

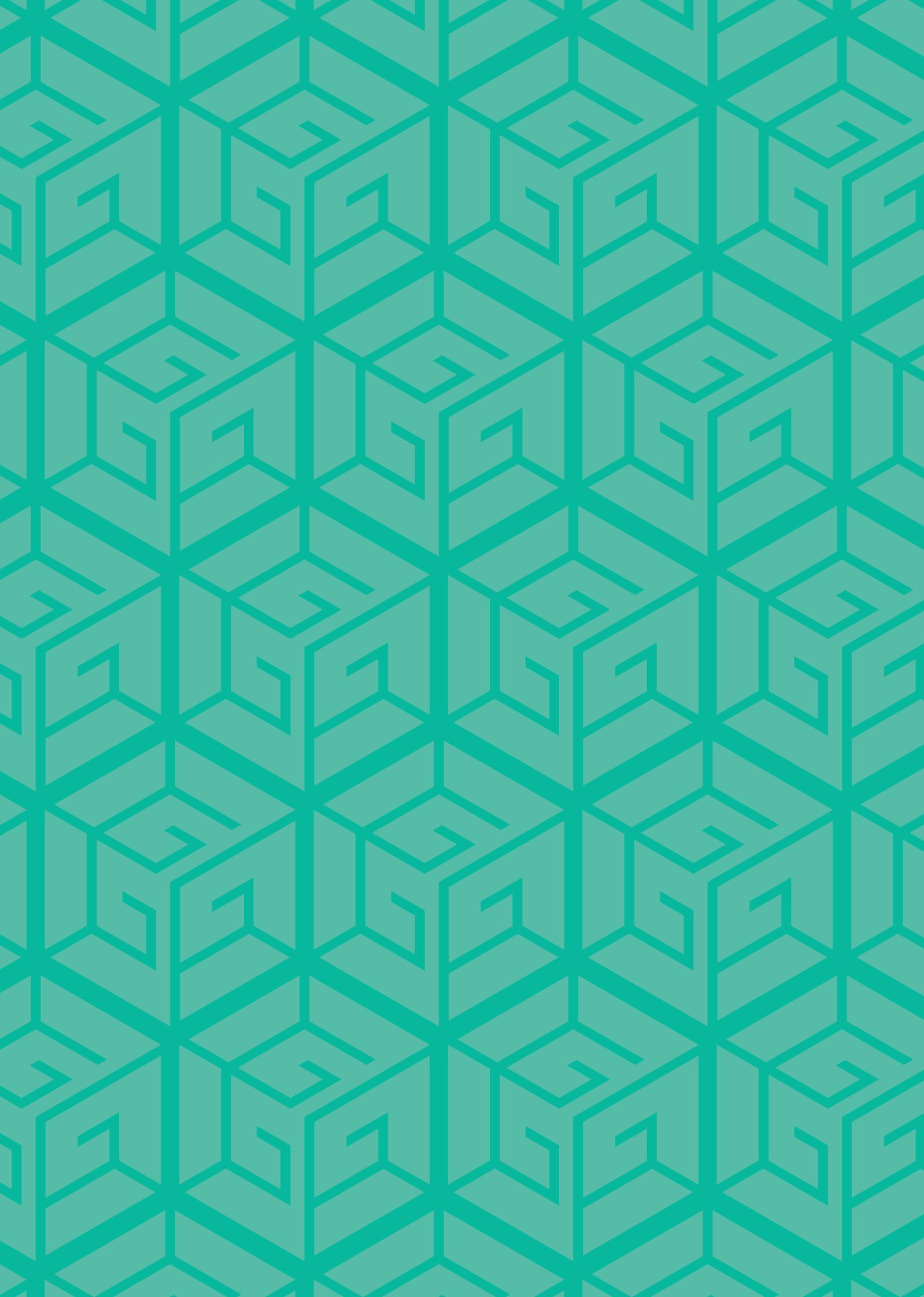


Global
Green Growth
Institute

ANNUAL REPORT

2016





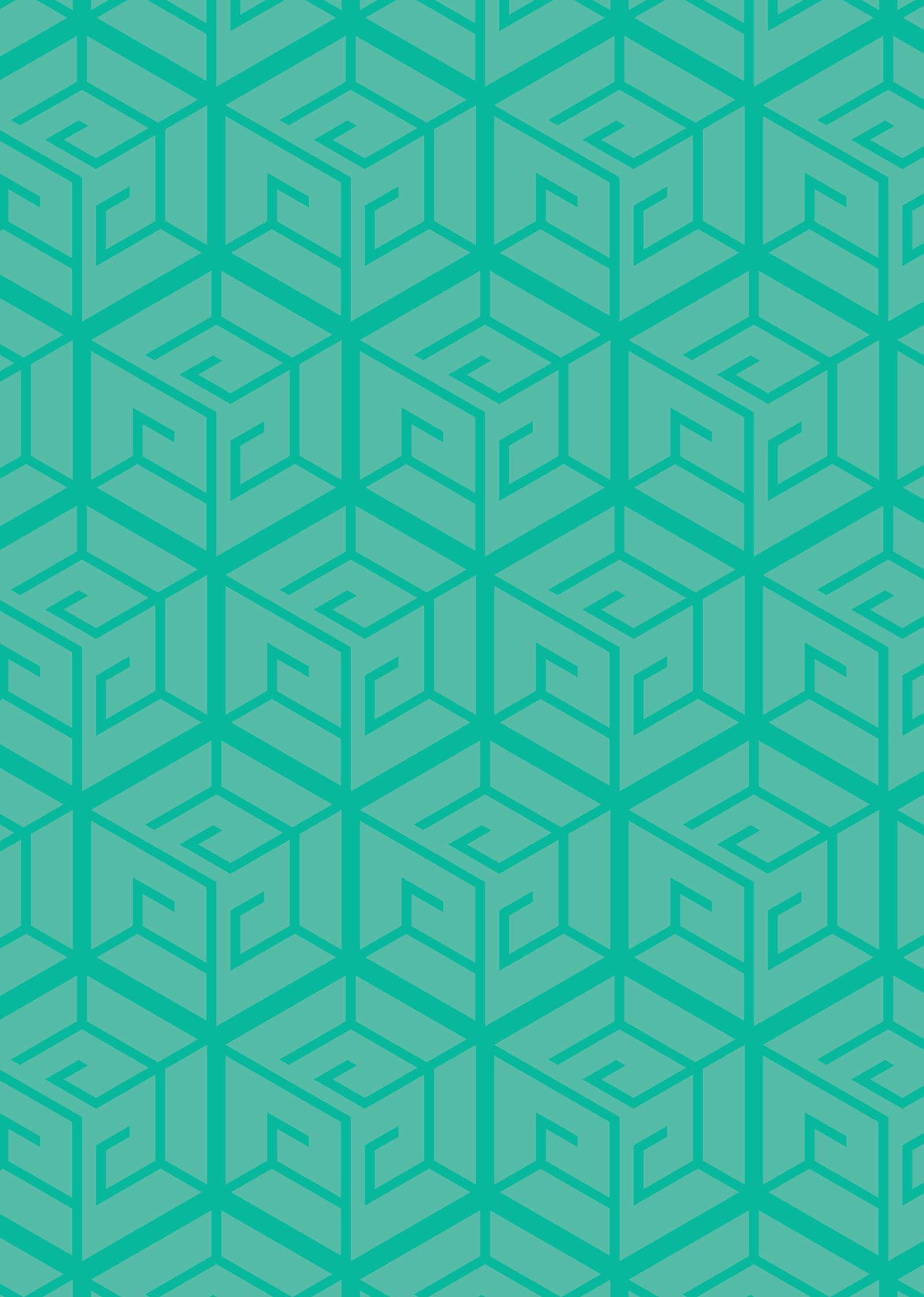


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Message from the President of the Assembly and Chair of the Council

Dear Friends and Members of the Global Green Growth Institute,

Two-thousand sixteen was one of many milestones for the Global Green Growth Institute (GGGI). Building on the momentum of the Paris Agreement and other notable sustainable development initiatives, GGGI re-doubled its effort to support Member and partner countries deliver green growth and lay the groundwork for transformational change.

In 2016, GGGI completed its first Work Program and Budget (WPB) against the Strategic Plan 2015-2020. The strong programmatic and operational foundation that successful execution of the WPB created within GGGI resulted in strengthened green growth planning and financing frameworks, increased green investments, and improved green growth knowledge sharing and learning among the developing countries.

GGGI continued to make great strides to establish the planning and policy frameworks that will set the stage for the delivery of bankable green growth projects. Over the course of 2016, GGGI facilitated the adoption of 14 green growth policies by partner governments and the development of national roadmaps and thematic-sector strategies. At least 14 more policy outcomes are awaiting final approval by government authorities and expected to be adopted in 2017 because of outputs delivered by the end of 2016.

GGGI also continued moving to the “right of its value chain”, supporting the development of bankable projects, domestic financing vehicles and reducing risk through financial instruments that support NDC implementation. Although GGGI’s efforts to enable the environment for green investments in 2016 only resulted in the mobilization of USD 105 million, future years will look very different. By the end of 2016 GGGI had developed a USD 1 billion portfolio of 25 projects and financial vehicles in the pipeline to be financed in 15 countries.

