



Global Green Growth Institute

Ninth Session of the Assembly and
Thirteenth Session of the Council (Joint Session)
October 12-23, 2020 | E-Consultations
October 28, 2020 | Hybrid Meeting

Decision on the Corporate Results Framework 2021-2025

The Council,

Recalling Articles 2 and 4 of the Agreement on the Establishment of the Global Green Growth Institute (GGGI) regarding the objectives and activities of the GGGI;

Recalling Article 8(5)(b) of the Agreement on the Establishment of the GGGI that the functions of the Council include approving the GGGI's strategy, and reviewing the results, monitoring and evaluation framework;

Recalling GGGI Strategy 2030 [[C/2019/DC/13](#)] adopted at the Eighth Session of the Assembly and Twelfth Session of the Council (Joint Session) on October 24, 2019;

Noting the 5-Year Roadmap 2021-2025, which is an action plan adopted by the GGGI Management Team to guide the first five-year phase of the implementation of Strategy 2030;

Taking note of the discussions of the Management and Program Sub-Committee (MPSC) regarding the 5-Year Roadmap 2021-2025 at its Eleventh Meeting (MPSC11) held on April 29, 2020 [[MPSC/2020/13](#)], and the discussions and recommendations of the MPSC regarding Corporate Results Framework 2021-2025 at its Twelfth Meeting (MPSC12) held on July 1-9, 2020 [[MPSC/2020/28](#)];

Further taking note of the discussions of the Assembly and the Council regarding the Corporate Results Framework 2021-2025 during the E-consultations of the Ninth Session of the Assembly and Thirteenth Session of the Council on October 12-23, 2020 [[A/2020/10-C/2020/10](#)];

Approves the Corporate Results Framework 2021-2025 as attached in the Annex.

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CORPORATE RESULTS FRAMEWORK (CRF) 2021-2025

GGGI countries move towards a model of green growth that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic growth

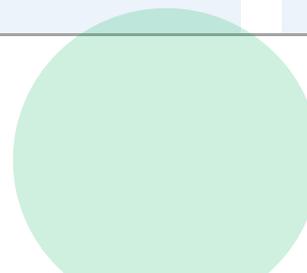
I. EXPECTED IMPACTS

STRATEGIC OUTCOMES (SO)		ATTRIBUTED OUTCOME TARGETS 2021-2022 (000)	ATTRIBUTED OUTCOME TARGETS 2021-2025 (000)	ATTRIBUTED OUTCOME TARGETS 2017-2030 (000)	CONTRIBUTED OUTCOME TARGETS 2017-2030 (000)
SO1	GHG emission reduction SO1.1 GHG emissions reduction from business as usual (MtCO ₂ e)	85	300	1000	1,600
SO2	Creation of green jobs SO2.1 Number of green jobs created (millions)	0.1	0.5	2	4
SO3	Increased access to sustainable services (millions of people who gained access to each service)	14	40	100	500
	SO3.1 Access to clean affordable energy	3	10	30	90
	SO3.2 Access to improved sanitation	2	4	10	50
	SO3.3 Access to sustainable waste management	7	20	80	400
	SO3.4 Access to sustainable public transport	2	6	20	Not Available
SO4	Improved air quality SO4.1 Number of days above 'Orange' Air Quality (in major cities)	Not Available	Not Available	Not Available	Not Available
SO5	Adequate supply of ecosystem services ensured SO5.1 Area of deforestation avoided and/or reforested (million-ha)	0.04	0.1	0.5	20
SO6	Enhance adaptation to climate change SO6.1 Number of people supported to cope with climate change (millions)	0.7	2	8	16

*Proportion of projects which report a material contribution to each SO can also be reported/analyzed in terms of dollars invested

