



Global Green Growth Institute

Ninth Meeting of the Management and Program Sub-Committee (MPSC)
May 1-2, 2019; Seoul, Republic of Korea

Membership, Accession, and Country Programming

This document presents an update to the Management and Program Sub-Committee on membership and accession. This follows the last update provided to Members at the Seventh Session of the Assembly and Eleventh Session of the Council (Joint Session) on October 31, 2018.

The document supports the MPSC to oversee membership expansion in line with the MPSC's function to advise the Council on membership and accession, as well as Risk Management Framework, as outlined in its terms of reference [C/2019/DC/4].

The Institute identifies expansion and organizational alignment as organizational risks, and funding model as both operational and financial risks within GGGI's Risk Management Framework. The document is also intended to support discussions on the development of GGGI's Strategy 2030 and guide the strategic orientations that have resource implications to operationalize it.

The MPSC is invited to:

1. take note of the distinctions and relationships between membership and program expansion, and the relatively influence of GGGI over each;
2. take note of the status of accession of UN Member States and Regional Integration Organizations to the Agreement on the Establishment of GGGI (Establishment Agreement);
3. take note of the status of privileges and immunities and efforts to expedite negotiation of agreements to provide GGGI and its officials with privileges and immunities;
4. discuss the suggestion for the Council to approve Country Programming Criteria, in accordance with its function outlined in the Establishment Agreement;
5. provide guidance on the criteria for country programming and phasing-out timeframe;
6. discuss the possibility of global programming to complement country programming and provide benefits for all Member countries; and
7. discuss coordinated actions to strengthen the financial sustainability of GGGI over the Strategy 2030 period, through both core, programmatic and project earmarked funding.

Consistent with GGGI's Disclosure Policy [C/2018/DC/8], and the Policy on Governance Organ Document Codes (January 27, 2016), this document will be disclosed on the GGGI Website upon its approval by the Council, and its classification will be changed from "For Official Use" to "General Distribution".

Summary

1. GGGI is a membership-based organization and membership is open to all UN Member States and Regional Integration Organizations that support the mission of the organization.¹ GGGI's Strategic Plan 2015-2020 further defines three broad principles for membership expansion: (a) like mindedness and a commitment to green growth as key element in maintaining GGGI's uniqueness among international organizations; (b) mutual benefit and a willingness and capacity to effectively contribute to GGGI's knowledge sharing and governance processes; and (c) global considerations to ensure balance in geography and income status of countries [MPSC/2017/28/REV2].
2. An expanded membership provides GGGI a stronger voice and influence to support the global transition toward a model of green growth. In April 2019, GGGI welcomed its 32nd Member. A further 20 States and Organizations have submitted a letter to the Director-General communicating their intent to become a Member and commenced their respective process to ratify/approve the Establishment Agreement. Membership is expected to reach 40 Members by early 2020, including the countries where GGGI commenced operations under its 2015 Least Developed Country (LDC) Expansion Plan that was approved by the Council in the Work Program and Budget 2015-2016 [C/6/DC/5].
3. While membership expansion is not a risk, Members and the Institute need to effectively manage the expectations of new members that wish to have a country program. The key risk mitigating action for country programming is the change in GGGI's business model. Continuation of country programming in existing countries – as well as the establishment of programs in new countries will require earmarked funding. Programming in new countries will also be dependent on earmarked funding. GGGI has made significant progress in shifting to this model. In 2018, half of GGGI's existing programs were able to secure earmarked funding, with signed new earmarked commitments increasing from USD 700,000 in 2016 to 4mil in 2017, 31mil in 2018 and 12.3mil in Q1 2019.
4. GGGI proposes that the Council establish objective criteria for country programming, as provided in the Establishment Agreement, for both the continuation of existing and establishment of new programs – and to have this approved by the Council during 2019. The criteria will ensure that GGGI does not stretch operations too thin. Such criteria were not previously required as operations were almost entirely funded with core resources through the WPB. In addition, GGGI can explore the potential for global programming as a complement to country programming, and provide benefits for all Members, and not just those with a country program. This could include access to and participation in global and knowledge sharing programs.
5. Criteria for a country program with an in-country presence – as distinct from one off technical assistance - could include, (a) formally concluding the accession of the State / Organization to GGGI; (b) existence of an effective agreement on privileges and immunities, formally providing legal basis for GGGI and its officials to operate in country; and (c) multi-year government earmarked funding – either co-financing and/or multi-year earmarked funding in the case of UMICs and HICs or multi-year earmarked funding in the case of LMICs and LICs.

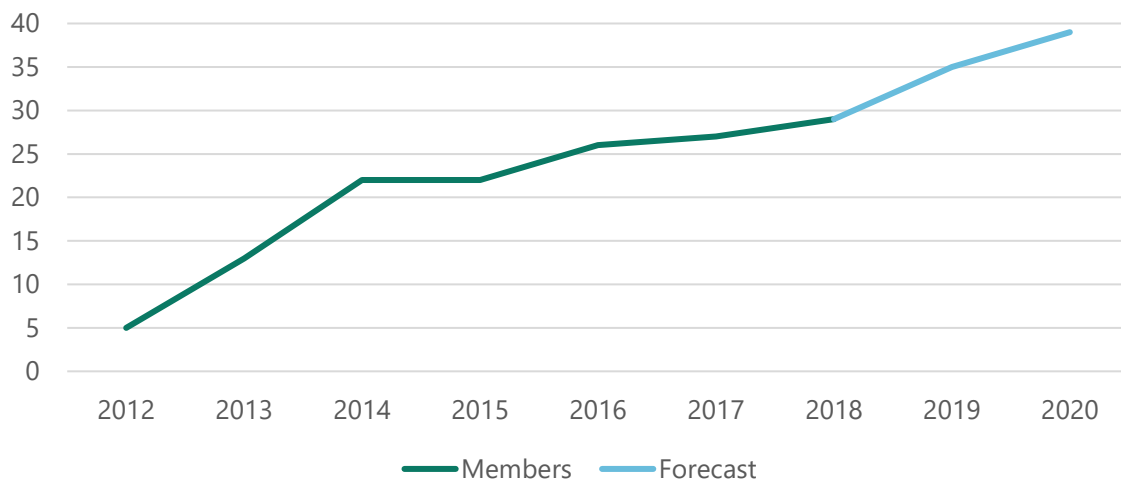
¹ **Annex 1** outlines the provisions of the Agreement on the Establishment of GGGI that relates to membership and accession.

Membership at a Glance

Membership is expected to grow to 40 by early 2020

- Thirty-two countries have ratified/approved the Establishment Agreement as of April 14, 2019 (Figure 1). This includes the 18 States who signed the Establishment Agreement at Rio+20 Conference and the twelve months the Agreement remained open for signature. Burkina Faso, Sri Lanka, Tonga, and Uzbekistan have completed accession to the Establishment Agreement since the Institute’s previous update on Membership and Accession, presented to the Council on October 31, 2018 [A/2018/7 - C/2018/7/REV].

Figure 1. GGGI Membership growth since 2012 and forecast growth until early 2020
Based on Ratification/Approval of the Agreement on the Establishment of GGGI



Notes: Membership calculated on the thirtieth day after a state/regional integration organization deposits its instrument of ratification/accession/approval of the Agreement on the Establishment of GGGI. Data from **Annex 2 - GGGI Membership at a Glance**, as of April 9, 2019

- GGGI’s membership is expected to reach 36 Members in 2019, with the forecast accession of Ecuador, Kuwait, Morocco, and Uganda. In Uganda, the Cabinet approved accession on January 14, 2019 and the Minister of Foreign Affairs is expected to submit its Instrument of Accession in April. In Morocco, accession has been approved by both Chambers of the Parliament and now is before the King for signature. In Ecuador, accession is under judicial review as a last step before it is submitted to the President for approval. In Kuwait, the Cabinet is in the last stages of deliberation on GGGI membership.
- GGGI’s membership is expected to reach 40 Members in 2020, with the forecast accession of Colombia, Cote d’Ivoire, and the European Union. In Colombia, the fourth and final round of Parliamentary debates concluded in April 2, 2019. The Bill on the Establishment Agreement will now be signed by the President and subsequently reviewed by the Supreme Court. In Cote d’Ivoire, the Cabinet has approved membership and the matter is now before the Parliament for approval in June 2019. The European Commission has completed consultations on accession with its members and the matter is now for discussion in the European Parliament following the new Parliament seating in the second half of 2019.
- In addition, Myanmar, Mozambique and Nepal are advancing their accession to GGGI, following the Council’s decision in 2015 to commence in-country programming as part of the LDC Expansion approved by the Council. Moreover, a further twelve UN Member