2016 also served to strengthen GGGI’s global leadership in driving the green growth agenda and sharing green growth knowledge. The conferences, forums, trainings and networking sessions GGGI organized as part of Global Green Growth Week 2016, brought together global leaders, senior policymakers, and experts from both public

and private sectors to address and move forward issues in support of green finance, project development and green technology solutions.

GGGI also welcomed in 2016, the arrival of Dr. Frank Rijsberman to steer the organization forward as Director-General. Under his leadership GGGI will continue to strive for and deliver greater achievements.

The organization will be guided in this work by the Work Program and Budget 2017-18 that was developed and approved in 2016, and which embodies the hard work and impactful results that GGGI delivered over the past year.

The 2016 Annual Report provides the full breadth and depth of these accomplishments, and clearly demonstrates GGGI’s commitment to its mission and Members. I conclude by noting the immense honor it has been to work with GGGI and its Members as President of the Assembly and Chair of the Council. I am confident our future will be green and that GGGI will play a leading role in getting us there.



A handwritten signature in black ink, which appears to read "SB Yudhoyono".

Dr. Susilo Bambang Yudhoyono

President of the Assembly and Chair of the Council 2016

Message from the Director-General

Dear Green Growth Stakeholders,

It was my great pleasure to join the Global Green Growth Institute (GGGI) in October, 2016, and since this time I have come to fully appreciate the strengths and potential of the organization. With the support of strong leadership and management, and the commitment of stakeholders, GGGI has achieved impressive growth over the last several years and now includes 27 Members with operations in 25 developing countries and emerging economies.

Indeed, GGGI's country programs, embedded within and working side-by-side with partner governments, are one of GGGI's greatest strengths. Coupled with GGGI financial and thematic experts that closely support country programs, GGGI is uniquely positioned to provide innovative services and deliver green growth projects from concept and planning to implementation and financing.

GGGI's foundational strength has been developed through a sound Strategic Plan that sets clear goals, while at the same time providing flexibility to address the priorities of Members and partners in the post-MDG landscape. To effectively meet these priorities GGGI's work moving forward will need to clearly support outcomes that are directly linked to Sustainable Development Goals and Nationally Determined Contributions.

The work and achievements GGGI delivered in 2016, leave no doubt that the organization is up to the task. Indeed, over the last year, GGGI provided support to mainstream green growth in the national and sub-national planning frameworks of Member countries Cambodia and Jordan, and initiated steps to form a strategic partnership with the Green Climate Fund and develop an NDC alliance. GGGI also initiated measures, including a gender equality strategy, and pro-poor and inclusivity safeguards, to ensure that programmatic work targets and plans are developed in a way that works toward green economic growth that is simultaneously environmentally sustainable and socially inclusive.

In 2016, GGGI made good progress toward becoming a more nimble and innovative organization that can leverage opportunities quickly and at scale. GGGI instituted a decentralized framework for recruitment, procurement and travel that enhances program delivery on the ground by and streamlines operational processes.

GGGI took steps to further develop results-based management in 2016 by implementing output based budgeting, as well as strengthening its human resources through a number of initiatives including the implementation of a robust grade framework that will enhance efficiency and career development.

GGGI completed its first biennium Work Program and Budget (WPB) in 2016 in good financial health, and on the cusp of rapid growth at many levels. Indeed, the WPB 2015-16 figures of 161 and USD 41 million for staff and expenditures respectively, are planned to grow to 293 staff with a budget of USD 56 million in 2017.

This planned growth in the coming years is a result of GGGI's ability during the first WPB period to provide Members and partners strong support in the development of strategies, policies and plans that set the stage for green growth. Now transitioning into the Work Program and Budget 2017-18, GGGI is set to demonstrate to stakeholders that it can deliver financial resources to its bankable green growth projects and increase impact at scale.



A handwritten signature in black ink, which appears to read "Frank Rijsberman". The signature is fluid and cursive.

Dr. Frank Rijsberman
GGGI Director-General

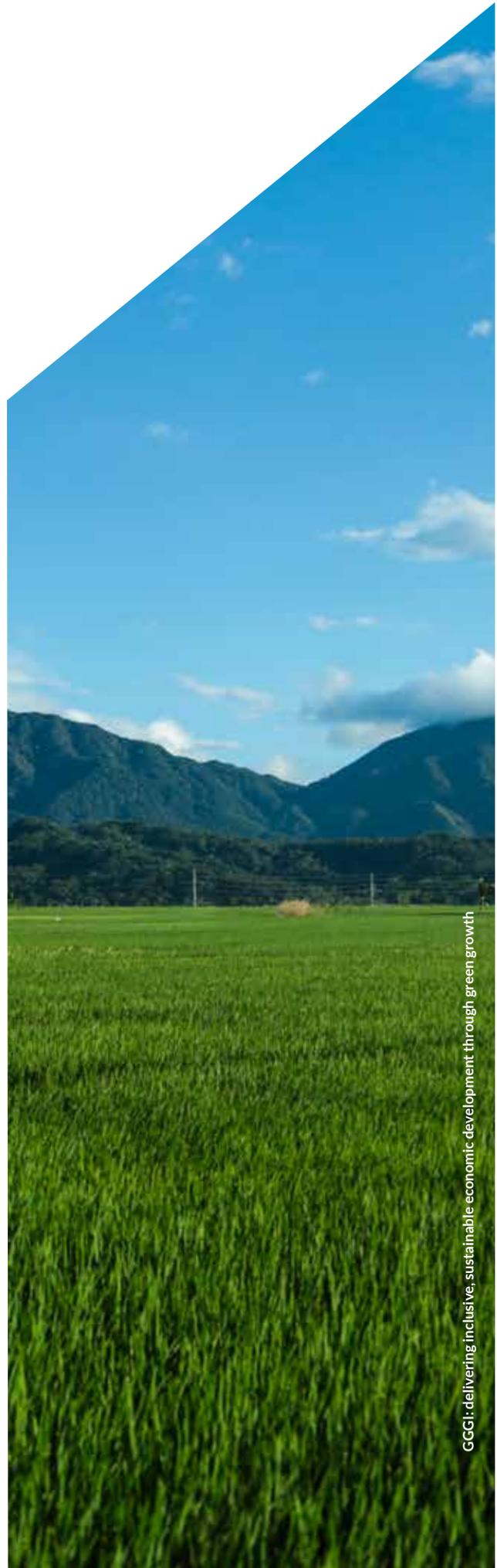
About GGGI

The Global Green Growth Institute (GGGI) is a treaty-based international, inter-governmental organization established in 2012, at the Rio+20 United Nations Conference on Sustainable Development.

Founded to support and promote the mainstreaming of green growth, GGGI programs and projects target economic growth that is environmentally sustainable and socially inclusive. GGGI works across four priority areas considered to be essential to transforming national economies, including energy, water, sustainable landscapes and green cities.

GGGI envisions a resilient world achieved through strong, inclusive and sustainable green growth, and is dedicated to supporting the transition of GGGI Member countries toward a green growth model. In pursuit of these goals, GGGI works with Least Developed Countries and emerging economies to design and deliver programs and services that demonstrate new pathways to pro-poor, sustainable economic growth.

GGGI supports stakeholders through the delivery of comprehensive products and services designed to assist in developing, financing and mainstreaming green growth into national economic development plans.



GGGI: delivering inclusive, sustainable economic development through green growth

Headquartered
in Seoul, Republic
of Korea, GGGI
has 27 members
with operations in
25 countries.

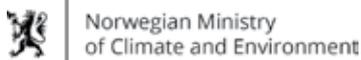
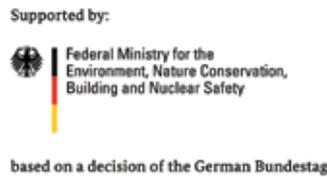


Member Countries Operations

Australia, Cambodia, Costa Rica, Denmark, Ethiopia, Fiji, Guyana, Hungary, Indonesia, Jordan, Kiribati, Republic of Korea, Mexico, Mongolia, Norway, Papua New Guinea, Paraguay, Peru, Philippines, Qatar, Rwanda, Senegal, Thailand, United Arab Emirates, United Kingdom, Vanuatu, Viet Nam

Cambodia, China, Colombia, Ethiopia, Fiji, India, Indonesia, Jordan, Kiribati, Lao PDR, Mexico, Mongolia, Morocco, Mozambique, Myanmar, Nepal, Peru, Philippines, Rwanda, Senegal, Thailand, Uganda, United Arab Emirates, Vanuatu, Viet Nam

2016 GGGI Resource Partners



2016 GGGI Milestones

Jan

Hungary becomes twenty-fifth Member of GGGI

Thailand becomes twenty-sixth Member of GGGI

Feb

GGGI launches Green Growth Potential Assessment (GGPA) tool to help countries identify priority issues and sectors to be addressed for strategic green growth

Mar

Ethiopia's CRGE Facility becomes an Accredited Entity to the Green Climate Fund with the support of GGGI

Apr

Thailand launches the National Greenhouse Gas Reduction Roadmap, developed in collaboration with GGGI and the German Federal Ministry for the Environment, Nature, Conservation, Building and Nuclear Safety

May

Rwanda launches the National Road Map for Green Secondary Cities Development developed in partnership with GGGI