II. EXPECTED PROGRAM OUTCOMES

INTERMEDIATE OUTCOMES (IO)		INDICATOR 1	INDICATOR 2
IO1	Accelerated access and secured climate finance/green investments for members from both public and private sectors.	IO1.1 Total USD value of climate finance/green growth investment commitments secured with GGGI's support, disaggregated by public and private sector financing. <i>Result: (2019) USD 360M</i> <i>Target: (2020) USD 700M</i> <i>Target: (2021) USD 700M</i> <i>Target: (2022) USD 800M</i>	
IO2	GGGI members have strengthened policy, planning, regulatory, financing and institutional frameworks to achieve green growth outcomes.	IO2.1 Number of green growth policies adopted by governments with GGGI's support. <i>Result: (2019) 21</i> <i>Target: (2020) 20</i> <i>Target: (2021) 25</i> <i>Target: (2022) 30</i>	
IO3	National, regional, and global capacity to drive and expand green growth ambitions is enhanced.	IO3.1 Extent to which GGGI's training events have directly strengthened Member and partner countries capacity to develop and implement green growth policies and investments. To be assessed on a 5-point scale balanced scorecard with a maximum score of 10. <i>Target 2021: 6+</i> <i>Target 2022: 6+</i>	
IO4	Green growth solutions support Member and partner countries in reducing poverty and achieving gender equality.	IO4.1 Number of beneficiaries assisted through GGGI's poverty aligned projects, disaggregated by gender.	IO4.2 Number of women supported through GGGI's projects with targeted gender interventions, disaggregated by gender.
IO5	Sustainable financial growth supports quality delivery of GGGI commitments to Member and partner countries.	IO5.1 Meet 80% of the annual budget targets for core and earmarked funding.	



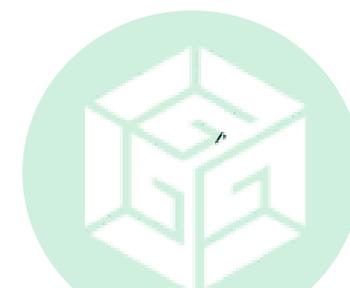
III. EXPECTED PROJECT RESULTS

OUTPUTS	INDICATOR 1	INDICATOR 2	INDICATOR 3
<p>1 Bankable, investment plans and inclusive business solutions developed to translate green growth plans and strategies into green investment plans and projects for public and private sector financing.</p>	<p>O1.1 Number of completed advisory outputs that inform decisions on green growth investments. <i>Result: (2019) 50</i> <i>Target: (2020) 50</i> <i>Target: (2021) 50</i> <i>Target: (2022) 60</i></p>		
<p>2 Demand driven technical and policy advisory assignments enhance the mainstreaming of green growth into national and sub-national planning processes.</p>	<p>O2.1 Number of completed advisory outputs that inform the development of government green growth policies. <i>Result: (2019) 69</i> <i>Target: (2020) 60</i> <i>Target: (2021) 70</i> <i>Target: (2022) 80</i></p>		
<p>3 Strategic partnerships/networking, knowledge transfer and capacity building delivered to enable members and local and external agents to drive, implement and expand national, regional & global green growth ambitions.</p>	<p>O3.1 Number of workshops and webinars delivered.</p>	<p>O3.2 Number of green growth knowledge products delivered. <i>Result: (2019) 90</i> <i>Target: (2020) 30</i> <i>Target: (2021) 30</i> <i>Target: (2022) 40</i></p>	<p>O3.3 Number of completed projects that leveraged a range of strategic partnerships.</p>
<p>4 GGGI projects mainstream poverty reduction and gender equality.</p>	<p>O4.1 Percentage of new projects that address poverty reduction and inclusiveness. <i>Target: 75%</i></p>	<p>O4.2 Percentage of new projects delivering intended gender equality results. <i>Target: 75%</i></p>	