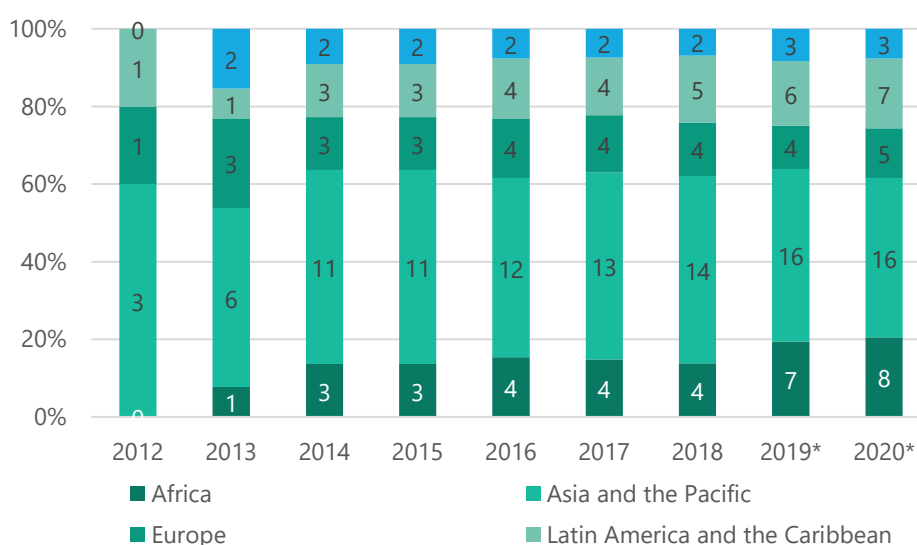
States and Regional Integration Organizations have submitted a letter to the Director-General communicating their intent to become a member. Togo (January 8, 2019) and Turkmenistan (February 25, 2019) are the most recent to submit a letter of intent.²

Membership is becoming more diversified, both geography and income level

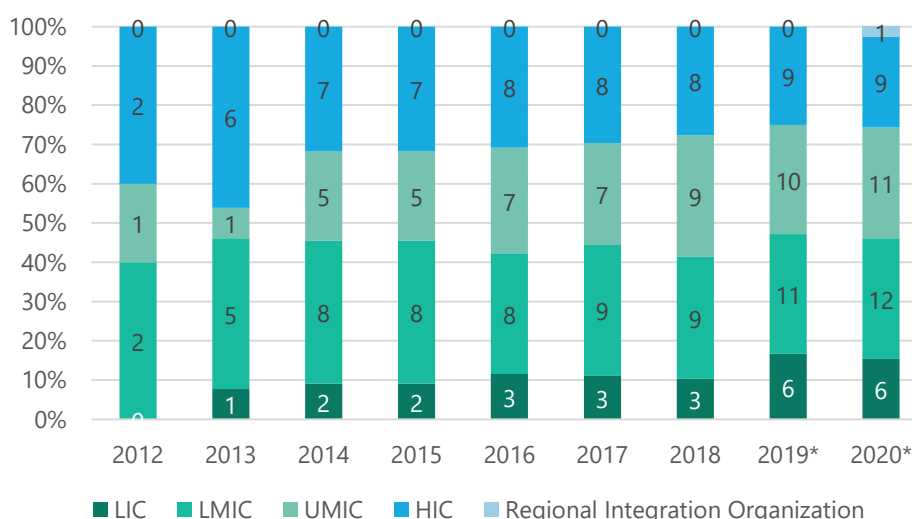
10. Since 2012, membership has expanded in Africa relative to that in the Asia and the Pacific (Figure 2A) and expanded the number of developing countries relative to developed countries (Figure 2B). This follows the Council’s decision in December 2013, for membership expansion to consider geographic and economic diversity and include specific focus on Africa and G20 countries, that was subsequently drawn into GGGI’s Strategic Plan 2015-2020.

Figure 2. Membership at a Glance

A. By region



B. By level of income



Notes: Data from Annex 2 - GGGI Membership at a Glance, as of April 14, 2019; * = forecast.

² Annex 3 provides detail of which UN Member States and Regional Integration Organizations have submitted letters of intent.

Managing and prioritizing country programming

11. While GGGI hopes to deliver country programmatic interventions in support of Member's transition to a model of green growth, membership does not guarantee country programming. This has been reinforced by GGGI's decision to decouple membership and programming in 2017 and to introduce a new business model from 2018. The Establishment Agreement notes that Membership is open to UN Member States and Regional Integration Organizations that are committed to GGGI's mission. Accession is not contingent on GGGI inviting a UN Member State or Regional Integration Organization to become a Member, nor can GGGI block a State or Organization becoming a Member. However, the Establishment Agreement establishes the function of the Council to establish objective criteria for country programming (Art. 8.5.f).³
12. The change in GGGI's approach is communicated to all prospective Member countries. Clear responsibilities - formalized within the Delegation of Authority - regarding engagement with non-Members and processes exist to ensure clear and consistent messaging about the process, obligations and associated benefits, and support the decoupling of membership and programming.⁴ Members too have and continue to play a role in reaching out to UN Member States and Regional Integration Organizations, advocating membership and, upon confirming interest, handing over the relationship to GGGI. The latter is critical to assure coherent messaging regarding the benefits and obligations of membership.
13. However, GGGI would benefit from articulating clear criteria for country program selection and definition of value proposition for Member, including those that do not have a country program, and Partner countries. Such criteria were not previously required as operations were almost entirely funded with core resources through the Work Program and Budget (WPB). Criteria would help to balance programmatic expansion that has steadily increased since 2015 (Table 1).
14. The criteria for multi-year country programming could include,
 - a. Deposit of Instrument of Accession, formally concluding the accession of the state / regional integration organization to GGGI;
 - b. Existence of an effective agreement on privileges and immunities, formally providing legal basis for GGGI and its officials to operate in country;
 - c. In the case of HICs and UMICs, multi-year government co-financing and / or multi-year earmarked funding; and
 - d. In the case of LMICs and LICs, multi-year earmarked funding.

³ Currently GGGI's Risk Management Framework incorrectly defines membership expansion as a risk. This will be revised in the next iteration of the Framework to focus on program expansion risk. See Risk Management Framework, V.3.0 (November 22, 2018), http://gggi.org/site/assets/uploads/2018/12/Risk-Management-Framework_112018.pdf

⁴ Annex 5 outlines responsibilities for engagement with States and Regional Integration Organizations related to Accession, and Annex 6 outlines the information on membership and accession that is shared with UN Members States and Regional Integration Organizations that express interest in Membership to GGGI.

Table 1. Country programming

Country	Programming commenced	Membership commenced	Notes	Total
Australia		2014		
Denmark		2012		
Korea, Rep. of		2012		
Norway	n/a	2013		8
Paraguay		2018		
Sri Lanka		2019		
United Kingdom		2013		
Uzbekistan		2019	GGGI had program in 2012/2013	
Cambodia		2013		
China		n/a		
Colombia		n/a	Membership expected early 2020	
Ethiopia		2013		
Fiji		2014		
India		n/a		
Indonesia		2014		
Mexico	2012/13	2014		16
Mongolia		2014		
Peru		2016		
Philippines		2012		
Rwanda		2016		
Thailand		2016		
United Arab Emirates		2013	Self-funded program	
Vanuatu		2014		
Viet Nam		2013		
Jordan		2014		
Morocco	2014	n/a	Membership expected 2019	2
Mozambique		n/a	Membership expected 2020	
Myanmar		n/a	Membership expected 2020	
Nepal	2015	n/a	Membership expected 2020	5
Senegal		2014		
Uganda		n/a	Membership expected 2019	
Kiribati	2016	2012		2
Lao PDR		2017		
Costa Rica	2017	2014	Project run from GGGI HQ	2
Hungary		2016	Self-funded program	
Burkina Faso		2019		
Guyana	2018	2012		3
Papua New Guinea		2013		
Eastern Caribbean		n/a	Intent to join GGGI 2017	
Qatar	2019	2013	Self-funded program	3
Tonga		2018		

15. The Council is encouraged to consider a hard deadline for Member countries where the Institute has operations to finalize and make effective an agreement on privileges and immunities, and clearly communicate this to their respective governments – allowing countries to finalize and make effective agreements on privileges and immunities as well as to secure domestic resources through their national budgets. If an existing Member country where GGGI has operations has not concluded an agreement on privileges and immunities by end 2020 (the current biennium), the Institute phase out in-country programming by 2021. The phase out may require GGGI to finalize outputs through a neighboring country program or the regional office.
16. Moreover, securing multi-year funding for country programs may allow GGGI to reallocate core funding, creating budgetary space for the development of global programs and service offerings as well as new country programs. Global programs – such as the global green

growth campaign, Green Growth Knowledge Platform - could provide a basis to ensure all Members derive advantages from membership to GGGI. In the medium-term, GGGI could adopt an approach where core funding is secured for two to three years for a new country program in an LDC or vulnerable country, as defined by UN OHRLLS, with a phased reduction. During this period, core funding can assist GGGI to establish a minimum presence in country and secure earmarked funding for the delivery of the program.

