

IMPACT LEVEL					
GGGI member countries move towards a model of green growth that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic growth					
Indicators	<b>Economic growth:</b> GDP growth (annual %) <b>Poverty reduction:</b> % of population living below \$1.25 per day <b>Social inclusion:</b> Gender Inequality Index score <b>Climate change:</b> Total GHG emissions per capita (including due to land-use changes) <b>Green cities:</b> % of population exposed to PM2.5 levels exceeding recommended levels		<b>Energy:</b> % of total electricity production from renewable sources <b>Land use:</b> Forest area as a % of total land area <b>Water:</b> % of total internal renewable freshwater resources extracted <b>Adaptation:</b> Global Adaptation Index score <b>Environmental policies:</b> Environmental Performance Index score		
OUTCOME LEVEL	1. Strengthened national, sub-national, local green growth planning, financing, and institutional frameworks	2. Increased green investment flows	3. Improved multi-directional knowledge sharing and learning between South-South and South-North-South countries on green growth		
Indicators	1.1 Number of green growth policies adopted by governments with GGGI's support  Target (2015): 17 Target (2016): 25"	2.1 Total volume of financing catalyzed with GGGI support (disaggregated by public and private)  Target (2015): US\$0 Target (2016): US\$18m Target (2020): US\$30m (Source: Strategic Plan)	3.1 Proportion of people participating in GGGI capacity development activities that gain improved knowledge and skills (disaggregated by men and women).  Target (2015): 70% Target (2016): 70%		
	1.2 Extent to which green growth is integrated into government policies and likely to lead to transformational change	2.2 Number of instances where member countries successfully gain new access to financing sources (eg: Green Climate Fund) with GGGI support.  Target (2015): 0 Target (2016): 1	3.2 Number of green growth policies adopted or investments made that benefited from experiences and lessons from other countries		
	1.3 Proportion of policies supported by GGGI that address three or more elements of green growth, namely economic growth, environmental sustainability, poverty reduction and social inclusion	2.3 Proportion of all investments supported by GGGI that address three or more elements of green growth, namely economic growth, environmental sustainability, poverty reduction and social inclusion	3.3 Number of countries where GGGI projects helped leaders to more effectively advocate for green growth by providing examples of success.		
OUTPUT LEVEL	1. Demand-driven technical advisory, knowledge development, and private sector solutions offered on the ground for pro-poor green growth interventions	2. Inclusive green growth plans, strategies and investment plans are converted into implementable actions	3. Support provided in creating an enabling environment for public and private sector investment in green growth	4. Global institutional relationships, partnerships, and knowledge networks formed and leveraged.	5. GGGI membership expanded
Indicators	1.1 Number of advisory outputs* that inform the development of government green growth policies. (* Eg: studies, analytical tools, strategies, plans and roadmaps.)  Target (2015): 33 Target (2016): 36"	2.1 Number of advisory outputs* that inform decisions on green growth investment. (* Eg: investment proposals, bankable projects, financing mechanisms.)  Target (2015): 12 Target (2016): 19 Target (2020): 30 bankable projects designed (Source: Strategic Plan)	3.1 Number of outputs* that aim to improve the enabling environment for green growth investments (* Eg: derisking instruments, supporting countries to gain access to new sources of financing)  Target (2015): 6 Target (2016): 6	4.1 Proportion of capacity development activities that share experiences and lessons from GGGI countries.  Target (2015): 39% Target (2016): 41%	5.1 Number of new countries joining GGGI as members  Target (2015): 2 (Source: Strategic Plan)
	1.2 / 2.2 / 3.2 Outputs are developed in a way that seek to simultaneously address economic growth, environmental sustainability, poverty reduction and social inclusion.  Target (2015): GGGI safeguard assessments and identification of opportunities to address PRSI are piloted in 5 countries and agreed recommendations implemented. Target (2016): Issues related to safeguards and opportunities to achieve PRSI are adequately identified and addressed in all new projects before being approved for implementation.			4.2 Number of projects where country needs are being met through partnerships brokered by GGGI.  Target (2015): 8 Target (2016): 4"	
6. Professionalism of the organization ensured					
	6.1 % of core budget allocated to member LDCs  Baseline (2014): 14% Target (2020): 42% (Source: Strategic Plan)"	6.3 Increase in GGGI core and earmarked funding  Baseline (2014): US\$29.8m in core funding and US\$12.1m in earmarked funding Target (2020): US\$40m in core and US\$40m in earmarked funding. (Source: Strategic Plan)	6.4 Unqualified annual GGGI audit reports	6.5 Effective and timely communication of results  Target (annual): GGGI Annual Report outlining progress against WPB and Corporate Results Framework is published by no later than end of June each year"	6.6 % of core budget spent on management and administration  Baseline (2014): 22% Target (2020): 17% (Source: Strategic Plan)
	6.2 % of core budget allocated to member LDCs and MICs combined  Baseline (2014): 57% Target (2020): 87% (Source: Strategic Plan)"			6.7 % of core budget spent on non-programmatic activities  Baseline (2014): 45% Target (2020): 30%"	