IV. BUSINESS MANAGEMENT AND ORGANIZATIONAL PERFORMANCE

OUTPUTS	INDICATOR 1
5 Secure sustainable and diversified funding with strong donor support, and drive and integrate economy, efficiency, effectiveness and equity in the management and investment of GGGIs resources.	
Economy measures the cost of inputs to a system	O5.1 Percentage of annual budget spent on management and administration <i>Target (2020): 17%</i> <i>Target (2023): 15%</i>
Efficiency measures how successfully the inputs are transformed into outputs	O5.2 Percentage of annual budget spent on in-country programs <i>Target: 60%</i>
Equity measures the extent to which resources are allocated in favor of the needy	O5.3 Percentage of core budget allocated to Vulnerable countries = LDCs, LLDCs & SIDS (UNOHRLLS definition) <i>Result (2019): 84%</i> <i>Target:60%</i>
Effectiveness measures how effective the system achieves desired outputs	O5.4 Sustain a 15:1 ratio of green investment commitments secured for every USD spent on GGGI operations (Strategy 2030).
Financial sustainability measures liquidity and solvency	O5.5 Sustainable level of reserve working capital is maintained <i>Target: USD 15 million</i>
Acronyms GGGI = global green growth institute; GHG = greenhouse gas; LDCs = lease developed countries; LLDCs = landlocked least developed countries; NFV = national financing vehicle; SIDS = small island developing states; SO = strategic outcomes; UNOHRLLS = united nations office of the high representative for the least developed countries, landlocked developing countries and small island developing states; USD = united states dollar	



CRF 2021-2025: GUIDELINE AND DESCRIPTIONS

I. EXPECTED IMPACTS/STRATEGIC OUTCOMES (SOs)

INDICATOR	DESCRIPTION
Strategic Outcome 1: GHG emissions reductions	
1.1 GHG emissions reduction from business as usual (MtCO ₂ e)	<p>This indicator measures the reduction of anthropogenic CO₂-equivalent emissions (CO₂-e) below business-as-usual (reference) level in a target year. Equivalent CO₂ (CO₂-e) is the concentration of CO₂ that would cause the same amount of radiative forcing as a given mixture of CO₂ and other greenhouse gases.</p> <p>Proposed basis for setting targets: SO Technical Guideline Section 6 and Annex V, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.</p>
Strategic Outcome 2: Creation of green jobs	
2.1 Number of green jobs created (millions)	<p>This indicator measures the change in the number of full-time equivalent jobs in a target year compared to the base year value, which results from the green economy transition. The scope includes new jobs created (including from the formalization of informal sectors e.g. informal waste-picking transformed into a recycling business) and existing jobs that are “greened” (e.g. as a result of moving from coal mining to renewable energy related work). Additional green jobs created over the base year are included. Current definitions by the ILO (2016) and UNEP (2008) are used to define the scope of this indicator. Green jobs are jobs that “contribute to preserve or restore the environment, be they in traditional sectors such as manufacturing and construction, or inn new, emerging green sectors such as renewable energy and energy efficiency” (ILO 2016). Green jobs include decent jobs with “work in agriculture, industry, services and administration that contribute to preserving or restoring the quality of the environment” (UNEP, 2008).</p> <p>Proposed basis for setting targets: So Technical Guideline Section 6 and Annex VI, country INDCs/NDCs, Government targets, or reputable projections based on major methodologies, such as inventories and surveys, employment factors, input-output analysis and computational general equilibrium methods.</p>
Strategic Outcome 3: Increased access to sustainable services	
3.1 Access to clean affordable energy	<p>This indicator refers to the change in the national-level access to cleaner forms of energy sources in a target year compared to the base year value. The main indicator is access to electricity. Sub-indicators for this outcome are access to renewable electricity and access to clean fuels and technology for cooking.</p>
3.1.1 Number of people who gained access to electricity (millions)	<p>Proposed basis for setting targets: SO Technical Guideline Section 6 and Annex VII, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.</p>