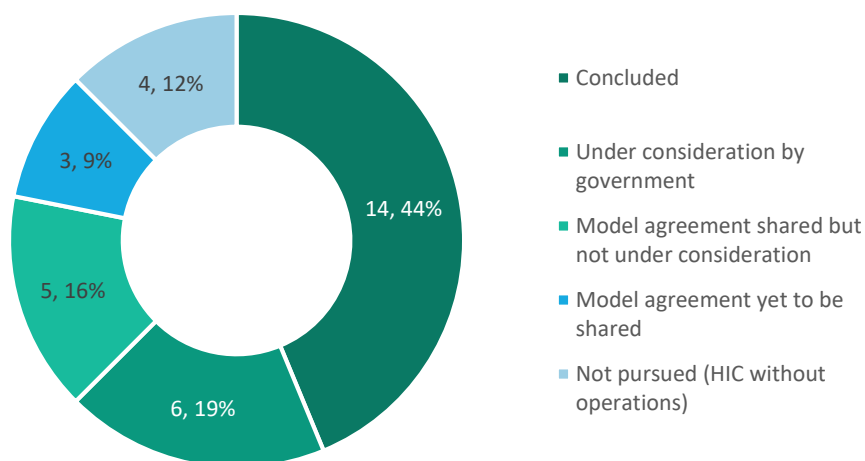
Effective Agreements on Privileges and Immunities

17. GGGI has committed to proactively pursue agreements on privileges and immunities in countries where the Institute has established operations, and to negotiate privileges and immunities in parallel with the accession of new Members. The purpose of an agreement on privileges and immunities is to enable GGGI to function efficiently in the country as an international organization by (a) providing a framework for and facilitation of GGGI’s presence, operations and activities in the country and (b) conferring on GGGI and its personnel certain privileges, immunities and exemptions customarily afforded to international inter-governmental organizations such as GGGI. Earlier expansion of operations led, in some instances, to GGGI operating in countries without agreements on privileges and immunities – reducing the efficiency of operations and exposing GGGI to risk of legal sanctions and reputational damage.

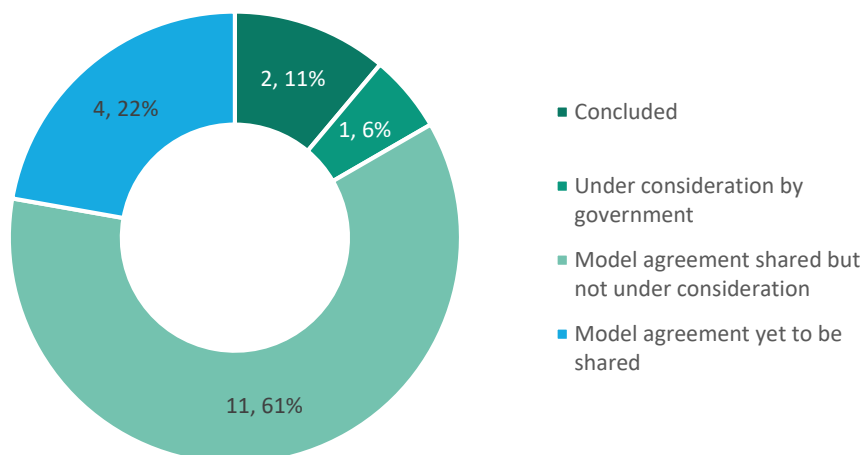
18. Agreements on privileges and immunity have been signed in 14 Member countries (Burkina Faso, Cambodia, Ethiopia, Fiji, Hungary, Indonesia, Kiribati, Korea, Lao PDR, Papua New Guinea, Rwanda, Senegal, United Arab Emirates, and Vanuatu), with agreed text under consideration in six (Jordan, Mexico, Mongolia, Peru, Philippines, Viet Nam). Moreover, GGGI has signed privileges and immunities in two partner countries (Colombia, and Uganda), with the standard text of the agreement under consideration in one (Myanmar).

19. GGGI proposes to immediately write to all Heads of States / Governments to draw attention to the status of privileges and immunities for in-country programming and to request that the matter be given appropriate attention.

Figure 3. Status of Agreements on Privileges and Immunities
A. Member countries



B. Partner countries



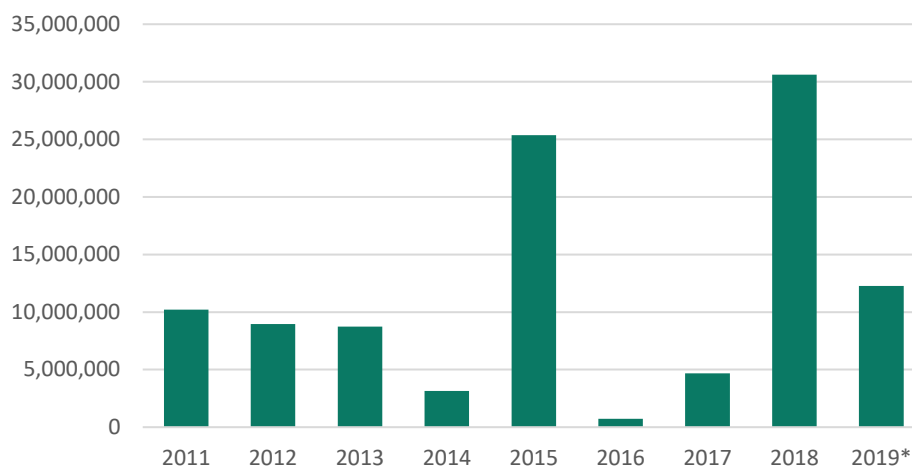
Notes: Data from **Annex 4 - Status of Agreements on Privileges and Immunities in GGGI Member Countries and Countries where GGGI has Established Operations.**

Securing multi-year co-financing and earmarked funding

20. GGGI's new business model is focused on making the Institute sustainable and resilient by diversifying into an increased share of earmarked sources. Country and global programs are to be funded through a blend of core and earmarked funding - with the Council allocating core funding across countries within the WPB (under revised Financial Regulations). The current core and earmarked ratio is 66:34 compared with a ratio of 50:50, as defined in GGGI's Refreshed Strategic Plan 2015-2020.⁵ Country teams have become "business units", rather than project managers, responsible for government relations, resource mobilization and project implementation and focused on results-based management. This is supported by a centralized partnership and resource mobilization function, with new business processes to ensure that GGGI's does not engage in mission creep.
21. Significant progress has been made to sustain and diversify GGGI's funding since 2017, in line with GGGI's Partnerships and Resource Mobilization Strategy [C/7/7]. In 2016, most of GGGI's earlier earmarked commitments were expiring with a limited resource mobilization pipeline. Although new signed commitments in 2015 was USD 25 million, over 80% of this was for GGGI's country program in Indonesia from Norway. Efforts to step up earmarked funding in 2017 resulted in USD 4.2 million in new commitments in 2017, USD 30.6 million in 2018 and USD 12.3 million year to date in 2019 (Figure 4). Moreover, the number of country programs receiving earmarked funding is now 19, compared with 7 in 2017, of which 15 are receiving a blend of core and earmarked (Table 2). GGGI sees that 100% of country programs should receive earmarked funding by 2020 – and diversified funding sources to reduce financing risk. GGGI will need to consider phasing-out operations in country programs without multi-year co-financing or earmarked funding.

⁵ The earlier Strategic Plan 2015-2020 established a target of 50:50 core, earmarked split [C/6/DC/4].

Figure 4. New Signed Earmarked Commitments, 2011- 2019
In million USD



22. GGGI’s new country programs in existing Member countries are earmarked funded, with modest core funding in select cases. This is the case in Papua New Guinea. In the case of new Members, programming is dependent on earmarked funding. For example, the government of Sri Lanka has nominated GGGI as a delivery partner for GCF Readiness and NAP readiness. In Ecuador (completing accession), programming will be funded by the government and through joint resource mobilization efforts.