Jun

Colombia's Amazon Vision program to reduce deforestation launched in partnership with international donors and GGGI

Vanuatu approves the establishment of a National Green Energy Fund based on GGGI's recommendations

Jul

Cambodia and GGGI sign MoU to partner on green growth for 5 years

Aug

Indonesia and GGGI launch Phase II of the Government of Indonesia-GGGI Green Growth Program

Indian Renewable Energy Development Authority commits to capitalize co-finance USD 70 million in India's ACE Fund, a financial instrument for enhancing financial flows to the off-grid energy sector

Sep

GGGI hosts inaugural Global Green Growth Week in Jeju, Republic of Korea

Oct

GGGI Celebrates 4th Anniversary as an International Organization

Peru becomes twenty-seventh Member of GGGI

Nov

GGGI organizes 3 side-events at COP22 in Marrakech, that work to support national planning and financing for NDC implementation

Dec

Jordan adopts National Green Growth Plan, developed in partnership with GGGI

A RECAP OF GGGI'S WORK PROGRAM & BUDGET FOR 2016: Strengthening Policies for Green Growth

In 2016, GGGI continued to deliver on the priorities set out in its Strategic Plan 2015-20 and Work Program and Budget 2015-16 (WPB), building on the strong initial results achieved in 2015. Over the course of 2016, GGGI continued to support Member and partner countries plan for green growth, create an environment to finance green growth, and share green growth knowledge to enhance scale and impact.

The majority of GGGI's programs in 2016 had a strong focus on supporting Member and partner countries to develop green growth planning frameworks and adopt green growth policies - the 'left side' of GGGI's value chain approach. This focus represents a natural starting point for many GGGI country programs, most of which have only been established recently. It also reflects GGGI's view that sound enabling policies, planning and institutional frameworks are a critical and essential foundation from which to mobilize investment, scale up successes and deliver the kinds of transformational changes necessary for green growth to be realized. Indeed, "**Strengthening Policies for Green Growth**" is the theme running through the 2016 Annual Report, and the focus of the success stories highlighted throughout.

At the same time, during 2016, GGGI also signaled a major scaling up of capacity and operations for the 'right side' of the value chain - namely, the financing and implementation of green growth policies. Among the programmatic work generated to mobilize resources were two new major flagship initiatives approved as part of the WPB:

- **Financing INDC Program:** to develop and secure finance for projects that help countries meet their domestic NDC commitments under the Paris Agreement; and
- **National Financing Vehicles Program:** to develop and help implement domestic financing vehicles for green growth, blending international finance with local capital and enhance the quantum of money for green growth.

Achieved in early 2017, but critical to GGGI's support for resource mobilization, is the signing of a Framework Agreement with the Green Climate Fund (GCF). This partnership focuses on supporting the GCF's National Designated Authorities and Direct Access Entities in GGGI's Member and partner countries to prepare readiness grants and bankable projects.

The Work Program and Budget (WPB) is GGGI's main planning document, and outlines the organization's proposed programmatic and non-programmatic activities, as well as the budget associated with this, over 2-year periods.

The WPB for 2015-16 was initially approved by the GGGI Council in November 2014, with a revised version prepared and submitted to Council for approval in November 2015. This was done in part to ensure GGGI's ongoing relevance and alignment to major achievements in the global agenda during 2015, particularly the adoption of the Sustainable Development Goals 2030 and the Paris Agreement on climate change action reached at COP21.

The overall aim of the WPB 2015-16 is to support GGGI's mission of helping countries transition towards green growth, by delivering on three strategic outcomes set out in the Strategic Plan 2015-20:

- **Strategic Outcome 1:** strengthened green growth planning, financial and institutional frameworks;
- **Strategic Outcome 2:** increasing green investment; and
- **Strategic Outcome 3:** multi-directional knowledge sharing and learning.

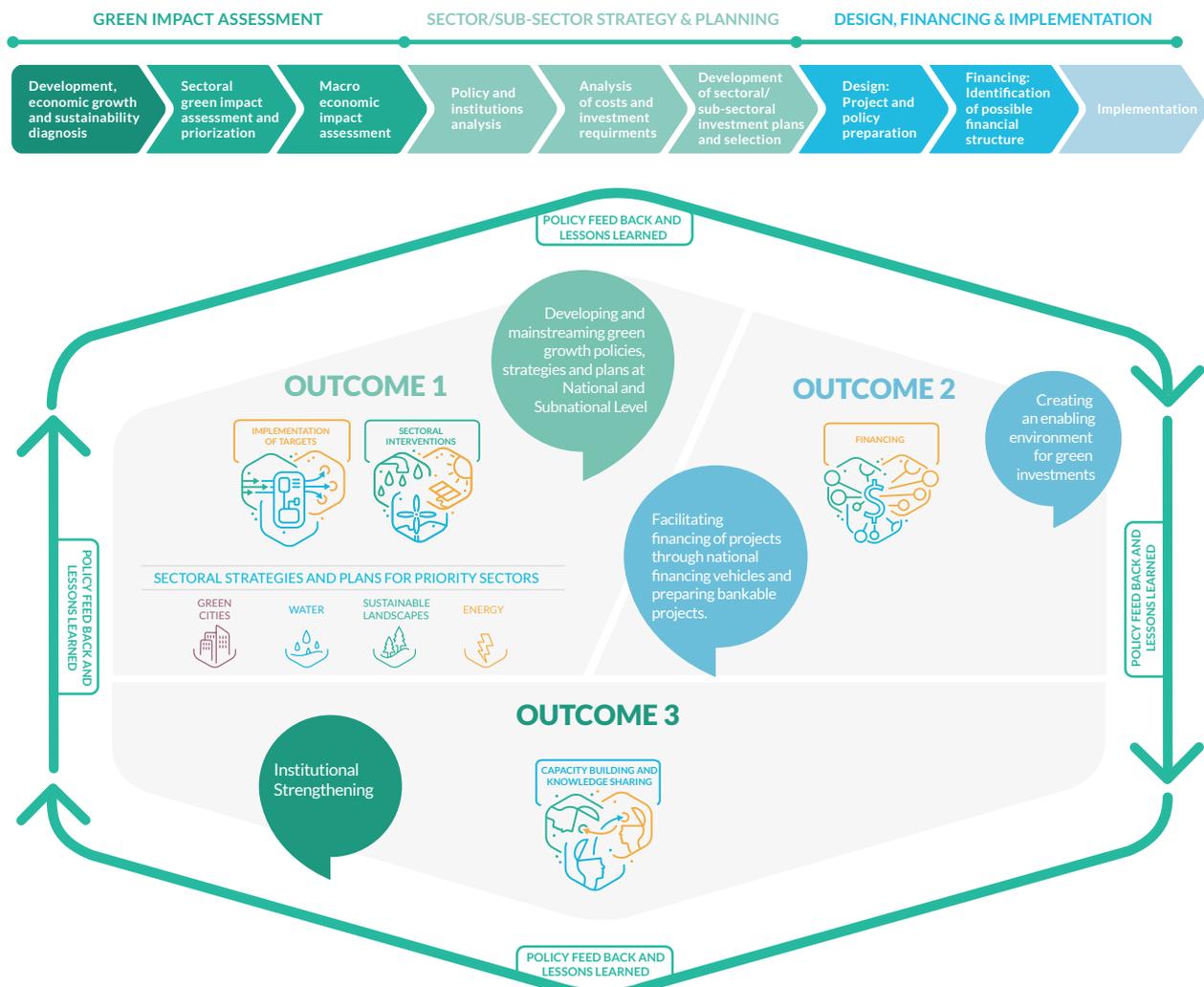
In further support of policy, planning and investment, 2016 also saw GGGI continue its efforts to generate and disseminate evidence demonstrating green growth as a viable alternative economic growth model for countries to pursue. The centerpiece of these efforts was September's Global Green Growth Week 2016, a week-long international event that combined the Global Green Growth Summit, the Annual Conference of the Global Green Growth Knowledge Platform and meetings of GGGI's Council and Assembly.

GGGI's total expected budget for 2016 was approximately \$47.6m, comprising \$39.6m in core funding and \$7.9m in earmarked funding. The WPB included 34 projects (27 for delivery and 7 for scoping) across 24 countries in Asia, the Pacific, the Middle East, Africa and Latin America. This included expansion of GGGI's operations into several new LDCs including Laos, Mozambique and Myanmar, as a step towards GGGI's target of achieving a balanced allocation of resources between LDCs and MICs by 2020.

In addition to programmatic priorities, GGGI's work in 2016 also set out to deliver a number of reforms in institutional areas, to continue to strengthen GGGI's efficiency, productivity and capacity to deliver value for money. These included: continued efforts to expand membership and pursue resource mobilization; ongoing expansion of the ERP system launched in 2015; further strengthening of GGGI's results-based management policies and systems; and various HR initiatives including staff regrading, training programs and solutions to enhance recruitment processes and status of in-country staff. Collectively, these priorities sought to drive further progress towards GGGI's target of spending no more than 17% of core budget on management and administration by 2020.

The subsequent sections of this report provide a comprehensive report on the aggregated performance and results of GGGI's work in 2016, based on the indicators and targets set out in GGGI's Corporate Results Framework (see Annex 1). In addition, an account of the activities and results of individual country and global programs is also included in the 2016 Annual Report (see Annex 2).