3.2 Access to improved sanitation	Refers to change in access to improved sanitation facilities in a target year compared to the base year. Improved sanitation facilities refer to facilities that “are likely to ensure hygienic separation of human excreta from human contact. They include flush/pour flush (to piped sewer system, septic tank, pit latrine), ventilated improved pit latrine, pit latrine with slab, and composting toilet” (WHO/UNICEF)
3.2.1 Number of people who gained access to improved sanitation (millions)	Proposed basis for setting targets: SO Technical Guideline Section 6 and Annex VIII, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.
3.3 Access to sustainable waste management	Refers to change in the access to solid waste management collection services in a target year compared to the base year. The scope is limited to urban areas.
3.3.1 Number of people who gained access to waste management services (millions)	Proposed basis for setting targets: Follow SO Technical Guideline Section 6 and Annex IX, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.
3.4 Access to sustainable public transport	Refers to the change in the access to public transport services in a target year compared to the base year in urban areas or the cities. Public transport services are shared passenger-transport services used by the general public that operate in fixed routes and often at regular times, and include city buses, trolleybuses, trams, rapid transit (subway, metro etc.), passenger trains and ferries. Public transportation services can be operated by government or private corporations. Private taxis are not included.
3.4.1 Number of people who gained access to public transport (millions)	Proposed basis for setting targets: follow SO Technical Guideline Section 6 and Annex X, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.
Strategic Outcome 4: Improved air quality	
4.1 Number of days above ‘orange’ Air Quality Index (in major cities, days)	This indicator measures the improvement in the outdoor air pollution level in major urban areas or cities. Days above ‘orange’ Air Quality Index (AQI), calculated according to US Environmental Protection Agency and based on concentration of major pollutants, is used as the indicator. Where AQI estimates are current not available, 24-hour mean of PM2.5 above 35.5 µg/m3 is used as a substitute to determine days above ‘Orange’ AQI level (‘Orange AQI corresponds to a 24-hour mean of PM2.5 in the range 35.5 – 55.4 µg/m3 Proposed basis for setting targets: the government target or standard for air quality
Strategic Outcome 5: Adequate supply of ecosystem services ensured	

5.1 Area of deforestation avoided and/or reforested (million-ha)	<p>This indicator measures the area of deforestation avoided and/or re-forested in a target year compared to the base year. As a key supplier of number of terrestrial ecosystem services (and its close links to livelihoods in many developing nations), forests are used as the pragmatic proxy for providing adequate supply of ecosystem services. Ecosystem services range from providing necessities such as a food, clean water, and clean air, to regulating climate, diseases, and flood. Ensuring an adequate supply of ecosystem services requires that degraded ecosystems be restored, and loss of intact ecosystems be prevented.</p> <p>Proposed basis for setting targets: Proposed basis for setting targets: follow SO Technical Guideline Section 6 and Annex XI, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.</p>
Strategic Outcome 6: Enhanced adaptation to climate change	
6.1 Number of people supported to cope with climate change	<p>This indicator measures the change in the number of people supported to cope with climate change related impacts in a target year compared to the base year. Support to cope with climate change related impacts includes adaptation measures in all economic sectors covering populations exposed to adverse impacts of climate change. Adverse impacts of climate change result from climate variability and extremes, and include droughts, floods, storm surges, heat waves, sea level rise etc. Examples of populations supported might include populations covered by early warning systems, farmers equipped with climate smart agriculture practices, populations covered by improved flood protection/prevention measures, and population covered with climate insurance etc.</p> <p>Proposed basis for setting targets: Proposed basis for setting targets: follow SO Technical Guideline Section 6 and Annex XII, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.</p>
Optional indicator: Proportion of projects which report a material contribution to each Strategic Outcome and dollars invested	<p>GGGI is in the process of preparing baselines and methodologies to fully report against the newly adopted Strategic Outcomes. In the interim period, GGGI will report the proportion of each of its projects which report a material contribution to each Strategic Outcome to provide evidence of GGGI's impact and of the alignment of its projects with its Strategic Outcomes.</p>

II. EXPECTED PROGRAM OUTCOMES/INTERMEDIATE OUTCOMES (IO)

Intermediate Outcome 1: Accelerated access and mobilized climate finance / green investments commitments for members from both public and private sectors.

