discuss membership and possible areas of cooperation.	Economic situation in Greece continues to hinder prospect of becoming a contributing Member. Greece 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. GGGI has been in discussion with counterparts from Hungary over the past few months, most recently with Mr. Lukacs Akos, Head of Department, Department for Climate Policy, Ministry of National Development and Reform Commission to discuss potential areas of collaboration.	Possibility for membership and contribution before COP 21 in Paris.
10	Italy	DG met 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.

11	Japan	<p>DG met Mr. Kunihiro Yamauchi, Director General, of Global Environment Department, JICA, 14 October 2015 in Tokyo.</p> <p>JICA continues to express interest in GGGI's value chain, and delivery model, and emphasized that Japan is interested in providing partner countries policy dialogue in addition to project support/implementation. Dialogue resulted technical level discussions, which was held in June 2015 to discuss potential areas of cooperation with the Japanese International Cooperation Agency (JICA). Countries for possible cooperation includes Cambodia, Vietnam, Indonesia, Philippines and Mongolia.</p> <p>DG has also met Mr. Masahiko Horie, Ambassador for Global Environmental Affairs, Japanese Ministry of Foreign Affairs, and Mr. Atsuyuki Okie, Director General for Global Issues, Japanese Ministry of Foreign Affairs, 14 October 2015 in Tokyo.</p>	<p>JICA and GGGI to continue discussing tangible areas for cooperation at country level.</p> <p>The dialogue between the Japanese Ministry of Foreign Affairs about Japanese membership and provision of earmarked support to GGGI through its funding to multilateral organizations to continue.</p>
12	Kuwait	<p>DG met Ambassador in Seoul and Kuwait delegation from the Ministry of Foreign Affairs in May 2014.</p> <p>DG visited Kuwaiti Government counterparts in Kuwait City in June, 2014.</p> <p>SPC Director and MENA Director met Deputy Head of Mission, the Kuwaiti embassy in Seoul in November, 2014.</p> <p>DG met Minister of Public Works and Minister of Electricity and Water in the margins of Abu Dhabi Sustainability Week in January 2015.</p>	<p>GGGI HQ will follow up with Kuwait Embassy in Seoul and Ministry of Environment on the membership process</p> <p>DG to undertake planned membership and resource mobilization mission to MENA during 1 Q 2016.</p>
13	Latvia	<p>GGGI met with Ministry of Environment representatives in Astana in October 2014.</p>	<p>GGGI will continue dialogue with relevant counterpart.</p>
14	The Netherlands	<p>DG has met Ambassador Kees Rade, Director, 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) and during the 8th Session of the Council in Bali in Indonesia.</p> <p>DG has met Jeroen Verheul, Ambassador at large for Development Cooperation, Dutch Ministry of Foreign Affairs in the margins of the ODA Conference 27 October 2015.</p>	<p>The Netherlands and GGGI continues to discuss possible areas of cooperation where alignment between Dutch priorities and those of GGGI exists.</p> <p>A meeting between the DG and the Dutch Ambassador in Seoul planned for in November 2015 to discuss status.</p>

15	New Zealand	<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 New Zealand interest in supporting programs in the Pacific, including Samoa / Tonga.</p> <p>DG is planning a mission to the Pacific during 1Q 2016.</p>
16	Oman	<p>GGGI received inquiry from government officials at Sustainable Development Regional Workshop.</p>	<p>Omani-GGGI dialogue initiated on membership and program development.</p> <p>DG to undertake planned membership and resource mobilization mission to MENA during 1 Q 2016.</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 the dialogue about exploring areas of possible cooperation.</p>
18	Portugal	<p>DG met the Portuguese Minister of Environment and Energy Jorge Moreira da Silva 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 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>
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 - June 2015.</p>	<p>Contacts established with Ministry of Foreign Affairs and Ministry of Petroleum during MENA Capacity Building workshop in Abu Dhabi 12-15 October 2015.</p> <p>A technical mission is planned for to identify synergies with the priorities of the Kingdom.</p> <p>DG to undertake planned membership and resource mobilization mission to MENA during 1 Q 2016.</p>
20	Singapore	<p>Membership package was delivered to Singapore in October 2014.</p>	<p>GGGI to continue dialogue with Singapore on membership and possible earmarked support.</p>
21	Slovak Republic	<p>DG met Gabriela Fischerová, Senior Government Adviser, Ministry of Environment, Slovak Republic.</p>	<p>GGGI are in close contact with Ministries of Foreign Affairs, Finance and Environment, the purpose of which is to discuss Slovak membership and possible earmarked support.</p>

22	Sweden	<p>A technical meeting took place in May 2015 with officials from Ministry of Environment, and Ministry of Foreign Affairs.</p> <p>DG met Climate Ambassador for Sweden, in the margins of the Bonn Climate Change Conference in June 2015.</p>	GGGI will continue dialogue with Sweden.
23	Switzerland (Currently providing earmarked fund to GGGI through SDC)	<p>DG met State Secretary Oberle of the Federal Office for the Environment (FOEN) at COP20 in Lima, Peru in December 2014.</p> <p>DG has 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>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 organisations 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. US representatives showed keen interest in bankable projects (were particularly interested in hearing about concrete results).</p> <p>DG met the United States Ambassador Mark Lippert, 15 July 2015.</p> <p>Ambassador of United States to Korea participated in GGGI's briefing session to ASEAN and APEC countries on 22 October 2015.</p>	Potential areas of cooperation continues to be explored.





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