Phasing in engagement in UN Member States and Organizations in Accession

23. Noting that accession to the Agreement on the Establishment of GGGI (the “Establishment Agreement”) can take time, the Council has approved several mechanisms to deepen partnerships with countries that have formally expressed interest in membership, namely:
- a. **Granting observer status to the Governance Organs.** Countries that have submitted a letter of intent may be invited to observe the sessions of the Assembly and Council of GGGI, in accordance with the criteria for observers approved by the Assembly in September 2016 [A/2016/DC/4]. Moreover, this authorizes the Director-General to cover the travel and accommodation of observers in accordance with GGGI’s Travel Rules, that limits support to low income and lower-middle income countries.
 - b. **Engagement in knowledge sharing and capacity building activities.** Mutually-beneficial dialogue between Member and non-Member countries is critical to fostering consensus, based on sound analytical foundations and to achieving progress in the search for solutions. Knowledge sharing will also enable GGGI to position itself as a leading institution on green growth and the implementation of green growth actions.
24. GGGI’s programmatic units – particularly within the Green Growth Planning and Implementation Division – also begin to map governments’ green growth aspirations and policies, as well as domestic institutions that will inform future programmatic engagement. GGGI also engages through global platforms, including the NDC Partnership, to understand current engagement by other development partners, and opportunities to

develop project interventions through earmarked funding. This will create the basis for future program development.

Table 2. Composition of funding in GGGI Programs, 2017-2019

Portfolio	Country	2017	2018	2019
Africa and Europe	Burkina Faso	Core	Core	Core
	Ethiopia	Core + Earmarked (Italy)	Core + Earmarked (Italy, Denmark)	Core + Earmarked (Italy, Denmark, GCF)
	Hungary	n/a	Earmarked (Hungary)	Earmarked (Hungary)
	Jordan	Core	Core + Earmarked (GCF)	Core + Earmarked (GCF)
	Morocco	Earmarked (UAE)	Core + Earmarked (UAE)	Core + Earmarked (UAE)
	Mozambique	Core	Core	Core
	Rwanda	Core	Core + Earmarked (GCF, Italy)	Core + Earmarked (GCF, Italy)
	Senegal	Core	Core + Earmarked (Luxembourg)	Core + Earmarked (Gates, Luxembourg)
	Uganda	Core	Core + Earmarked (Hungary, Netherlands)	Core + Earmarked (GCF, Hungary, Netherlands)
Asia	Cambodia	Core	Core	Core
	China	Core	Core	Core+ Earmarked (EU)
	India	Core	Core + Earmarked (Denmark)	Core + Earmarked (Denmark)
	Indonesia	Earmarked (Norway)	Earmarked (GCF, Norway)	Core + Earmarked (GCF, Norway)
	Lao PDR	Core	Core + Earmarked (Korea, GCF)	Core + Earmarked (Korea, GCF)
	Mongolia	Core + Earmarked (GCF)	Core + Earmarked (GCF)	Core
	Myanmar	Core	Core	Core + Earmarked (GCF, MAVA)
	Nepal	Core	Core	Core + Earmarked (Gates)
	Philippines	Core	Core	Core
	Thailand	Core	Core + Earmarked (GCF, UNEP)	Core + Earmarked (GCF, UNEP)
	Viet Nam	Core	Core	Core
Latin America and Caribbean	Colombia	Core + Earmarked (Norway)	Core + Earmarked (Norway)	Core + Earmarked (Norway)
	Guyana	n/a	Core	Core + Earmarked (GCF)
	Mexico	Core	Core	Core
	Peru	Core	Core	Core
Middle East	Qatar	n/a	n/a	Core
	United Arab Emirates	Earmarked (UAE)	Earmarked (UAE)	Earmarked (UAE)
Pacific	Fiji	Core	Core + Earmarked (UNESCAP)	Core + Earmarked (Korea)
	Kiribati	Core	Core	Core
	Papua New Guinea	n/a	Earmarked (GCF, UNDP)	Earmarked (Australia, GCF, Korea)
	Solomon Islands	n/a	n/a	Earmarked (Korea)
	Tonga	n/a	n/a	Core
	Vanuatu	Core + Earmarked (GCF)	Core + Earmarked (GCF, Luxembourg)	Core + Earmarked (Korea, Luxembourg)
Total receiving core		23	25	27
Total receiving earmarked		7	17	21
Of which receiving earmarked from multiple resource partners		0	7	10
Total receiving core + earmarked		4	13	16

Continued efforts will focus on core and programmatic regional earmarked funding

25. GGGI is committed to explore partnership with members of the G20 considering the significant role of the G20 in major global issues, as well as OECD and other HICs for possibility of core and earmarked contributions. Discussions have focused on developing pilot projects for collaboration with the view to build deeper understanding of GGGI's value addition as a precursor to membership. GGGI has established partnerships with Italy (in Ethiopia, Rwanda, and potentially in additional African countries), Luxembourg (Senegal and Vanuatu), and the Netherlands (Uganda), as is exploring partnerships with Canada (Caribbean and Africa), France (Africa) and New Zealand (Pacific).
26. Resource mobilization efforts go beyond traditional providers of Official Development Assistance and include engagement with foundations (e.g. Bill and Melinda Gates Foundation, MAVA Foundation) and grants for project preparation (e.g. World Green Economy Organization, Korea Export and Import Bank).
27. These actions are aligned to recommendations of recent development partner reviews of GGGI and the Independent Evaluation of Progress against the Refreshed Strategic Plan 2015-2020, as well as previous discussions on membership and accession by the Governance Organs.⁶

Table 2. Partnerships with G20 Member, OECD Members and Other HICs since 2017

Active engagement	Limited engagement	No engagement
Canada	Bahrain	Argentina
France	Belgium	Austria
Italy	Brazil	
Japan	Czech Republic	Greece
Kuwait	Estonia	Iceland
Luxembourg	Finland	Israel
Netherlands	Germany	Latvia
New Zealand	Ireland	Lithuania
Sweden	Monaco	Portugal
United States	Oman	Saudi Arabia
	Poland	Spain
	Russian Federation	Turkey
	Slovak Republic	
	South Africa	
	Switzerland	

⁶ Annex 7 provides a summary of Recommendations and Management Responses to Recent Evaluations Addressing Membership and Accession; and Annex 8 provides a summary of Previous Discussion on Membership and Accession by the Governance Organs.

Annex 1. Framework for Membership and Accession Provided by the Agreement on the Establishment of GGGI

28. **Eligibility.** The Agreement on the Establishment of GGGI (the “Establishment Agreement”) notes “The membership of the GGGI is open to any member state of the United Nations or regional integration organization that subscribes to the objectives of the GGGI” (Article 5.1).⁷ Regional integration organizations are defined in the Establishment Agreement as “organization shall mean an organization constituted by sovereign states of a given region, to which its member states have transferred competence in respect of matters governed by the present Agreement”. The objectives of GGGI are elaborated in Article 2 as follows,

The GGGI shall promote sustainable development of developing and emerging countries, including the least developed countries, by:

a. supporting and diffusing a new paradigm of economic growth: green growth, which is a balanced advance of economic growth and environmental sustainability;

b. targeting key aspects of economic performance and resilience, poverty reduction, job creation and social inclusion, and those of environmental sustainability such as climate change mitigation and adaptation, biodiversity protection and securing access to affordable, clean energy, clean water and land; and

c. creating and improving the economic, environmental and social conditions of developing and emerging countries through partnerships between developed and developing countries and the public and private sectors.

29. **Process.** Countries and regional integration organizations should deposit their instruments of accession with the Depositary (Article 21.2). The Director-General is the Depositary (Article 18). Membership for states or regional integration organizations ratifying, accepting, approving or acceding to the Establishment Agreement, this Agreement shall enter into force on the thirtieth day after the deposit of the respective instrument (Article 22.2).

30. GGGI may seek in Member countries privileges and immunities as are customarily afforded to similar types of international organizations to provide a framework for and facilitate GGGI’s presence, operations and activities in the country (Article 15). In furtherance of this, GGGI encourages prospective members to enter into an agreement on privileges and immunities of GGGI in the country concurrently with their respective processes to accede to the Establishment Agreement.

31. **Funding.** Accession does not require any obligatory (annual) financial contributions from a country or regional integration organization. Member contributions are voluntary (Article 12.1); though “Members are encouraged to support the GGGI and ensure its financial stability through voluntary annual contribution of core funding, active engagement in its activities or other appropriate means” (Article 12.2). A Member of the GGGI that has provided a multi-year financial contribution of core funding of no less than 15 million USD over three years or 10 million USD over the first two years” will be considered a contributing member; and all other Members considered participating members (Article 3). Though the Establishment Agreement provides for the possibility that the Assembly may review the level and nature of contribution required to qualify as a

⁷ Regional integration organizations are defined in the Establishment Agreement as “organization shall mean an organization constituted by sovereign states of a given region, to which its member states have transferred competence in respect of matters governed by the present Agreement”.

contributing member “to support the growth of the GGGI over time” (Article 3(a)). The Assembly has yet to review the level and nature of contribution required to qualify as a contributing member.