IO1.1 Total volume of green growth investments secured with GGGI support, disaggregated by public and private investment.	<p>This indicator estimates the amount of investment financing commitments secured towards green growth projects in Member and partner countries, which GGGI contributed to. The indicator result will be disaggregated by public and private finance. Private finance refers to non-public sources such as private banks (excluding MDBs or RDBs), private companies, private or company pension funds, NGOs, CDM financing, voluntary carbon credit market, insurance companies, private savings, family owned funds, and entrepreneurs' own capital. It includes all types of instruments such as grants, equity, debt and guarantees. Public finance refers to financial resources from donors and partner governments, development agencies, MDBs and RDBs, and Sovereign Wealth Funds. It includes private banks and other private finance defined in 'private finance'. A financing or investment commitment is secured 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. Secured financing resources</p>
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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). Evidence of GGGI support of catalyzed funds must be documented in the form of Letters of Intent (LOI), Signed term Sheets, Memorandums of Understanding, Ministerial Letters of Appreciation or Ministerial Letters of Gratitude.

Intermediate Outcome 2: GGGI members have strengthened policy, planning, regulatory, financing, and institutional frameworks to achieve green growth outcomes.

IO2.1 Number of green growth policies adopted by governments with GGGI's support.

This indicator reflects the extent to which the policy advice and recommendations GGGI has delivered under output indicator 2.1 are being taken up and adopted by Member and partner governments for implementation. Green growth policies encompass any formal government strategies, plans or policies; sectoral strategies; plans or policies; and changes to existing laws or administrative rules. The adoption of green growth policies by governments may also be evidenced by government budget allocation or project investment decisions and new or changed institutional arrangements.

Intermediate Outcome 3: National, regional, and global capacity to drive and expand green growth ambitions is enhanced.

IO3.1 Extent to which GGGI's training events have directly strengthened partner countries capacity to develop and implement green growth policies and investments.

The aim of IO3 is to complement IO1 and IO2 by developing the institutional and technical capacity of Member countries through capacity building and knowledge sharing to drive and manage their national green growth transformation and ambition through the implementation of green growth policies and investments. This aligns with the Paris Agreement goal of promoting sustainable development and development effectiveness in the longer term. This is a quantitative indicator which is a proxy measurement of the impact of capacity building activities in building the green growth skills and knowledge of participants which they will apply in advancing their countries green growth ambitions and advocating the green growth agenda, using a 5-point scale balanced scorecard to assess the following questions:

- i. In this project, did GGGI conduct training events related to green growth and climate change for government counterparts and local development agents (individuals)?
- ii. In this project, how many government counterparts and other participants, attended the capacity building event? How many were men and how many were women?
- iii. In this project, have those participants including government counterparts who attended the capacity building event demonstrated a gain in green growth knowledge and skills from their training and learning?
- iv. In this project, did government counterparts and other participants use the knowledge gained to implement green growth or climate change policies, budgets, or programs?
- v. In this project, did GGGI's training events clearly align with the country specific objectives set out in the WPB and CPF?

These 5 questions are simply answered 'yes' for a score of 2, 'partially' for a score of 1 or 'no' for a score of 0 with a maximum score of 10.

Intermediate Outcome 4: Green growth solutions support member and partner countries in reducing poverty eradication and achieving gender equality.

IO4.1 Number of beneficiaries assisted through GGGI's poverty aligned projects, disaggregated by gender.