GGGI's Delivery Model



Strategic Outcome 1:

Strengthened green growth policies

The successful transition to green growth depends critically on countries having the right policies in place. As GGGI's value chain makes clear, this is often an essential pre-cursor for implementation and financing of green growth projects to occur. Helping countries to develop and implement policies that prioritize and support green growth is a key focus of GGGI's work.

This strategic outcome focuses on how well we support partner countries to put in place policies necessary to transition towards green growth. The results relating to this outcome reflect the left side of GGGI's value chain, which is focused on establishing green growth policies at the national, sub-national and sectoral levels.

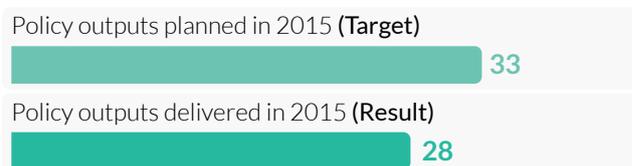
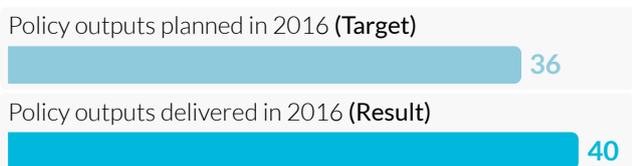
In 2016, GGGI delivered 40 outputs that supported governments to develop green growth policies, against the planned target of 36 outputs.

These types of outputs include technical studies, analytical tools, strategies, plans or roadmaps that inform the development of government green growth policies. Some examples of the outputs delivered in 2016 included:

- National level:** GGGI developed the National Green Growth Strategy and Roadmap as well as the National Green Cities Roadmap in Uganda. The methodology for the extended cost-benefit analysis (eCBA) which will form part of the nationwide strategic environmental assessment (SEA) methodology was developed in Indonesia. In Peru, preparatory work through a framework document was completed which will form the basis for the development of the National Green Growth Strategy in 2017
- Sub-national or sectoral level:** GGGI supported the renewal of transportation concessions in the State of Morelos in Mexico and supported the strengthening of the new Transportation and Mobility Law in the State.



GGGI OUTPUTS
POLICY OUTPUTS





GGGI in Cambodia: developing planning frameworks to strengthen sustainable urban development

Strengthening Policies for Green Growth

Improved planning at sub-national level in Cambodia

Cambodia's impressive economic growth over the past decade has been largely driven by tourism, garment exports, real estate and construction. This growth has resulted in significant population growth, particularly in urban areas which account for approximately 30% of the total population of 15 million and is expected to rise to an estimated 44% of the projected total population of around 18.4 million by 2030^a. With the urban sector accounting for approximately half of Cambodia's gross national income (GNI), the potential for urban migration and development to create jobs and build upon the country's recent successes in reducing poverty represents an important opportunity for sustainable urban development^b.

However, the rapid pace of unstructured urbanization is generating significant social, economic and environmental challenges in Cambodia. The lack of systematic development planning and financial resources for green infrastructure and services have led to considerable urban growth stresses, including lack of power, informal settlements, deficient water supplies, wastewater treatment, urban flooding, air pollution, and municipal solid waste management.

Enhancing major cities' infrastructure is one of the top priorities of the Royal Government of Cambodia. GGGI's interventions have and continue to be crucial to support the government in creating an enabling environment for implementing and financing sustainable, long-term urbanization initiatives through policy frameworks and structured development planning. As part of this effort, a Green City Strategic Planning Methodology was developed and piloted to formulate the Phnom Penh Green City Strategic Plan (2017-2026). The implementation of this plan will significantly contribute to green job creation in the manufacturing sector (e.g. wastewater treatment, energy efficiency, pollution control) and public health benefits, by reducing the urban hazards associated with deteriorating air quality, water pollution, unmanaged waste, and traffic congestion. Ongoing work in 2017-2018 includes scaling up the success in the capital city to develop a National Strategic Plan for Green Secondary Cities. Further, the Green City Strategic Planning Methodology will be incorporated into the legal and regulatory framework, under the Environment and Natural Resources Code prepared by the Ministry of Environment, in early 2017. This will serve as a national guideline for green city development across Cambodia.

Building on the work to strengthen development planning, GGGI also identified the potential for green infrastructure projects in Phnom Penh. The Green City Strategic Plan for the city included a prioritized list of 48 potential green city investment projects and GGGI is working with development partners to develop investment action plans to mobilize finance. In the energy sector, GGGI provided policy recommendations and a strategic plan for scaling up investment in renewable energy for productive use (E4PU). Based on the projects identified in Phnom Penh, GGGI initiated the development of a demonstration project of a decentralized wastewater treatment system in peri-urban areas. Ongoing work in 2017 is aimed at identifying investment opportunities for scale up with the aim to improve resilience to climate change and generate livelihoods for the urban poor.

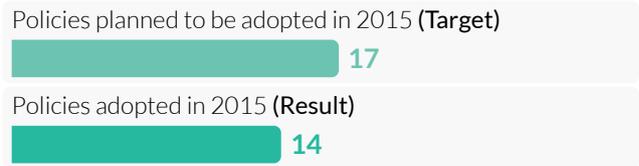
^a ADB, Cambodia: Urban Sector Assessment, Strategy and Roadmap (Manila, 2012)

^b GGGI Cambodia Country Planning Framework

GGGI's outputs contributed to 14 green growth policies being adopted by partner governments in 2016, against a planned target of 25. At least 14 more policy outcomes are awaiting final approval by government authorities and expected to be adopted in 2017 because of outputs delivered by the end of 2016.



**GGGI OUTCOMES
POLICIES ADOPTED**



Green growth policies encompass any formal decision by governments that promotes green growth and is the extent to which the policy advice and recommendations delivered under the first output described above are taken up by partner governments. By the end of 2016, GGGI facilitated the adoption of green growth policies in 10 countries - Jordan, Mexico, Mongolia, Rwanda, Senegal, Thailand, Uganda, Peru, China and Vanuatu. Some highlights of these policies included:

- **National level:** In Rwanda, the National Roadmap for Green Secondary City Development was officially adopted by the government in May, 2016 and resulted in the launch of the Rwanda Green Building Organization (RwGBO). The main document will be used as a guide to transform six identified secondary cities as models of green urbanization and then rolled out in the rest of the country. It has also helped inform ongoing revisions of District Development Plans (DDPs) in the six secondary cities to factor in green growth concepts in planning.
- **Sub-national or sectoral level:** GGGI facilitated the integration of green growth investment priorities into sub-national plans and budgets in two provinces in Mongolia. In Vanuatu, based on the adoption of the National Energy Road Map developed by GGGI, the government endorsed the establishment of the National Green Energy Fund.

The additional 14 national and sub-national level green growth policies are expected to be formally approved by relevant government authorities in 2017 in the following countries - Colombia, Cambodia, China, Thailand, UAE, Uganda, Viet Nam and Peru.



Strengthening Policies for Green Growth

Strengthened national policies to enable green growth in Jordan

As one of the smallest economies in the Middle East, Jordan has high ambitions for economic growth but faces a number of challenges to sustainable development. Jordan's traditional approach to economic growth has driven some of the key challenges that it now faces, such as water scarcity and an overreliance on external resources, particularly oil. A rapidly expanding population and industrial pollution have taken a toll on Jordan's environment. This is exacerbated by the complex and unpredictable challenge of the refugee crisis and considerable immigration within the region which has put additional stress on natural resources.

In response to these challenges, GGGI has worked closely with the Government of Jordan to leverage the country's growth potential in an environmentally sustainable manner. This led to the adoption of the National Green Growth Plan (NGGP) in 2016 to serve as a national level NDC of the government. The NGGP provides a comprehensive development approach to green growth planning and implementation. This is supported by the quantitative analysis of 24 projects across six green growth sectors, namely energy, water, waste, transport, tourism and agriculture, as well as an analysis of the green financing environment in Jordan. Recommendations also included financing options for the projects, institutional frameworks to support implementation and clusters to scale-up green growth.

A common theme throughout the NGGP is the need to alleviate pressures from the Syrian refugee crisis in Jordan. While demonstrating green growth benefits, the plan highlights that implementation of interventions must address the importance of providing equal employment opportunities to Jordanian citizens and refugees alike. This reflects the most pressing social development priorities of both the Government of Jordan and international donors.

The NGGP is the first document in Jordan that aims to mainstream green growth into government policy-making. GGGI is continuing to work with the government to ensure the success of the green growth approach by implementing the recommendations made in the NGGP and supporting the mobilization of resources. As a sign of potential replication of this approach in other countries in the region, the League of Arab States has shared the Jordan NGGP with its 22 member countries.