32. **Governance.** All Members serve on the Assembly, the supreme organ of GGGI (Article 7.1). The Assembly advises on the overall direction of the GGGI’s work, reviewing progress in meeting the GGGI’s objectives, and providing guidance on cooperative partnerships and linkages with other international bodies, and elects Members to serve on the Council, GGGI’s executive organ (Article 7.5). The Council is comprised of no more than seventeen members, as follow five contributing members elected by the Assembly; five participating members elected by the Assembly; five experts or non-state actors who can contribute substantially to the objectives of the GGGI, appointed by the Council; the host country, which shall have a permanent seat on the Council; and the Director-General (Article 8.2). Members of the Council are elected on the basis of rotation (Article 7.5(e)), with members serving on the Council for terms of two years (Article 8.3). The Council approves GGGI’s strategy, work program and budget, and audited financial statements, as well as reviews results (Article 8.3).

Annex 2. GGGI Membership at a Glance, as of April 9, 2019

	Country	Signatory ⁽¹⁾ (mm/dd/yyyy)	Instrument deposited (mm/dd/yyyy)	Membership ⁽²⁾ (mm/dd/yyyy)	Contributing/ Participating ⁽³⁾	LDC ⁽⁴⁾	LLDC ⁽⁴⁾	SIDS ⁽⁴⁾	Income Level ⁽⁵⁾	G20 Member	OECD Member
1	Australia	6/20/2012	10/17/2014	11/16/2014	Contributing	No	No	No	HIC	Yes	Yes
2	Burkina Faso	No	3/18/2019	4/17/2019	Participating	Yes	Yes	No	LIC	No	No
3	Cambodia	6/20/2012	2/22/2013	3/24/2013	Participating	Yes	No	No	LMIC	No	No
4	Costa Rica	6/20/2012	9/18/2014	10/18/2014	Participating	No	No	No	UMIC	No	No
5	Denmark	6/20/2012	8/16/2012	10/18/2012	Contributing	No	No	No	HIC	No	Yes
6	Ethiopia	6/20/2012	7/5/2013	8/4/2013	Participating	Yes	Yes	No	LIC	No	No
7	Fiji	No	3/26/2014	4/25/2014	Participating	No	No	Yes	UMIC	No	No
8	Guyana	6/20/2012	9/4/2012	10/18/2012	Participating	No	No	Yes	UMIC	No	No
9	Hungary	No	1/14/2016	2/13/2016	Participating	No	No	No	HIC	No	Yes
10	Indonesia	9/17/2012	9/26/2014	10/26/2014	Contributing	No	No	No	LMIC	Yes	No
11	Jordan	No	4/10/2014	5/10/2014	Participating	No	No	No	UMIC	No	No
12	Kiribati	6/20/2012	9/18/2012	10/18/2012	Participating	Yes	No	Yes	LMIC	No	No
13	Korea	6/20/2012	11/29/2012	12/29/2012	Contributing	No	No	No	HIC	Yes	Yes
14	Lao PDR	No	9/7/2017	10/7/2017	Participating	Yes	Yes	No	LMIC	No	No
15	Mexico	10/12/2012	10/20/2014	11/19/2014	Participating	No	No	No	UMIC	Yes	Yes
16	Mongolia	6/9/2013	6/20/2014	7/20/2014	Participating	No	Yes	No	LMIC	No	No
17	Norway	6/20/2012	8/26/2013	9/25/2013	Contributing	No	No	No	HIC	No	Yes
18	Papua New Guinea	6/20/2012	3/11/2013	4/10/2013	Participating	No	No	Yes	LMIC	No	No
19	Paraguay	6/20/2012	8/14/2018	9/13/2018	Participating	No	Yes	No	UMIC	No	No
20	Peru	No	9/19/2016	10/19/2016	Participating	No	No	No	UMIC	No	No
21	Philippines	6/21/2012	10/9/2012	11/8/2012	Participating	No	No	No	LMIC	No	No
22	Qatar	6/20/2012	2/22/2013	3/24/2013	Contributing	No	No	No	HIC	No	No
23	Rwanda	6/9/2012	8/12/2016	9/11/2016	Participating	Yes	Yes	No	LIC	No	No
24	Senegal	No	11/9/2014	12/9/2014	Participating	Yes	No	No	LIC	No	No
25	Sri Lanka	No	12/14/2018	1/13/2019	Participating	No	No	No	LMIC	No	No
26	Thailand	No	1/29/2016	2/28/2016	Participating	No	No	No	UMIC	No	No
27	Tonga	No	11/17/2018	12/16/2018	Participating	No	No	Yes	UMIC	No	No
28	United Arab Emirates	6/20/2012	4/29/2013	5/29/2013	Contributing	No	No	No	HIC	No	No
29	United Kingdom	6/20/2012	5/28/2013	6/27/2013	Contributing	No	No	No	HIC	Yes	Yes
30	Uzbekistan	No	2/7/2019	3/9/2019	Participating	No	Yes	No	LMIC	No	No
31	Vanuatu	No	11/7/2014	12/7/2014	Participating	Yes	No	Yes	LMIC	No	No
32	Viet Nam	6/20/2012	12/12/2012	1/11/2013	Participating	No	No	No	LMIC	No	No

Notes:

1. The Establishment Agreement was open for signature at Rio de Janeiro in Brazil as of 20 June 2012 and remained open for signature for twelve months, in accordance with Article 19 on the Establishment Agreement.
2. For each state or regional integration organization ratifying, accepting, approving or acceding to this Agreement after the entry into force, this Agreement shall enter into force on the thirtieth day after the deposit of the respective instrument, in accordance with Article 22.2 of the Establishment Agreement.
3. A contributing member means a Member of GGGI that has provided a multi-year financial contribution of core funding of no less than 15 million USD over three years or 10 million USD over the first two years. The level and nature of contribution required to qualify as a contributing member shall be kept under review by the Assembly and may be adjusted by the Assembly by consensus to support the growth of the GGGI over time, in accordance with Article 3.a of the Establishment Agreement. A participating member means a Member of GGGI that is not a contributing member, in accordance with Article 3.b of the Establishment Agreement.
4. GGGI uses the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries, and Small Island Developing States definition of Small Island Developing States, Landlocked Developing Country, Least Developed Countries.
5. GGGI uses World Bank country income levels. LIC = Low Income Country; LMIC = Lower-Middle Income Country; UMIC = Upper-Middle Income Country; HIC = High Income Country.

Annex 3. Countries and Regional Integration Organizations that have Submitted a Letter of Intent to Become a Member of GGGI

	Country	Letter of Intent (mm/dd/yyyy)	Focal Ministry	LDC ⁽¹⁾	LLDC ⁽¹⁾	SIDS ⁽¹⁾	Income Level ⁽²⁾	G20 Member	OECD Member
1	Chile	1/31/2017	Ministry of Environment	No	No	No	HIC	No	Yes
2	China ⁽³⁾	n/a	Ministry of Ecology and Environment	No	No	No	UMIC	No	No
3	Colombia ⁽³⁾	7/6/2015	National Planning Department	No	No	No	UMIC	No	No
4	Comoros	4/21/2015	Ministry of Production, Environment, Energy, Industry and Crafts	No	Yes	Yes	LIC	No	No
5	Cote d'Ivoire	9/11/2018	Ministry of Salubrity, Environment and Sustainable Development	No	No	No	LMIC	No	No
6	Ecuador	9/26/2018	Ministry of Environment	No	No	No	UMIC	No	No
7	European Union	6/30/2015	Directorate-General for Climate Action	n/a	n/a	n/a	n/a	n/a	n/a
8	India ⁽³⁾	n/a	Ministry of Environment, Forest and Climate Change	No	No	No	LMIC	Yes	No
9	Morocco ⁽³⁾	10/23/2017	Ministry of Energy, Mine, Water and Environment	No	No	No	LMIC	No	No
10	Mozambique ⁽³⁾	9/17/2016	Ministry of Land, Environment, and Rural Development	No	Yes	No	LIC	No	No
11	Myanmar ⁽³⁾	2/9/2017	Ministry of Environmental Conservation and Forestry	No	Yes	No	LMIC	No	No
12	Nepal ⁽³⁾	11/2/2017	Ministry of Population and Environment	Yes	Yes	No	LIC	No	No
13	Organization of Eastern Caribbean States (OECS)	11/15/2017	n/a	n/a	n/a	n/a	n/a	n/a	n/a
14	Pakistan	11/30/2016	Ministry of Climate Change	No	No	No	LMIC	No	No
15	Sudan	7/24/2018	Ministry of Foreign Affairs	No	Yes	No	LMIC	No	No
16	Togo	1/8/2019	Ministry of Environment and Forestry Resources	No	Yes	No	LIC	No	No
17	Tunisia	2/15/2016	Ministry of Foreign Affairs	No	No	No	LMIC	No	No
18	Turkmenistan	2/25/2019	Ministry of Foreign Affairs	No	No	No	UMIC	No	No
19	Uganda ⁽³⁾	4/28/2015	Ministry of Finance, Planning, and Economic Development	Yes	Yes	No	LIC	No	No
20	Zambia	5/18/2018	Ministry of Foreign Affairs	Yes	Yes	No	LMIC	No	No

Notes:

1. GGGI uses the United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries, and Small Island Developing States definition of Small Island Developing States, Landlocked Developing Country, Least Developed Countries.