The aim of IO4 aligns with the goals of green growth, which is to achieve environmentally sustainable economic growth with poverty reduction, inclusiveness for disadvantaged groups. This is a quantitative indicator which measures the number of people that have benefitted from GGGI's projects with design features for poverty reduction supporting poor, disadvantaged and low-income people. The number of people is an indicator of GGGI's contribution to poverty reduction in the country. The data will be collected in terms of the number of men and number of women. For example, support for solar pumps for agriculture will reduce farmers cost burden and improve the quality and yields of their crops contributing to increased farmers income and reduced household poverty in rural areas.

IO4.2 Number of women supported through GGGI's projects with targeted gender interventions.	The aim of IO4 aligns with the goals of green growth, which is to achieve environmentally sustainable economic growth with gender equality for women. This is a quantitative indicator which measures the number women that have benefitted from GGGI's projects with design features for gender equality and empowerment. The number of women is an indicator of GGGI's contribution to gender equality and empowerment in the country. For example, access to solar PV in rural areas ensures better quality lighting and renewable energy sources which eases the burden of domestic chores for women.
Intermediate Outcome 5: Sustainable financial growth supports the quality delivery of GGGI's service commitments to Member and partner countries.	
IO5.1 Meet 80% of the annual budget and Roadmap targets for core and earmarked funding.	The aim of IO5 is to ensure that GGGI is a financially sustainable organization with best practice business systems and processes delivering world class services and scale to Member countries. This indicator measures one key component which is the achievement of projected funding and income in line with WPB and Strategy 2030 objectives and projections.
III. EXPECTED PROJECT OUTPUTS	
Output 1: Bankable, investment proposals and inclusive business solutions developed to translate green growth plans and strategies into green investments plans and projects for public and private sectors financing.	
O1.1 Number of completed advisory outputs that inform decisions on green growth investments.	Advisory outputs include those that are expected to lead directly to the mobilization of finance for green growth projects. Examples include investment proposals, bankable projects, development of national financing mechanisms such as NFVs and feasibility studies where it is an end product – fully meeting the requirements of a partner governments. The indicator will be assessed by aggregating all relevant outputs identified in approved project log frames which were successfully delivered during the reporting period.
Output 2: Demand driven technical and policy advisory assignments enhance the mainstreaming of green growth into national and sub-national planning processes.	
O2.1 Number of completed advisory outputs that inform the development of government green growth policies.	An advisory output is a final product, produced at the request or for the benefit of a partner government. Advisory outputs include technical studies, analytical tools, strategies, national plans, sector plans, roadmaps, and feasibility studies if they are registered as a final output in the ERP project logframe. Pre-feasibility studies are not a final product and therefore do not qualify as advisory outputs. This indicator will be assessed by aggregating all relevant outputs identified in approved project log-frames which were successfully completed and delivered during the reporting period.
Output 3: Strategic partnerships/networking, knowledge transfer and capacity building delivered to enable members and local and external agents to drive, implement and expand national, regional & global green growth ambitions.	
O3.1 Number of capacity building activities delivered	This is a quantitative indicator that reports on the number of capacity building activities delivered by GGGI annually aimed at building the capacity of Member countries, local partners and stakeholders to drive and manage their own green growth ambitions and interventions. This data will be sourced from the training evaluation forms that each participant is required to complete and submit at every GGGI training and capacity building events. Capacity building activities are those sponsored and implemented by GGGI include training events, conferences, workshops, seminars, study and familiarization tours, expert visits, work attachment, etc.

O3.2 Number of green growth knowledge products delivered.	This is a quantitative indicator that reports on the number of knowledge products produced by GGGI annually to support and advance its green growth agenda and goals. Knowledge products include published technical reports, guidelines, insight briefs, and peer reviewed papers.
O3.3 Number of completed projects that leveraged a range of strategic partnerships.	In GGGI's delivery model, strategic partnerships is a key component that it leverages to give its interventions and impactfulness scale and depth. GGGI is a small, flexible and nimble international development organization by global standards so this approach will drive the scalability of its interventions. Partners exclude Member and partner governments which are the primary clients or customers of GGGI but includes other entities such as development partners, private sector, multi-lateral development banks, foundations, environmental organizations, CSOs/NGOs, other key stakeholders and target beneficiaries.