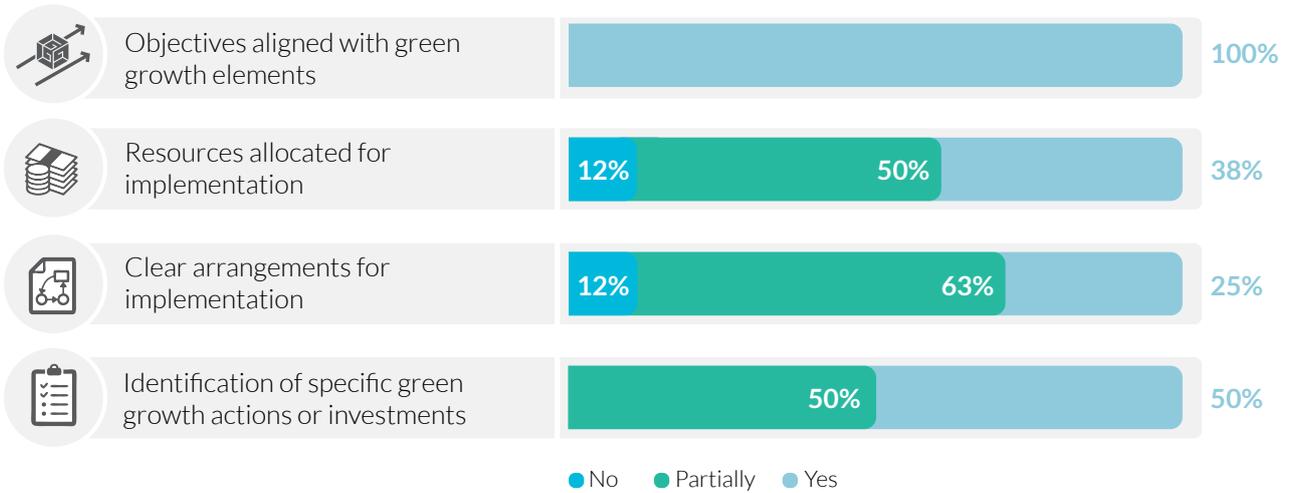
The above results focus on the quantity of our policy work (number of policy outputs/outcomes achieved). The next two results give some sense of the quality of the outcomes achieved.

A qualitative scorecard approach has been adopted to get some sense of the extent to which the 14 partner government policies and policy processes adopted likely to be implemented and support transformational change. The scorecard was issued to each of the projects which reported an achieved policy outcome to assess the presence of 4 key features highlighted in the next page.

There is commitment from partner governments to implement the policies aligned with green growth elements, and these policies are likely to lead to transformational change if implemented.

Alignment with green growth elements and likelihood of implementation

% OF POLICIES ADOPTED

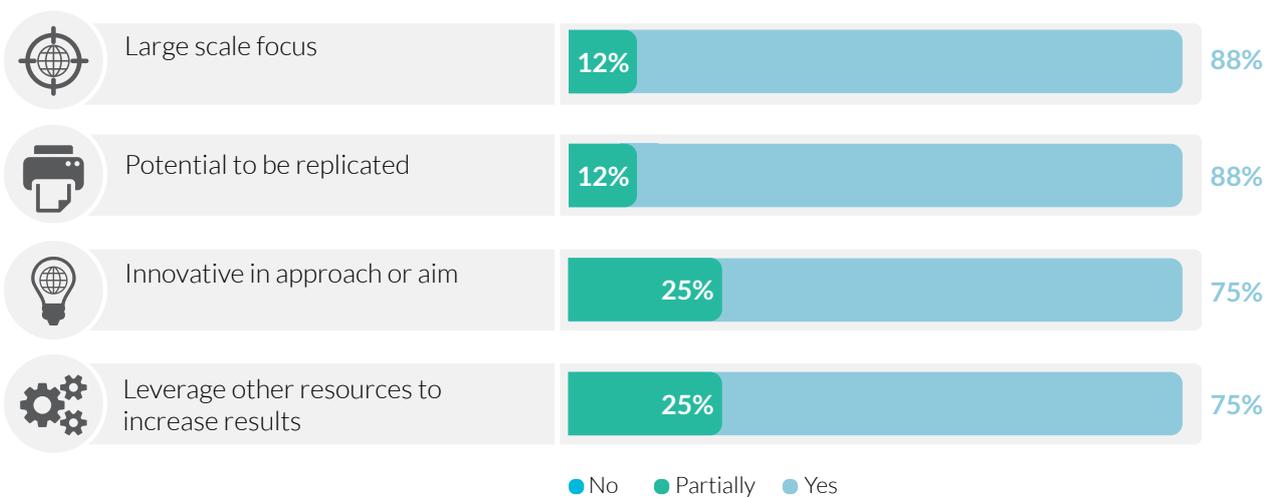


Based on the results for features 2 and 3 related to implementation, it can be noted that a small proportion of these policies are in the early stages of adoption by various government counterparts who are yet to determine the exact mechanisms to implement the policy directions. Overall, this result suggests that there are positive signs that partner governments are taking green growth seriously in policy development but further work is required to ensure implementation.

Similarly, to gauge the likelihood of the green growth policies achieving transformational change, a qualitative scorecard approach was adopted to assess the policies on the following 4 elements and the results are summarized below:

Characteristics of transformational change

% OF POLICIES ADOPTED



This result suggests that green growth policies put in place by partner countries have good potential to achieve transformational change, as highlighted in the example below:

- Thailand:** Developed a practical and implementable roadmap for greenhouse gas (GHG) reduction in three selected industrial sub-sectors of the Thai economy which demonstrates a large-scale focus. This was a first of its kind roadmap developed in Thailand to assist in the implementation of its Climate Change Master Plan and its GHG reduction commitment under the Nationally Determined Contribution (NDC). The roadmap was based on analytical reports developed by GGGI which identified potential GHG reduction measures and technologies and conducted technical and economic analyses of these measures. It also lays a conceptual foundation for the similar roadmap development in other specific sub-sectors. From the results, it is estimated that the implementation of similar activities across the manufacturing sector could lead to the reduction of 23-37 MtCO₂e, or 4-7% of the country's emissions. This could potentially save THB 32 billion for the Thai economy. This provides a strong methodological basis for other partners, including the private sector, to select and provide resources to implement appropriate measures for GHG reduction.

Of the green growth policies adopted in 2016, the majority demonstrated a clear contribution to the various elements of green growth.

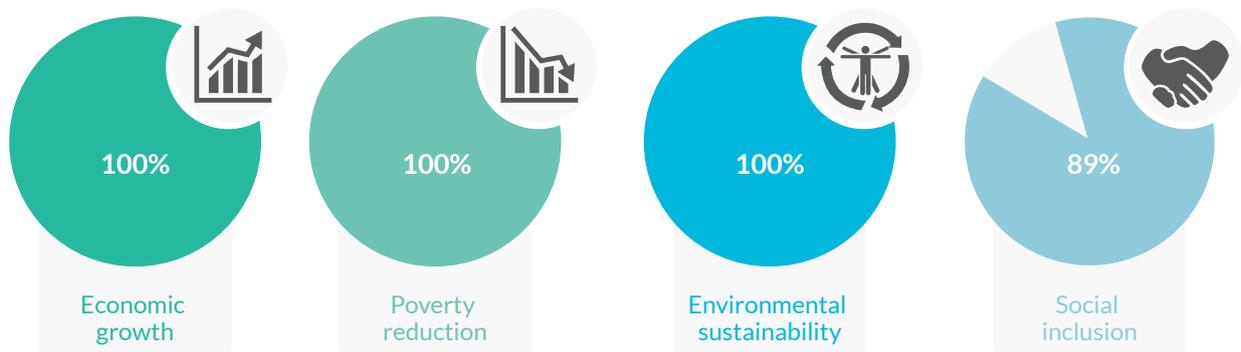
In the Strategic Plan, GGGI defines green growth as models of growth that simultaneously addresses 4 elements: economic growth, poverty reduction, environmental sustainability and social inclusion.

All the green growth policies adopted in 2016 showed a clear intended contribution to economic growth, poverty reduction and environmental sustainability as illustrated in the figure below:



Elements of green growth

% OF POLICIES WHICH HAVE AN INTENDED CONTRIBUTION TO EACH ELEMENT



It was noted that policies contributed to social inclusion in about 90% of the cases. This is significantly higher than the results from 2015 for this element (50%) which shows that efforts are being made to mainstream all 4 elements of green growth into these policies.

GGGI has initiated measures to ensure that outputs (related to all three strategic outcomes of policy, investment and knowledge sharing) are developed in a way that seeks to simultaneously address all 4 elements of green growth. These measures include:

- Sustainability and safeguards policy:** This is a mechanism to ensure that GGGI's projects and programs do no harm to the environment and people as a minimum, and identify opportunities to improve the environmental and social sustainability of GGGI's interventions. The aim is to promote positive impacts, identify/mitigate/manage risks, enhance quality of GGGI's interventions, in line with international best practice.
- Guidelines for implementation and training:** The safeguards, poverty reduction and social inclusion (SPRSI) operational guide was developed in 2016 and rolled out to all staff during internal workshops and retreat/trainings. The guideline also included gender equality as a pivotal aspect of inclusive growth. The guide has helped implement the safeguards policy through CPF development, WPB 2017-2018 development process and inclusion in new staff induction module
- GGGI-IIED report on "Pro-poor Inclusive Green Growth: Experience and a New Agenda":** The technical publication and resource material describes what pro-poor inclusive green growth is and why it is important. This was jointly developed with the International Institute for Environment and Development (IIED) and the Green Economy Coalition (GEC). This report formed the basis for developing the SPRSI operational guide. It also helped strengthen the partnership with IIED and GEC and opened avenues for possible collaboration with IIED and GEC in-country.
- Gender equality strategy 2016-2020:** The strategy was developed and is operational through the above mentioned SPRSI Operational Guideline and the WPB templates, which ensures that social safeguard and potential for maximized social impacts are assessed in all country program initiatives.
- Example of in-country implementation:** The Eco-Town Framework Project in San Vicente Municipality, Palawan Province in the Philippines, has provided a platform for extensive stakeholder and community participation in the assessment of natural resources and vulnerability to climate change impacts, prioritization of potential mitigation initiatives, which addresses inclusive growth within the fisheries, agriculture and tourism sectors.