**NOTE:** Some targets are derived from the logical frameworks of in-country and global projects and are based on the best available information at the time of preparing this Work Program and Budget. These logical frameworks may be subject to periodic revisions in response to changing circumstances. As a result, the final targets reported each year through GGGI's Annual Report may vary slightly from the ones presented here. To ensure full transparency, any variations to targets and the reasons for them will be disclosed as part of the Annual Report.



## Definition of Indicators at the Impact, Outcome and Output Levels

INDICATOR	DESCRIPTION
<b>IMPACT: GGGI member countries move towards a model of green growth that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic growth.</b>	
<b>Economic growth:</b> GDP growth (annual %)	Annual percentage growth rate of GDP at market prices based on constant local currency. Aggregates are based on constant 2005 US dollars. GDP is the sum of gross value added by all resident producers in the economy plus any product taxes and minus any subsidies not included in the value of the products. It is calculated without making deductions for depreciation of fabricated assets or for depletion and degradation of natural resources. (Source: World Bank.)
<b>Poverty reduction:</b> Poverty headcount ratio at \$1.25 a day (% of population)	Percentage of the population living on less than \$1.25 a day at 2005 international prices. As a result of revisions in PPP exchange rates, poverty rates for individual countries cannot be compared with poverty rates reported in earlier editions. (Source: World Bank)
<b>Social inclusion:</b> Gender Inequality Index score	The Gender Inequality Index is a proxy for the position of women in over 150 countries and provides insights into gender gaps in major areas of human development. It includes composite indicators that measure gender inequalities in reproductive health, empowerment and economic status. (Source: UNDP)
<b>Climate change:</b> Total GHG emissions per capita (including due to land use changes)	This indicator measures country greenhouse gas emissions per capita, covering six gases including carbon dioxide, methane, nitrous oxide, hydrofluorocarbons, perfluorocarbons and sulfur hexafluoride. Data on CO2 includes emissions from energy, cement manufacture and land-use changes. (Source: World Resources Institute)
<b>Green cities:</b> % of population exposed to PM2.5 levels exceeding recommended levels	Average of the percentage of a country's population exposed to PM 2.5 levels at the World Health Organization's different air quality guidelines (10, 15, 25 and 35 micrograms/m3). (Source: Environmental Performance Index / Yale)
<b>Energy:</b> % of total electricity production from renewable sources	Percentage of total electricity production from renewable sources, including geothermal, solar, tides, wind, biomass and biofuels, and excluding hydroelectric. (Source: World Bank)
<b>Land use:</b> Forest area as a % of total land area	Forest area is land under natural or planted stands of trees of at least 5 meters in situ, whether productive or not, and excludes tree stands in agricultural production systems (for example, in fruit plantations and agroforestry systems) and trees in urban parks and gardens. (Source: World Bank)
<b>Water:</b> Annual freshwater withdrawals as a % of total internal freshwater resources	Annual freshwater withdrawals refer to total water withdrawals, not counting evaporation losses from storage basins. Withdrawals also include water from desalination plants in countries where they are a significant source. Withdrawals can exceed 100 percent of total renewable resources where extraction from nonrenewable aquifers or desalination plants is considerable or where there is significant water reuse. Withdrawals for agriculture and industry are total withdrawals for irrigation and livestock production and for direct industrial use (including withdrawals for cooling thermoelectric plants). Withdrawals for domestic uses include drinking water, municipal use or supply, and use for public services, commercial establishments, and homes. Data are for the most recent year available for 1987-2002. (Source: World Bank)
<b>Adaptation:</b> Global Adaptation Index score	The ND-GAIN index summarizes a country's vulnerability to climate change and other global challenges in combination with its readiness to improve resilience. Vulnerability measures a country's exposure, sensitivity and capacity to adapt to the negative effects of climate change. ND-GAIN measures overall vulnerability by considering six life-supporting sectors – food, water, health, ecosystem service, human habitat, and infrastructure. Readiness measures a country's ability to leverage investments and convert them to adaptation actions. ND-GAIN measures overall readiness by considering three components – economic readiness, governance readiness and social readiness. (Source: University of Notre Dame)
<b>Environmental policies:</b> Environmental Performance Index score	The Environmental Performance Index indicates how well countries perform on high-priority environmental issues in two broad policy areas: protection of human health from environmental harm and protection of the environment. (Source: Environmental Performance Index / Yale)