Output 4: GGGI projects mainstream poverty reduction and gender equality.

O4.1 Percentage of new projects that address poverty reduction and inclusiveness.	This is a proxy quantitative indicator that counts the number of projects delivering intended poverty reduction results to represent the scale of poverty assistance provided through GGGI's interventions since it is taking progressive steps towards a having complete best practice system to track and report on specific poverty results because of limited resources.
O4.2 Percentage of new projects delivering intended gender equality results.	This is a proxy quantitative indicator counting the number of projects delivering intended gender results to represent the scale of gender assistance provided through GGGI's interventions since it is still taking progressive steps towards having a complete best practice system to track and report on specific gender results because of limited resources.

IV. EXPECTED OUTPUT ON BUSINESS MANAGEMENT AND ORGANIZATIONAL PERFORMANCE

Output 5: Secure sustainable and diversified funding with strong donor support, and drive and integrate economy, efficiency, effectiveness and equity in the management and investment of GGGI's resources.

<p>Economy – measures the cost of inputs to a system</p> <p><i>O5.1 Percentage of annual budget spent on management and administration</i></p>	This indicator measures the management and administration cost of delivering GGGI's programs and services. Economy is achieved when the percentage is decreased over the time which is the objective of GGGI to become more economical. This means GGGI is delivering more for less.
<p>Efficiency – measures how successfully the inputs are transformed into outputs.</p> <p><i>O5.2 Percentage of annual budget spent on in-country programs</i></p>	This indicator measures the percentage of the annual budget that GGGI is able to dedicate for in-country programs as a measure of its efficiency. The in-country programs of GGGI represent the main service stream by which it supports Member countries green growth transformation and generates direct benefits through the six SOs. The increase in percentage of in-country means more nominal dollar value of direct assistance to Member and partner countries.

<p>Equity – measures the extent to which resources are allocated in favor of the needy.</p> <p><i>O5.3 Percentage of core budget allocated to Vulnerable countries = LDCs, LLDCs & SIDS (UNOHRLLS definition)</i></p>	<p>GGGI’s Member and partner countries do not have the same development standards with countries on the lower level of the development scale having greater needs and underlying development problems than those at the higher end of the scale. This equity is aligned with MPSC and Council decision to balance the distribution of core resources between Middle-Income Countries (MICs) and vulnerable countries including LDCs, LLDCs and SIDS (based on UNOHRLLS classification) - includes countries that are particularly vulnerable to the adverse effects of climate change, yet do not qualify for priority as they are not classified as LDCs.</p> <p>This indicator requires that 60% of GGGI’s annual core budget is allocated to vulnerable countries which includes LDCs, LLDCs and SIDS. The indicator accounts for the delivery of this target.</p>
<p>Effectiveness – measures how effective the system achieves desired outputs.</p> <p><i>O5.4 Sustain a 15:1 ratio of green investment commitments secured for every USD spent on GGGI’s operation (Strategy 2030).</i></p>	<p>Effectiveness measures the scale of what GGGI effectively achieves from the funds it deploys for its programs and operations in the WPB. Although small in size by international standards, GGGI aims to leverage its resources and partnerships to achieve scalable outputs, and outcomes and impacts.</p> <p>This indicator measures the scale of green investments that GGGI aims to achieve from one USD of operating funds spent, expressed as a ratio.</p>
<p>Financial sustainability – measures liquidity, financial health and solvency.</p> <p><i>O5.5 Sustainable level of reserve working capital is maintained at USD 15 million.</i></p>	<p>GGGI’s long term organizational sustainability is conditional upon the Institute meeting its projected funding and revenue targets, liquidity, and solvency.</p> <p>This indicator (reserve working capital) measures GGGI’s liquidity and short-term health in being able to cover its short-term liabilities/debts and financial obligations.</p>