GGGI in the Philippines: scaling up projects to deliver national-level impacts

Strengthening Policies for Green Growth

Promoting climate resilient, pro-poor, inclusive green growth in the Philippines

Palawan is an archipelagic province in southwestern Philippines, characterized by an abundance of natural resources and rich biodiversity. These natural resources are a lifeline for the people of Palawan and the goods and services provided by the ecosystem fulfill their everyday needs, and increasingly, provide opportunities for a brighter future, if carefully managed.

The municipality of San Vicente in Northern Palawan is a microcosm of the prevailing conditions noted for the province generally. Over 70% of the residents rely on natural resources for their livelihoods, such as fishing and farming. It is also a poor municipality with over 60% of people living below the low-income threshold. The predominantly natural resources based livelihoods are extremely vulnerable to climate change, and given the high poverty incidence and limited technical capacity in the municipality, the ability to adapt to even minor impacts of climate change is low.

On the other hand, tourism is expected to contribute significantly to the economic development of San Vicente in the future. In 2013, the Philippines first flagship Tourism Enterprise Zone (TEZ) was established within an 800-hectare area centered on San Vicente's long beach area, and the opening of a new airport (planned in 2017) will bring significant investment and development to the area, including an influx of tourists and newcomers. Century Properties, a well-known Filipino commercial property developer but a new entrant into the sustainable tourism development market, has commenced design prefeasibility for a 56-hectare plot located outside of the TEZ.

With this backdrop, GGGI has been working with the municipality of San Vicente to identify strategic interventions that can demonstrate pro-poor, inclusive green growth with tourism as the main growth driver. To ensure that the broader development objectives of the municipality are attained it will be critical to ensure that the forthcoming tourism development is sustainable and inclusive. While this is possible, it will require sustained efforts on the part of all interested parties, including relevant national and regional government offices, the municipal government, property developers and other private sector investors. Effective management of the environmental pressures and inevitable impacts that will emerge as tourism escalates is an important challenge to be addressed. Another challenge is ensuring that the relatively unskilled and poorer communities of San Vicente are not relegated to an observer role in the development of their municipality and benefit equitably from the upcoming development in tourism. They will need to be given employment opportunities, effectively integrated into the emerging tourism value chains, and given the opportunity to produce, market and sell their products efficiently and competitively as demand increases.

The demonstration project in San Vicente sets out to build on and consolidate the results from GGGI's previous support in developing the municipality as an eco-town, support the implementation of concrete activities and firmly establish the municipality as a 'model' for climate resilient pro-poor, inclusive green growth. GGGI's ongoing support includes an explicit focus on integrating pro-poor and inclusive approaches to tourism sector development at the municipal level, while simultaneously generating lessons that can be promoted at the national and global level.

Strategic Outcome 2: Increased green investment flows

The efficacy of green growth planning will ultimately be measured by the extent to which it can attract public and private financing for investment into green infrastructure. It is therefore essential that green growth plans are eventually translated into concrete bankable projects focusing on both mitigation and adaptation, and that their financial closure can be achieved through the mobilization of public and private sector investments.

This strategic outcome focuses on the mobilizing of investment towards green growth and the results are intended to reflect work on the right side of GGGI's value chain. The approach adopted is to create the ability to increase green investment flows from multiple sources, through effective planning, policy and regulation.

There are mainly two types of outputs that contribute to this outcome:

- Outputs that improve the enabling environment for investors, such as development of de-risking tools or regulatory reforms that make investment more attractive. These outputs indirectly support investment mobilization and can potentially have a large-scale impact on the amount of investments mobilized in the longer term.
- Though they appear similar, the other type of outputs directly lead to the mobilization of investments. Examples include investment proposals, bankable projects and development of national financing mechanisms.

GGGI delivered 12 outputs to improve the enabling environment for green growth investments, against the planned target of 6 outputs.



GGGI OUTPUTS
OUTPUTS TO IMPROVE THE
ENABLING ENVIRONMENT
FOR INVESTMENTS



One of the most critical challenges to turn commitments to promoting green growth into investments is determining how to create the necessary financial and market conditions to remove investment barriers, attract domestic and international finance, and, ultimately, rapidly develop green growth markets. To create this enabling environment, preliminary work to develop risk reducing financial instruments was completed in 2016:

- India:** India's NDC highlights the national priority to become more energy efficient, shift toward clean energy, and achieve electricity access for all. However, there is a challenge of financing these priorities and GGGI is working on improving electricity access by enabling debt financing for the off-grid energy (OGE) sector.

Although many companies are operational in the OGE sector in India, not many have reached the required scale. One of the main limitations for OGE companies is raising capital for business operations, particularly debt capital from financial institutions (FIs). Because of lack of transaction experience, FIs have maintained a high-risk rating for the sector. GGGI is engaging with a wide range of stakeholders to design and implement an innovative financing facility, called ACE Fund, to reduce risk in the OGE sector and potentially unlock energy access to 5 million individuals. The main partners are the Indian Renewable Energy Development Authority (IREDA) and the National Bank of Agricultural and Rural

Development (NABARD), the only Green Climate Fund (GCF) accredited entity in India, and other private sector FIs to unlock funding. The potential ACE Fund is expected to be a USD 100 million revolving credit facility with USD 17 million in credit enhancement for the OGE sector. IREDA issued a letter of engagement with GGGI in August 2016 to build up the ACE Fund with a commitment to capitalize USD 70 million.

- Peru:** Supported the government to develop the National Green Growth Strategy which identified green growth initiatives, efforts to align policy in priority sectors and developed a roadmap for mobilizing public and private funds. Building on this, GGGI is supporting the Peruvian government to establish a renewable energy and energy efficiency (RE&EE) program to overcome market barriers and catalyze additional investment for green growth initiatives.
- Thailand:** Developed the Thai Auto Parts Supply Chain Development through Energy Efficiency (TAPEE) Program. It is designed to reduce barriers to energy efficiency investment in the small and medium enterprises (SME) auto parts sector to increase investments in green infrastructure projects.

With the increase in capacity of GGGI's Green Investment Services team in 2016, considerable work has been done to connect the policy related work to investments which shows a positive move towards implementation.



GGGI OUTPUTS
OUTPUTS THAT DIRECTLY
SUPPORT INVESTMENT
MOBILIZATION



In 2016, GGGI delivered 16 outputs that will directly inform decisions on green growth investments, against a planned target of 19 outputs.

The above result highlights that there has been a significant increase in the delivery of investment related outputs compared to 2015. Some of the highlights include supporting the development of national financing mechanisms in Jordan, Mongolia and Vanuatu. Two of these are described below:

- **Jordan:** Complementing the work to develop the National Green Growth Plan (NGGP), GGGI is working with the government to strengthen the supporting institutional framework and stakeholders' capacity for implementation. GGGI explored the barriers and opportunities regarding the availability of existing finance to provide the quality and quantity of green financing needed to support the implementation of the NGGP. Different green growth project categories were assessed, including the most suitable types of financing available. As an extension to this study and to support the implementation of the NGGP, GGGI is providing technical assistance to support the operationalization of the Jordan Environment Fund (JEF) in 2017-18.

The NFV is being developed in specific stages determined by GGGI based on which the concept stage report was completed in 2016. This considered the macroeconomic landscape and focused on key green growth sectors including energy, water, waste, tourism, agriculture and transport, together with the legal, regulatory and institutional framework within which the JEF can be implemented.

- **Mongolia:** Based on the priorities laid out in the National Green Development Policy, GGGI is supporting the development of the Mongolia Green Credit Fund (MGCF). This is the first and only dedicated green finance vehicle in the country to provide medium and long term credit, lower cost of credit and support project pipeline development aimed to reduce air pollution as a priority.

GGGI is part of the MGCF working group which completed the concept stage for the development of the NFV in 2016. The working group is comprised of key development partners in the countries including the Ministries of Environment and Tourism and Finance, the Mongolian Bankers Association (MBA), Energy Regulatory Commission, National Chamber of Commerce

and Industry, UN-PAGE and GIZ among others. The main activities completed in 2016 included the action plan for the MGCF's development, preliminary market assessment for green finance and a concept note describing the key features and objectives, the types of financial products to be offered to participating financial institutions (FIs) and the proposed financial products that FIs could offer to various segments of end-user markets.