### OUTCOME 1: Strengthened national, sub-national, local green growth planning, financing, and institutional frameworks

1.1 Number of green growth policies adopted by governments with GGGI's support	This indicator reflects the extent to the GGGI policy advice and recommendations delivered under Strategic Output 1.1 are being taken up by partner governments. Green growth policies encompass any formal decision by governments that promotes green growth. Examples include: national, sub-national or local government strategies, plans or policies; sectoral strategies, plans or policies; government budget allocation or project investment decisions; changes to existing laws or administrative rules; and new or changed institutional arrangements.
1.2 Extent to which green growth is integrated into government policies and likely to lead to transformational change	This qualitative indicator describes the extent to which green growth has been embedded into partner government policies and policy processes under Strategic Outcome 1.1 and the likelihood of these policies leading to transformational change. The indicator will be assessed via a scorecard issued to projects when they report an achieved outcome that contributes to Strategic Outcome 1.1. The scorecard will assess the presence of the following: (1) policy objectives that are consistent with the objectives of green growth; (2) allocation of resources to implement the policy; (3) clear implementation arrangements to achieve policy objectives; (4) arrangements for ongoing monitoring and review of policy effectiveness; (5) policy features enhancing the likelihood of transformational change. The extent to which each a YES, PARTIAL and NO response. Policy features enhancing the likelihood of transformational change relate to: (a) scale of the policy intervention; (b) replicability of parts or all of the policy; (c) innovations that can lead to wider, accelerated or sustained changes; (d) whether the policy leverages results from other policies or programs. A scorecard template will be finalized by the end of 2015 for deployment in Q1 2016; the methodology described here is a draft and may be refined further in the final template.
1.3 Proportion of policies supported by GGGI that address three or more elements of green growth, namely economic growth, environmental sustainability, poverty reduction and social inclusion	This indicator describes the extent to which green growth policies adopted by governments move towards the model of green growth espoused in the Strategic Plan - ie: ones that simultaneously address economic growth, environmental sustainability, poverty reduction and social inclusion. It reflects the degree to which GGGI has been successful in advocating such a model, noting that ultimately the result is a product of decisions by our partner governments. The indicator will be assessed via a scorecard issued to projects when they report an achieved outcome that contributes to Strategic Outcome 1.1. The scorecard will outline the criteria and standards by which assessors can judge how many of the four 'elements' of green growth have been addressed. A scorecard template will be developed by the end of 2015 for deployment in Q1 2016.

### OUTPUT 1: Demand driven technical advisory, knowledge development and private sector solutions offered on the ground for pro-poor green growth interventions

1.1 Number of advisory outputs that inform the development of government green growth policies.	Advisory outputs include technical studies, analytical tools, strategies, plans or roadmaps. The indicator will be assessed by aggregating all relevant outputs identified in approved project logframes which were successfully delivered during the reporting period.
1.2 Outputs are developed in a way that seek to simultaneously address economic growth, environmental sustainability, poverty reduction and social inclusion.	This indicator tracks how well GGGI is mainstreaming all elements of green growth as defined in the Strategic Plan - namely, economic growth, environmental sustainability, poverty reduction and social inclusion - into the development of its outputs. For 2015 and 2016, this indicator will be measured through a milestone-based approach, focusing on a sequence of key internal reforms necessary to ensure we are adequately addressing this issue. For 2015, the proposed milestone is to pilot the integration of safeguards, poverty reduction and social inclusion issues into our Country Planning Frameworks and ensure agreed actions are implemented. For 2016, the proposed milestone is to ensure that safeguards, poverty reduction and social inclusion are adequately considered and addressed in all new projects before being approved for implementation.