2. GGGI uses World Bank country income levels. LIC = Low Income Country; LMIC = Lower-Middle Income Country; UMIC = Upper-Middle Income Country; HIC = High Income Country.

3. Countries where GGGI has already established operations.

n/a = not applicable (regional integration organization).

Annex 4. Agreements on Privileges and Immunities in GGGI Member and Partner Countries

Country / regional integration organization	Membership (mm/dd/yyyy)	Current operations	P&I Agreement	P&I signing (mm/dd/yyyy)	P&I effective (mm/dd/yyyy)	Notes
Australia	11/16/2014	No	No	-	-	Not being pursued.
Burkina Faso	4/14/2019	Yes	Yes	11/30/2018	11/30/2018	n/a
Cambodia	3/24/2013	Yes	Yes	2/27/2017	2/27/2017	n/a
Chile	n/a	No	No	-	-	Model agreement shared with the government.
China	n/a	Yes	No	-	-	Model agreement yet to be shared with the government.
Colombia	n/a	Yes	Yes	3/6/2017	Pending	Congressional approval required for the agreement to take effect.
Comoros	n/a	No	No	-	-	Model agreement yet to be shared with the government.
Costa Rica	10/18/2014	No	No	-	-	Model agreement yet to be shared with the government.
Cote d'Ivoire	n/a	No	No	-	-	Model agreement shared with the government.
Denmark	10/18/2012	No	No	-	-	Not being pursued.
Ethiopia	8/4/2013	Yes	Yes	8/18/2015	8/18/2015	Additional Agreement for Africa Regional Office signed on September 4, 2018.
Fiji	4/25/2014	Yes	Yes	10/30/2015	10/30/2015	n/a
Guyana	10/18/2012	Yes	No	-	-	Model agreement yet to be shared with the government.
Hungary	2/13/2016	Yes	Yes	12/8/2015	5/26/2016	n/a
India	n/a	Yes	No	-	-	Model agreement yet to be shared with the government.
Indonesia	10/26/2014	Yes	Yes	6/5/2018	Pending	Approval of tax exemption by Ministry of Finance still required as well as ratification through Presidential Regulation for the agreement to take effect.
Jordan	5/10/2014	Yes	No	-	-	Model agreement shared with the government on February 5, 2015 under consideration.
Kiribati	10/18/2012	Yes	Yes	6/13/2018	6/13/2018	n/a
Korea	12/29/2012	Yes	Yes	1/17/2013	7/11/2013	n/a
Lao PDR	10/7/2017	Yes	Yes	9/13/2017	9/13/2017	n/a
Mexico	11/19/2014	Yes	No	-	-	Text agreed with the Ministry of Foreign Affairs as of March 6, 2017.
Mongolia	7/20/2014	Yes	No	-	-	Model agreement initially shared with government on March 6, 2015. A revised agreement submitted on October 20, 2016, Ministry of Foreign Affairs (MOFA) have requested Ministry of Environment and Tourism (GGGI focal point) to restart process with new submission to MOFA.
Morocco	n/a	Yes	No	-	-	Model agreement shared with the government on July 11, 2016.
Mozambique	n/a	Yes	No	-	-	Model agreement shared with the government on September 30, 2016, awaiting decision by GGGI focal point on how to proceed.
Myanmar	n/a	Yes	No	-	-	Model agreement shared with the government on July 21, 2017, indication is key ministries do not support this, require high level engagement by GGGI and Council support.

Organization for Eastern Caribbean States (OECS)	n/a	Yes	No	-	-	Model agreement shared with the government.
Nepal	n/a	Yes	No	-	-	Model agreement shared with the government on August 4, 2016.
Norway	9/25/2013	No	No	-	-	Not being pursued.
Pakistan	n/a	No	No	-	-	Model agreement shared with the government.
Papua New Guinea	4/10/2013	Yes	Yes	11/14/2018	Pending	Completion of domestic processes required for the agreement to take effect.
Paraguay	9/13/2018	No	No	-	-	Model agreement yet to be shared with the government.
Peru	10/19/2016	Yes	No	-	-	Model agreement shared with the government on March 9, 2017 under consideration.
Philippines	11/8/2012	Yes	No	-	-	Model agreement shared with the government on March 13, 2014 under consideration.
Qatar	3/24/2013	Yes	No	-	-	Model agreement shared with the government on February 18, 2019 under consideration.
Rwanda	9/11/2016	Yes	Yes	11/10/2016	11/10/2016	n/a
Senegal	12/9/2014	Yes	Yes	4/14/2017	4/14/2017	n/a
Solomon Islands	n/a	Yes	No	-	-	Model agreement yet to be shared with the government.
Sri Lanka	1/13/2019	No	No	-	-	Model agreement shared with the government.
Sudan	n/a	No	No	-	-	Model agreement shared with the government.
Thailand	2/28/2016	Yes	No	-	-	Model agreement shared with the government.
Togo	n/a	No	No	-	-	Model agreement shared with the government.
Tonga	12/17/2018	Yes	No	-	-	Model agreement shared with the government.
Tunisia	n/a	No	No	-	-	Model agreement shared with the government.
Uganda	n/a	Yes	Yes	3/9/2018	3/9/2018	n/a
United Arab Emirates	5/29/2013	Yes	Yes	10/24/2017	Pending	Notification that the Agreement has been ratified under domestic law required for the agreement to take effect.
United Kingdom	6/27/2013	No	No	-	-	Not being pursued.
Uzbekistan	3/9/2019	No	No	-	-	Model agreement shared with the government.
Vanuatu	12/7/2014	Yes	Yes	5/12/2015	5/23/2015	n/a
Viet Nam	1/11/2013	Yes	No	-	-	Model agreement initially shared with the government on January 6, 2015. A revised agreement addressing all comments received submitted on December 10, 2018, under consideration by Ministry of Planning and Investment (GGGI focal point).
Zambia	n/a	No	No	-	-	Model agreement shared with the government.

Note. n/a = not applicable (not yet completed accession).

Annex 5. Responsibilities for Engagement with States and Regional Integration Organizations related to Accession

33. The President of the Assembly and Chair of the Council may initiate engagement with non-member countries and regional integration organization, with Member countries being informed and requested to support engagement through their embassies [C/5/DC/1].
34. The Management and Program Sub-Committee (MPSC) advises the Council in carrying out its responsibilities in overseeing GGGI, including on membership and accession. The MPSC functions include (a) engagement with Least Developed Countries and Contributing Members, in line with the objectives articulated in the Strategic Plan and Partnership and Outreach Strategy; and (b) supporting the Institute in establishing cooperative partnerships with non-state actors, including international, intergovernmental, and non-governmental organizations, as well as the private sector, noting the guidance of the Assembly on such matters [C/2016/DC/10]. While Members support outreach to prospective Member countries, they are encouraged to hand over to the Institute to advance discussions so that there is clarity on benefits and obligations of membership.
35. The Director-General is responsible to develop strong relations with Members and other stakeholders under Article 10.4(e) of the Establishment Agreement. The Director-General is supported by the Partnerships Unit in close collaboration with the Head of Legal, and coordination with Heads of Programs and Regional Coordinators. This is encapsulated in the Delegation of Authority and published on GGGI's website.⁸ The preparation and revision on policies related to engagement with prospective members, is the responsibility of the Head of Partnerships under the supervision of the Director of Strategy, Partnerships and Communications, in coordination with the Head of Legal, and final approval by the Director-General. Routine communications with prospective members may be initiated by the Head of Partnerships under the supervision of the Director of Strategy, Partnerships and Communications, and in coordination with the Director-General.
36. The Partnerships Unit supports the Director-General to (a) promote understanding among states and regional integration organizations of the benefits of membership and the process for accession, (b) track and report on the progress of states and regional integration organizations to approve or accede to the Establishment Agreement; (c) understand the process for countries to ratify the Establishment Agreement and track accession process, (d) engage with existing Members to play an active role in advocating membership.
37. The Legal Unit and Heads of Programs/Regional Coordinators leads the negotiation of agreements on privileges and immunities (host country agreements/HCA). Agreements on privileges and immunities are required to ensure GGGI's legal status be fully recognized in each country of operation to facilitate and support future GGGI operations in country.
38. Upon submission of a letter of intent to GGGI, Heads of Programs and Regional Coordinators undertake efforts to understand the green growth policies and institutions in the country as a basis for engagement in knowledge sharing activities. GGGI also explores potential to support general capacity building activities, leveraging GGGI's strategic

⁸ Delegation of Authority, Version 4, approved November 28, 2018.