GGGI in Mongolia: strengthening domestic financing mechanisms to support green growth



GGGI in Vanuatu: increasing access to affordable and sustainable energy

Strengthening Policies for Green Growth

Enabling policy environment to mobilize finance in Vanuatu

Driven by its traditional agriculture and fishery sectors as well as its fast-growing tourism industry, Vanuatu has achieved strong economic performance over the past decade. Vanuatu encounters unique economic challenges due to its distance from major markets, lack of infrastructure, and vulnerability to natural disasters and climate change. The country's population of about 235,000 is dispersed across 65 of its islands, many of them far from the urban centers of Port Vila and Luganville^c. Approximately 73% of Vanuatu's population does not have access to electricity, with the majority living in rural areas^d. While Vanuatu's economic performance has improved in recent years, its remoteness, small market size and limited institutional capacity remain key barriers to green growth.

With a specific focus on the energy sector, in collaboration with the World Bank, GGGI provided technical assistance to the Department of Energy for the revision of the National Energy Road Map (NERM). The revised NERM has identified five strategic areas for policy intervention in the energy sector: accessible energy, affordable energy, secure and reliable energy, sustainable energy, and green growth. It has also identified a financing gap of at least USD 20 million to achieve national energy access targets. To address this gap and based on GGGI's recommendation, the government approved the establishment of a National Green Energy Fund (NGEF) in 2016, which GGGI will take for onward development and capitalization. One of the Fund's objectives is to achieve 100% rural electrification and promote business and income-generating activities in rural areas through use of renewable energy.

The approach adopted by the government, with GGGI's support, is to establish the NGEF as a National Financing Vehicle (NFV) and raise funds – whether from the Green Climate Fund or any other source considered suitable. A 'readiness proposal' was submitted to the GCF in 2016 and approved in March, 2017, to fund feasibility work related to the development of the business plan, target market sectors and operations plan of the NFV. GGGI has also assisted in identifying potential renewable energy projects by developing a pipeline of project ideas on solar mini-grids, renewables for tourism, rural water supply, and biomass for electricity. Ongoing assistance for the establishment and operationalization of the NGEF is being provided by GGGI in 2017-2018.

^c Asian Development Bank, Vanuatu Fact Sheet, 2015.

^d Vanuatu National Energy Roadmap, 2013-2020.

GGGI contributed to the mobilization of USD 105 million towards green growth investments, against a target of USD 18 million.

In addition, with the increased capacity of the Green Investment Services team, GGGI's contribution to mobilizing investments for green growth has expanded with an active pipeline of national financing vehicles, innovative financial instruments and projects being developed to bankability. A notable success included the commitment from Indian Renewable Energy Development Authority (IREDA) to capitalize USD 70 million for GGGI's work on India's ACE Fund, a financial instrument for the off-grid energy (OGE) sector.

GGGI, recognizing a very serious gap between the sources of capital and the needs of projects has responded by developing a portfolio of projects (that it will develop to bankability), financial instruments and national financing vehicles. GGGI's focus in developing green bankable projects is to demonstrate how such projects can be developed and their risk reward profiles made to align more closely with the needs of investors. This means addressing areas such as policy and regulatory barriers, governance and transparency, enhancing predictability of cash flows, finding suitable business models and reducing overall project risk. GGGI aims to catalyze green investments by demonstrating the technical and financial viability of appropriately prepared projects, and in this context has supported many countries such like Cambodia prioritize list of green investment projects and develop investment action plans.

In addition, there was an emphasis on the origination of projects within the context of Nationally Determined Contributions and Sustainable Development Goals in an effort to contribute to the overall goals of countries to enhance financing for their national targets. To further align with other organizations as well as internally, GGGI also applied Green Growth Potential Assessments, the Green Growth Roadmaps and Strategies, and the Country Planning Frameworks. Accordingly, and depending on the need of a particular country, financial instruments, funding vehicles and projects were developed in India, Indonesia, Mongolia, Philippines, Senegal, Vanuatu and Viet Nam. Many have advanced to requiring technical feasibility reports in 2016. Some examples are described below:

- **Indonesia:** Under its Nationally Determined Contributions, Indonesia has committed to reduce its greenhouse gas (GHG) emissions by 26% till 2020 against the business as usual (BAU) scenario.

The GGGI renewable energy program focuses on the Solar PV and Bioenergy sectors (palm oil mill effluent – POME - waste to energy). For the Solar PV sector, a project portfolio is being developed to support the Ministry of Energy and Mineral Resources (MEMR) to move closer to achieving its target of 5 GW solar PV development in support of accelerating, up to 23%, the development of renewable energy in the national energy mix by 2025. Specific projects have been identified in the Nusa Tenggara Timur (NTT) and Nusa Tenggara Barat (NTB) provinces. For the POME waste to energy sector, projects have been identified to demonstrate a viable business model for the projects to support rural electrification in the East Kalimantan and Central Kalimantan provinces. The demonstration projects will act as catalyzers to reaching the total POME waste to energy sector potentials of 90MW in EK and 190MW CK. Technical and financial feasibility assessments for both solar PV and POME waste to energy project portfolios will be completed in 2017. Following these assessments, sources of funding (private finance and public climate finance) will be identified for the projects.

- **Rwanda:** One of the key priorities under the Economic Development and Poverty Reduction Strategy 2013-2018 of Rwanda is the development of sustainable cities and villages. GGGI is working with government to help create a Green City Pilot within Kigali as a demonstration of sustainable methods and practices. Working through their support of FONERWA, the Rwandan climate fund, GGGI has supported the concept and masterplan for a private sector housing development as the first phase of the Green City Pilot. The masterplan includes green building design, innovative wastewater drainage solutions, and use of green building materials along with investigation into sustainable supply chains. Following the delivery of the masterplan in 2016

detailed construction drawings will be completed followed by assistance to identify potential climate finance for the project. By identifying cheaper sources of funding for this initial project it is hoped that other developers will be motivated to include green aspects to future projects, catalyzing the market.

Building on the preliminary work completed in 2016, GGGI will focus on delivering a limited number of transformative and ultimately bankable projects. With limited financial resources, GGGI's role is that of a facilitator instead of a financier. Working together with other partners, GGGI will continue to galvanize investments for implementation through significant scaling up of service offerings in 2017-18. Details of the ongoing projects can be found in the WPB 2017-18 submitted to GGGI's Assembly and Council in September, 2016.



Although the focus in 2016 was to strengthen green growth policies and create an enabling environment to unlock investments, GGGI's support in the following countries has led to the mobilization of finance from governments and donors to fund green growth activities.

- **Colombia:** On top of the initial USD 100 million that GGGI helped secure in 2015, an additional USD 25 million was committed to the Amazon Vision Program to finance deforestation reduction (REDD+) measures to reduce carbon emissions. The fund disbursed USD 18 million in 2016.

- **Ethiopia:** USD 80 million was internally committed by Norway to implement REDD+ which was developed through a partnership between GGGI and the government. The final stages of the detailed investment proposal are ongoing in 2017 to begin disbursements.

USD millions



The entire amount of USD 105 million is classified as public finance, mobilized by governments and donors. No private finance was mobilized in 2016. However, the result significantly exceeds the target of USD 18 million anticipated for 2016 which was low due to challenges in forecasting how much investment would be mobilized at the start of the year.

These results were largely produced from GGGI's policy-related work and shows that investment in green growth can result from anywhere along the value chain, not only the right side.

Initial results in 2017:

- **India:** The Green Growth Strategy for Karnataka, developed by GGGI, identified electric mobility in public transportation as a priority green growth opportunity with multiple co-benefits of improved air quality, reduced GHG emissions and noise pollution. Following this, GGGI provided implementation support to the state by assisting the Bangalore Metropolitan Transport Corporation (BMTCL) in developing a business case and financing

proposal to secure 'viability gap funding' for electric buses under the national level Faster Adoption and Manufacturing of Electric Vehicles (FAME) scheme. This proposal, developed by GGGI and endorsed by Government of Karnataka, was approved by the central government, and in his budget speech in March, 2017, the Chief Minister of the State announced the introduction of 150 electric buses in Bangalore City with an investment of approximately USD 30 million.

- **Ethiopia:** GGGI supported the Climate Resilient Green Economy (CRGE) Facility to become operational and mobilize funds which resulted in the accreditation of the facility by the UN's Green Climate Fund (GCF) and Adaptation Fund. In March 2017, the Adaptation Fund approved the allocation of USD 10 million to the CRGE Facility for a Climate Smart Integrated Rural Development Project. The project aims to increase resilience against recurrent droughts in 7 agro-ecological landscapes in Ethiopia.



GGGI in Ethiopia: building a climate resilient green economy to support national development

Strengthening Policies for Green Growth

Strengthened strategic and institutional capacity in Ethiopia to increase green investment flows

Ethiopia is a rapidly developing LDC and one of the top five fastest growing economies in the world. Ethiopia's public investment-led development strategy focuses on increased agricultural productivity, industrial output, export revenue, and public infrastructure. The strategy has generated tangible results in terms of economic growth and improved social conditions including significant reductions in rural and urban poverty. Ethiopia's goal to become a middle-income country by 2025 is thus attainable. To reach middle-income status and sustain the development gains of recent years, Ethiopia will need to continue to implement its transformational growth strategies and address significant climate change threats. The country's ecological and agricultural systems are fragile and vulnerable to rising temperatures and changing weather patterns that are likely to impact critical seasonal rainfall levels. This is compounded by population pressure and stretched natural resources, especially the management and utilization of land. The Government of Ethiopia (GoE) clearly recognizes the negative consequences of climate in-action to the country's ongoing and future development, and has therefore prioritized climate resilience in its transition towards a green, sustainable growth model. Building a climate resilient green economy (CRGE) is a crosscutting pillar of the GoE's development agenda for poverty eradication through broad-based, accelerated, and sustained economic growth.