### OUTCOME 2: Increased green investment flows

2.1 Total volume of financing catalyzed with GGGI support (disaggregated by public and private)	This indicator reflects the amount of finance catalyzed towards green growth in partner countries where GGGI had a supporting role. The indicator result will be disaggregated by public and private finance. Targets are cumulative and measured from a baseline year of 2014. Private finance refers to non-public sources such as banks (excluding MDBs or RDBs), private companies, private or company pension funds, NGO money, CDM financing, voluntary carbon credit market, insurance companies, private savings, family money, entrepreneurs' own capital and sovereign wealth funds. It includes all types such as equity, debt and guarantees. Public finance refers to financial resources from donors and partner governments, development agencies, MDBs, RDBs. It excludes Sovereign Wealth Funds, private banks and other private finance defined in 'private finance'. Finance is catalyzed when the use of funds for a specific green growth objective leads to additional funds to be applied for that objective than would otherwise have been the case. Catalyzed resources could be: upfront co-financing (i.e. resources committed to the project from the private sector at the time of project approval); subsequent co-financing (i.e. resources committed after the project has been approved or commenced implementation).
2.2 Number of instances where member countries successfully gain new access to financing sources (eg: Green Climate Fund) with GGGI support.	This indicator measures how successful GGGI has been in facilitating access to finance for green growth investments, which should then enable finance to be mobilized (Outcome 2.1). This could be as the result of different types of assistance provided by GGGI, such as: (1) assistance with development of bankable projects which are then taken up by private or multilateral development banks for financing; (2) development of domestic financing mechanisms for green growth, such as the People's Survival Fund in the Philippines or the Climate Resilient Green Economy mechanism in Ethiopia; (3) access to international sources of financing, such as the Green Climate Fund; (4) development of green growth policies which result in budget appropriations for implementation through partner government budget processes.
2.3 Proportion of investments supported by GGGI that address three or more elements of green growth, namely economic growth, environmental sustainability, poverty reduction and social inclusion	See description for Outcome 1.3 above

### OUTPUT 2: Inclusive green growth plans, strategies and investment plans are converted into implementable actions

2.1 Number of advisory outputs developed to inform decisions on green growth investment	Advisory outputs include those that are expected to lead directly to the mobilization of finance. Examples include investment proposals, bankable projects or development of national financing mechanisms. The indicator will be assessed by aggregating all relevant outputs identified in approved project log frames which were successfully delivered during the reporting period.
2.2 Effective services and systems in place to develop solutions that simultaneously address economic growth, environmental sustainability, poverty reduction and social inclusion.	See description for Output 1.2 above.

### OUTPUT 3: Support provided in creating an enabling environment for public and private sector investment in green growth

3.1 Number of outputs developed to improve the enabling environment for green growth investment	Advisory outputs include those that are expected to indirectly lead to increased mobilization of finance by improving the enabling environment for green growth investment. Examples include development of derisking tools or instruments, and supporting countries to gain accreditation under international sources of financing such as the Green Climate Fund. The indicator will be assessed by aggregating all relevant outputs identified in approved project logframes which were successfully delivered during the reporting period.
3.2 Effective services and systems in place to develop solutions that simultaneously address economic growth, environmental sustainability, poverty reduction and social inclusion.	See description for Output 1.2 above.

### OUTCOME 3: Improved multi-directional knowledge sharing and learning between South-South and South-North-South countries on green growth

3.1 Proportion of people participating in GGGI capacity development activities that gain improved knowledge and skills (disaggregated by men and women).	A key purpose of GGGI's knowledge sharing activities is to build capacity. This indicator focuses on capacity building activities that incorporate green growth lessons from other countries, and the extent to which these activities have led to improved knowledge or skills. The indicator will be assessed through post-completion surveys issued in our training and capacity building events. These events are increasingly being delivered through a centralized model under GGGI's Integrated Capacity Development program, which has (by default) a target of 70% for this indicator for all events. Responses will be disaggregated by gender.
3.2 Number of green growth policies adopted or investments made that benefited from experiences and lessons from other countries	Another key purpose of GGGI's knowledge sharing activities is to help inform policy and investment decisions. In essence, this indicator how often GGGI has successfully harnessed lessons from other countries to help inform green growth policies or investments. This indicator will be measured by identifying the subset of green growth policies adopted (Outcome 1.1) or access gained to green growth financing sources (Outcome 2.2) that drew on lessons from other countries. These could include both lessons from GGGI projects in other countries or from other sources such as GGKP or GGBP.
3.3 Number of countries where GGGI projects helped to more effectively advocate for green growth by providing examples of success.	Under the Strategic Plan, GGGI seeks to advocate green growth models internationally by generating in-country examples of success and exposing leaders to these. As a result, leaders will hopefully be prepared to advocate the benefits of green growth to other stakeholders within and beyond their countries, and give effect to the concept of GGGI as an alliance of like-minded countries seeking to advocate green growth more broadly. This indicator will be assessed through targeted collection of data and stories from all country projects at the end of each calendar year, as part of the preparation of GGGI's Annual Report.