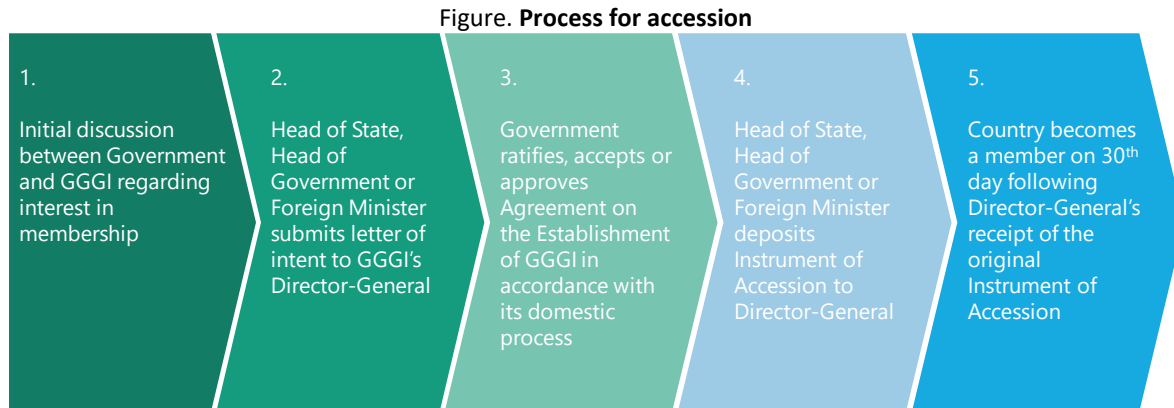
<http://gggi.org/site/assets/uploads/2018/11/GGGI-DELEGATION-OF-AUTHORITY-Ver-4-28-November-2018-signed.pdf>

relationship with the Green Climate Fund (GCF) through Readiness and Preparatory Support. (See also Annex 4 on Engagement with States and Regional Integration Organizations in the Process of Accession to the Agreement on the Establishment of GGGI).

39. The Head of Governance also invites countries and regional integration organizations to observe the Sessions of the Assembly and Council, in accordance with the Decision of the Assembly on the Criteria for Observers to the Governance Organs [A/2016/DC/4].

Annex 6. Process for Accession to GGGI, as Shared with States and Regional Integration Organizations

40. GGGI articulate the process for accession to member states of the United Nations and regional integration organizations as following five main stages.



Note: In the case of regional integration organizations, the letter of intent and instrument of accession should be deposited by the head of the organization.

41. A Government may reach out to GGGI to explore interest in membership (**Stage 1**). The Assembly, Council and the Institute do not formally invite countries to become a Member. Recognizing that ratification, acceptance or approval of an international treaty may take time, UN member states and regional integration organizations are encouraged to submit a letter of intent to become a Member of GGGI to the Director-General (**Stage 2**).
42. As provided for under Article 15 of the Establishment Agreement, GGGI will seek privileges and immunities as are customarily afforded to similar types of international organizations in parallel with accession. An agreement on privileges and immunities provide a framework for and facilitate GGGI's presence, operations and activities in the country.
43. Following the receipt of a letter of intent, GGGI will invite the government to participate as an observer in the Assembly and Council, as well as to engage in knowledge sharing activities and programs. The letter of intent also serves as the basis for which GGGI and the government may begin discussions on programming, and joint resource mobilization efforts.
44. To conclude its accession, a government is required to ratify, accept or approve the Agreement on the Establishment of GGGI (the "Establishment Agreement") in accordance with its respective laws and processes (**Stage 3**) and to deposit its instrument of accession with the Director-General, the Depository of the Establishment Agreement (**Stage 4**). The country will become a Member of GGGI on the thirtieth day after the receipt of a valid original instrument of accession by the Director-General (**Stage 5**).

Annex 7. Recommendations and Management Responses to Recent (post 2015) Evaluations Addressing Membership and Accession

Evaluation	Observation	Recommendation	Management response
<p>Independent Evaluation of Progress against the Strategic Plan 2015-2020 (July 2017)⁹</p>	<p>“GGGI continues to grow globally by gradually expanding its membership. While this is important to extend impact and outreach, the pace of expansion should be determined by a rational balance between available resources and activities, especially in view of the declining trend in the core and ear-marked funding [...] With core and ear-marked funding showing a declining trend, it is important for GGGI to be cautious in adding new member countries to avoid spreading the resources too thin. GGGI already has a pipeline of non-member countries where projects are currently being undertaken, with the anticipation that they will become members. Activities in non-member countries are being carried out with an assumption that this will translate into a desire to become a member. It is understood that becoming a member in GGGI is relatively a simple process for GGGI requiring not much more than a letter of intent and no requirement to commit resources but the process is more complex in-country” (p.21)</p> <p>“With resource mobilization yet to gain momentum and additional interest from potential members, GGGI can explore the option of potential members participating in GGGI events and regional projects at their own expense. This will enable GGGI to increase its engagement in existing countries. Furthermore, GGGI should explore alternative models. Although as at the time of the evaluation, GGGI had 25 country teams embedded in partner governments, it may not be feasible always for GGGI to have full-fledged country teams and offices with the current level of financial resources. GGGI should explore some of the models below depending on the demand: Establishing regional offices for small island countries, such as the current office in Fiji; Self-funded offices in MICs/HICs as in UAE (projects funded by countries); Regional hubs (of experts) in an already established country office that can service countries in the region or neighboring countries (instead of flying in and out from Seoul); and Regional programming in specific thematic areas (e.g. deforestation and land use, energy). A balanced approach to expansion is important, including the number of LDCs and emerging economies. Co-funding when working with emerging large economies should be encouraged. GGGI should assess which countries show greater impact quickly. GGGI should focus on making long lasting effects in the countries they engage with, rather than doing too little in too many countries” (p. 22).</p> <p>“GGGI needs to be careful that the impression is not conveyed that membership is not essential for obtaining assistance from GGGI” (p. 33).</p>	<p>[Key recommendations on Institutional Development, no. 11] The pace of expansion should be determined by a rational balance between available resources, the contribution of member countries and activities.</p>	<p>Agree. 11.1 It is important to distinguish the issue of expansion of programs from the issue of Membership expansion. Any UN Member State can become a GGGI Member. GGGI management recognized that many countries would like to join the organization, and in each case, GGGI assesses the appropriate contribution and/or service model. Through our LDC expansion plan we are looking at alternative models of providing services to countries to setting up a country office. The WPB 2017-18 and related Planning Direction indicate a clear intent to move away from allocating core funding to non-Member Middle Income Countries (MICs), except in the case of strong South-South cooperation programs where Membership discussions are progressing. In the case of MIC programs, agreements should be made on graduation to a co-funding path.</p>

⁹ http://gggi.org/site/assets/uploads/2017/09/5a.-Independent-Evaluation-Report_Final.pdf

DfID Annual Review 2017 (May 2018) ¹⁰	[Summary] [C]hallenges include managing risks of overstretch through too-rapid expansion of its geographical scope and range of technical offers, and uncertainty over the level of GGGI’s budgetary resources available. [Section E. Risk] DFID and the other members need to work with GGGI management to better understand and manage the risk of organisational overstretch, arising either from expansion in the range of countries and/or the thematic and policy areas in which GGGI is operating	n/a	n/a
DfID Annual Review 2016 (May 2017) ¹¹	[Section E. Risk] DFID needs to ensure that the additional LIC countries coming on board in 2016 do not destabilise GGGI’s capacity to manage the organisation effectively. Scoping work in a further 3 LDCs is underway (Laos, Burma and Mozambique) and these country programs are expected to commence delivery in 2016.	n/a	n/a
Joint Donor Review (October 2015)	The GGGI membership is expected to gradually grow and the intention of using the GGGI governance organs for further strategic discussions is an important development. The GGGI has an ambition to gradually expand its membership base. This is encouraged in order to broaden the GGGI’s outreach and impact. Still, the pace of expansion should be determined by a realistic balance between available resources and activities. It would be particularly important to engage additional donor countries and engage major players at the international scene, e.g. China, as members of the GGGI. The existing member countries can ideally assist in enhancing the GGGI’s outreach. Furthermore, the JDRs are considered an important instrument for engaging in regular strategic discussions between the GGGI and the contributing member countries. Likewise, strategic discussions in the Assembly and Council can serve to guide the work of the GGGI, facilitate knowledge sharing, and follow up on the JDR recommendations. With the expanded membership of the GGGI, its governance structures need to be considered carefully in order to continue ensuring good and efficient consultation and decision-making processes. The JDR notes that the GGGI’s Advisory Board has been disbanded and thus encourages the GGGI to consider the most effective way to involve non-state actors to enrich strategic discussions and knowledge products.	Considering the strategic role of the GGGI in the global context and its limited resources, it is recommended that the GGGI carefully prioritizes its work areas and most influential partnerships to avoid overstretching its limited capacity. This implies limiting its country level activities to a realistic number of member countries and carefully prioritizing which partnerships, forums and events to engage in.	To be addressed via Outreach Strategy – intention to develop this has been noted via a paper to November 2015 Council meeting.

Notes: n/a – not applicable (i.e. management response not requested and not provided).

¹⁰ http://iati.dfid.gov.uk/iati_documents/21576845.odt

¹¹ http://iati.dfid.gov.uk/iati_documents/5513063.odt

Annex 8. Previous Discussion on Membership and Accession by the Governance Organs of GGGI

Date (mm/dd/yyyy)	Governance organ	Document number and title	Summary
10/31/2018	Assembly and Council	A/2018/7 - C/2018/7/REV - Update on Accession	Provided an update on Country and Regional Integration Organization Accession to the Agreement on the Establishment of GGGI ("Establishment Agreement"), to support the Assembly in the delivery of its function to review progress in meeting the GGGI's objectives and advising on the overall direction of GGGI's work, and supports Members efforts to play an active role in influencing new membership and enhancing GGGI's international visibility.
9/9/2016	Council	MPSC/2016/4/REV – Partnership and Outreach Strategy	The Strategy aimed to consolidate existing partnership and outreach activities and orientates them forward in a more systematic manner. It defined outreach as referring to GGGI's engagement with non-Member countries and regional integration organizations with a view to diffuse and promote GGGI's values and work, and that successful outreach supports membership expansion, but recognizing Members request for a cautious and sustainable approach to membership expansion.
7/1/2016	MPSC	MPSC/2016/4 – Draft Partnership and Outreach Strategy	
7/24/2015	Council	C/7/7 – Partnership and Resource Mobilization Strategy	Although not specifically focused on membership <i>per se</i> , the Strategy identified the need to secure at least three new contributing members by 2020, including both traditional and emerging provider of development assistance. It also addressed the misunderstanding that membership for developing countries was associated with a commitment of core funding of USD 5 million per year.
7/24/2015	Council	C/7/1 – DG Progress Report	The Report presented progress on the LDC Expansion Plan and included an Annex on membership discussions with states and regional integration organizations.
5/29/2015	MPSC	MPSC/2/7 - Progress on Membership Expansion and Outreach	Provided an overview of membership expansion and outreach activities undertaken from February to May 2015.
5/29/2015	MPSC	MPSC/2/5 - Progress on LDC Expansion Plan	Provided an overview of implementation of the Least Developed Country (LDC) Expansion Plan adopted by the Council.
2/12/2015	MPSC	MPSC/1/3 - Progress in Membership Expansion and Outreach	Rearticulated the recommendations of the Assembly and Council at November 2014 meeting on membership expansion and provided an overview of membership expansion and outreach activities undertaken between November 2014 and February 2015.
2/12/2015	MPSC	MPSC/1/2 – LDC Expansion Plan: Scaling Our Impact	Presented plan on expanding GGGI Membership vis-à-vis the Least Developed Countries (LDCs) following discussions at the GGGI Assembly and Council meeting on November 18, 2015, and consensus among donors (Denmark, UK and Australia) to expand GGGI membership vis-à-vis LDC.
11/18/2014	Council	C/6/5 – Discussion Paper "How can members contribute to expand GGGI membership, including strong engagement of emerging economies and mobilizing additional funding"	Within the Framework of Strategic Plan 2015-2020, outlined keys questions for discussion among Members (1) How can Members leverage their bilateral relations with non-Member countries to broaden discussions on green growth and to encourage non-Members to join GGGI? (2) How can GGGI further the discussions on the issues of green growth with key decisionmakers in emerging economies? (3) In what ways can Members contribute to expand GGGI's donor base and to increase the contribution scale? The discussions concluded with several recommendations including (1) the Chair of the Council write to Heads of State, Heads of Governments of G20 and other countries and to invite them to join GGGI; (2) GGGI can cooperate with Members, especially contributing members, to engage with LDCs; (3) Existing contributing members and donors can play a role in promoting GGGI to potential new donors.
11/18/2014	Assembly and Council	A/3 C/6 Room Paper 3 - GGGI Membership Expansion Status	Provided an overview of membership expansion and outreach activities undertaken. The document highlighted discussions with and plans to engage with 56 countries (18 LDCs and other LICs, 18 MICs, and 20 potential donors).
11/18/2014	Assembly	A/3/1 – Ratification Update	Provided the status of ratification, acceptance or approval by Signatory States as of October 28, 2014.:

6/20/2014	Council	C/5/1 – Ratification Update	Provided the status of ratification, acceptance or approval by Signatory States as of May 29, 2014.:
3/14/2014	FSC	FSC/9/Room Paper 5 - Membership Expansion	Outlined priority countries for membership expansion, including countries where GGGI had existing potential donors, operational presence, strategic participating countries, and other countries that had approached GGGI regarding membership.
12/6/2013	Council	C/4/12 - Discussion Paper: GGGI membership expansion	Presented the current situation and key challenges related to expansion of membership and highlight a number of issues related to membership (including the role of the Council, balance within membership, procedure for accession) and propose a possible strategy for expansion within the framework of the Establishment Agreement. The minutes of the discussion [C/4/MIN/1] noted the Council: (a) Requested that the Secretariat provide an update on membership inquiries received since the previous Council session at each session; (b) Agreed that membership expansion take geographic and economic diversity into consideration; (c) Advocated increased membership from African countries and G20 countries; (d) Agreed that the Chair of the Council, with the Secretariat, should determine target countries for membership in 2014 and that all Council members should play an active role in pursuing target countries; (e) Agreed that contact with target countries should be initiated from the Chair of the Council or President of the Assembly, with follow up from embassies in-country; and, (f) Agreed that the concept of rotation of membership on the Council, as stipulated in the Establishment Agreement, and the potential need for a more flexible approach to Council membership be considered.
5/12/2013	FSC	FSC/6/2 - Note on Membership Expansion	Presented information on countries that formally expressed interest to join the GGGI and noted the plan by the Secretariat to present to the Council in a future session its plan on how to address membership expansion more broadly, including with respect to countries that have expressed interest in joining GGGI as members but are not already in the GGGI portfolio.
6/9/2013	Council	C/3/DC/8 - Decision on membership expansion	Requested the Secretariat, in consultation with the Facilitative Sub-Committee, to develop a detailed proposal for pursuing the expansion of GGGI membership for consideration at the next session of the Council.
6/9/2013	Council	C/3/DC/2 - Decision on the Agreement on the Privileges and Immunities of the Global Green Growth Institute	Council took note of the draft Agreement on the Privileges and Immunities of the Global Green Growth Institute
6/9/2013	Council	C/3/3 - Agreement on the Privileges and Immunities of the Global Green Growth Institute	
6/9/2013	Council	C/3/2 – Ratification Update	Provided the status of ratification, acceptance or approval by Signatory States as of May 31, 2013:
1/17/2013	Council	C/2/DC/2 - Decision on Privileges and Immunities	Recognized the importance and the need for a comprehensive agreement on privileges and immunities for the GGGI with all Members of the GGGI as well as potential non-Member states; and authorized the Secretariat, on behalf of the Council, to initiate formal consultations on behalf of the GGGI with key Members and potential non-Member states on an agreement on privileges and immunities for the GGGI.
1/17/2013	Council	C/2/4 - Ratification Update	Provided the status of ratification, acceptance or approval by Signatory States as of January 11, 2013:

Note: GGGI changed its system for document codes in 2016 to ensure the consistent use of codes over time, the effective implementation of the disclosure policy, transparency of GGGI's governance processes more broadly. Whereas previously documents codes referred to the governance organ, meeting, and number (e.g. C/X/DC/Y – the Yth decision of the Council at its Xth session), the codes were changed to refer to the governance organ, year and decision (e.g. C/20XX/DC/Y – the Yth decision of the Council, taken in year 20XX).