### OUTPUT 4: Global institutional relationships, partnerships and knowledge networks formed and leveraged

4.1 Proportion of capacity development activities that share experiences and lessons from GGGI countries	This indicator aims to assess to extent to which GGGI is harnessing lesson from other countries and incorporating these into its capacity development efforts. The indicator will measure the percentage of all capacity development activities that explicitly include cross-country knowledge sharing elements. Examples include the use of case studies from other countries, involvement of participants from different countries or study tours.
4.2 Number of projects where country needs are being met through partnerships brokered by GGGI.	Given most knowledge exists in tacit forms, the formation of partnerships is a key way of sharing knowledge. In recognition of this, this indicator assesses how often GGGI is brokering partnerships to share knowledge and build capacity in ways that meet the needs of partner governments. Examples include forming partnerships with external institutions to access technical knowledge that GGGI does not possess itself, or supporting the development of inter-ministerial coordination arrangements to improve the capacity of governments to implement green growth policies. The indicator will be assessed by aggregating all relevant outputs identified in approved project logframes which were successfully delivered during the reporting period.

### OUTPUT 5: GGGI membership expanded

5.1 Number of new countries joining GGGI as members	Expansion of membership contributes to Outcome 3 as it increases number of countries where green growth initiatives can be implemented with GGGI support, and lessons shared with others. It also enhances the ability of member countries to advocate for green growth agenda more broadly, by expanding GGGI as an alliance of like-minded countries that support the model. Data for this indicator will be drawn from GGGI's Strategy, Policy & Communications (SPC) department.
5.2 Number of countries where leaders were exposed to the benefits of green growth, drawing on GGGI experiences.	This indicator assess the number of countries where GGGI has undertaken activities that bring the benefits of green growth projects to the attention of country leaders. This recognizes the importance of political commitment to expansion of GGGI membership, as well as GGGI's role as a platform for building a critical mass of countries that support and advocate the green growth model. This indicator will be assessed through targeted collection of data and stories from all country projects at the end of each calendar year, as part of the preparation of GGGI's Annual Report.

### OUTPUT 6: Professionalism of the organization ensured

6.1 Percentage of core budget allocated to member LDCs	Under the Strategic Plan, GGGI has committed to increase the percentage of core budget allocated to member LDCs to 42% by 2020. This indicator tracks progress towards this target.
6.2 Percentage of core budget allocated to member LDCs and MICs combined	Under the Strategic Plan, GGGI has committed to increase the percentage of core budget allocated to member countries (LDCs and MICs) to 87% by 2020. This indicator tracks progress towards this target.
6.3 Increase in GGGI core and earmarked funding	GGGI's Strategic Plan includes a target of raising USD40m in core and USD40m in earmarked funding by 2020. This indicator will track annual progress towards this target.
6.4 Unqualified annual GGGI audit reports	This indicator is a proxy for whether GGGI's systems are transparent, accountable and safeguarding the legal and financial integrity of the organization. GGGI undertakes is subject to a standard audit each year which is included in its Annual Report. The proposed annual target is to ensure that the findings of this audit are unqualified.
6.5 Effective and timely communication of results	This indicator is a proxy for GGGI's results-based management capacity. The proposed target is to publish GGGI's Annual Report outlining results against the WPB and Corporate Results Framework to members by no later than the end of June each year.
6.6 Percentage of GGGI expenditure spent on management and administration.	This indicator will track the proportion of GGGI's core expenditure on management and administration. This indicator serves as a proxy for organizational efficiency and value for money. Under the Strategic Plan, GGGI has set a 2020 target of spending no more than 17% of its core expenditure on management and administration.
6.7 % of core budget allocated to non-programmatic activities	This indicator will track the proportion of GGGI core resources allocated to non-programmatic activities. This indicator serves as a proxy for organizational efficiency and value for money. Under the Strategic Plan, GGGI has set a 2020 target of spending no more than 30% of its core budget on non-programmatic activities.