GGGI has supported Ethiopia's CRGE Vision, through the development of the Green Economy Strategy, the Climate Resilience Strategies for Agriculture and Forests, and Water, Irrigation and Energy, and the establishment of the CRGE Facility and the Environment and Climate Research Centre (ECRC). A focus of GGGI's efforts is to build an effective, GoE owned CRGE system that leads to the development of a strategic program of bankable investments, continued capitalization of the CRGE Facility to fund those investments and an effective and strategic monitoring and evaluation framework. GGGI supported the CRGE Facility in the development of process guidelines on mobilization and disbursement of funds and provided support on core system development to target the development of bankable projects. This resulted in the accreditation of the CRGE Facility by the Green Climate Fund (GCF) and Adaptation Fund in 2016. In March 2017, the Adaptation Fund approved the allocation of USD 10 million to the CRGE Facility.

Based on the Government of Norway's commitment to support CRGE in Ethiopia, GGGI has been a key government partner in developing the REDD+ Strategy and investment proposal for implementation. Based on this, USD 80 million was committed by Norway to implement REDD+ activities in the country and the detailed investment proposal is currently being analyzed to enable disbursements in 2017.

GGGI's ongoing support in 2017-2018 is aimed to align CRGE objectives with the second phase of the Ethiopia's Growth and Transformation Plan (GTP-II 2016-2020). Effectively implementing the CRGE strategy and fully mainstreaming it into the GTP II will require concerted strategic and technical assistance from GGGI across national and sub-national institutions, with a focus on strengthening planning, capacity, and delivery of the CRGE.

In its Strategic Plan, GGGI defines green growth as models of growth that simultaneously address 4 elements: (1) economic growth (2) poverty reduction (3) environmental sustainability (4) social inclusion. Of the projects where green growth investments were made in 2016, all showed a clear intended contribution to all 4 elements.

For example:

- **Colombia:** The Amazon Vision Program is helping to expand economic development opportunities that are low-carbon/low-deforestation. At least

60% of the funding received is directed to local communities, peasants and indigenous peoples, improving social inclusion and aiming to make an impact on poverty reduction among these most vulnerable people in the country.

Of the green growth investments made in 2016, all demonstrated a clear contribution to the various elements of green growth.

Strategic Outcome 3: Improved knowledge sharing and learning

For the global green growth agenda to achieve optimal momentum, it requires high level political buy-in on mainstreaming green growth into national and subnational planning and the development and sharing of data and analysis on green growth best practices and methodologies. It is therefore essential that institutional relationships, partnerships and knowledge networks are formed and leveraged.

Our theory of change in relation to strategic outcome 3 is that the sharing of knowledge and experience through institutional relationships, partnerships and knowledge networks will drive learning, understanding, fill up knowledge gaps and ultimately lead to action on green growth. The corresponding assumption would be that we are well-positioned to influence, convince and convene key stakeholders. This highlights GGGI's strategic role as a broker of green growth knowledge and learning between countries.

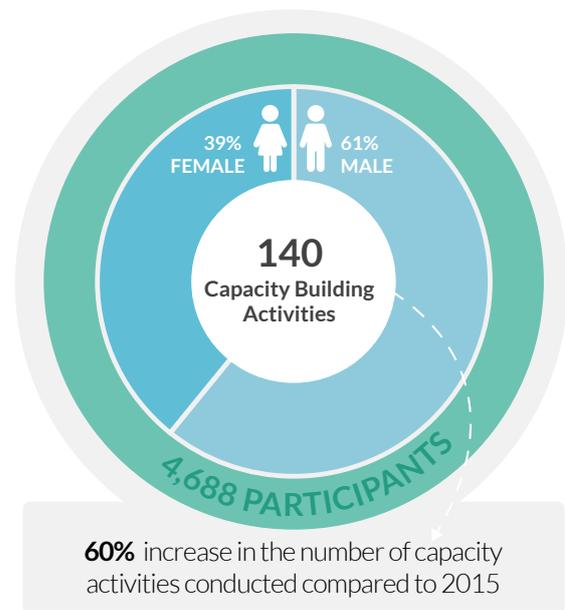
The Corporate Results Framework assesses how well GGGI is fulfilling this role with respect to

- Capacity building;
- Partnerships;
- Harnessing knowledge to inform policy & investment decisions;
- Supporting leaders to better advocate for green growth.

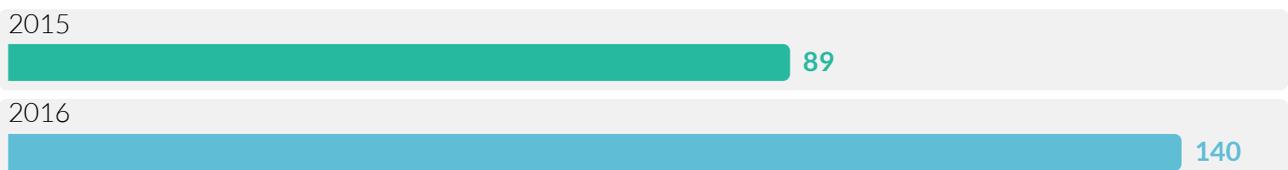
Capacity building

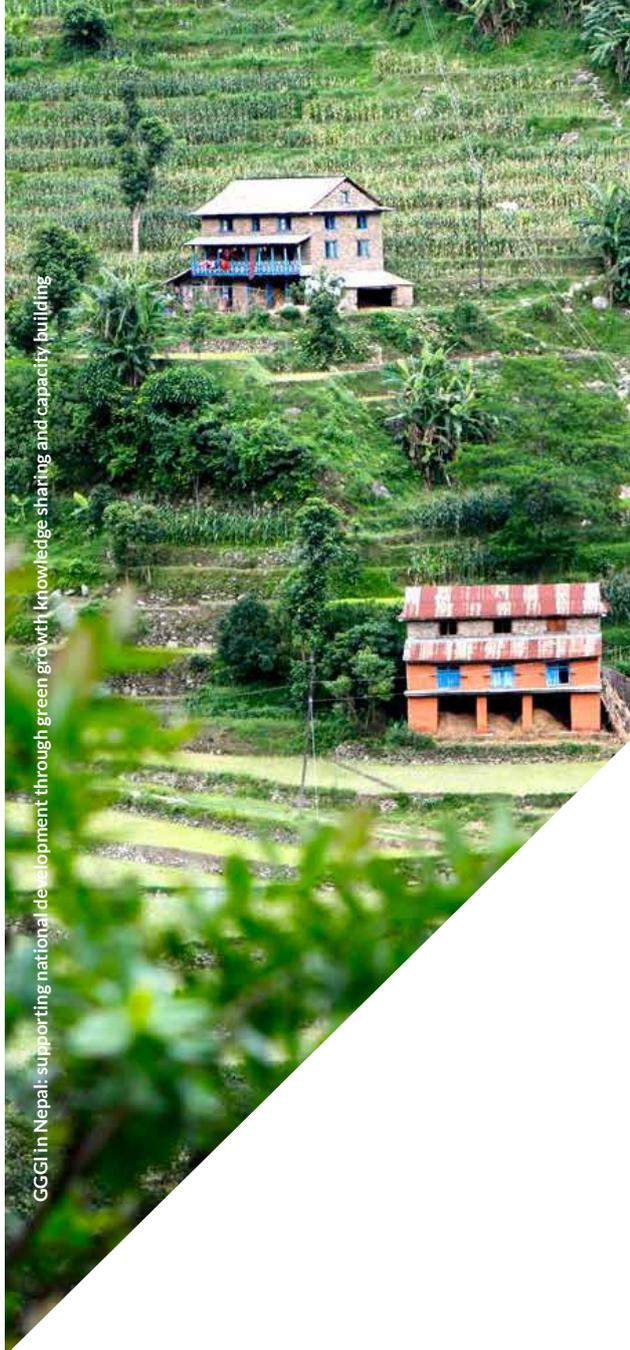
GGGI delivered 140 capacity building activities, involving 4,688 participants (61% male, 39% female).

Of these activities, 35% involved the sharing of lessons from other countries (covering 50% of all participants), below the planned target of 41%.



Number of capacity development events





Compared to 2015, there has been approximately a 60% increase in the number of capacity building activities conducted. The capacity development events were based on engagement with international and local partners, including private sector and civil society, to identify synergies and maximize effectiveness of resources through multi-stakeholder initiatives. Some highlights of the capacity issues and the type of events to address them include:

- **Strengthening global green growth partnerships and knowledge networks**

Global Green Growth Week (GGGW): This was the flagship event for the year which convened a series of high-level action-oriented policy dialogues to support Members and strategic partners to make measurable progress in implementing the Sustainable Development Goals (SDGs) and materializing green growth and climate change financing. The Asia Regional Policy Dialogue and the annual conference of the Green Growth Knowledge Platform (GGKP) were also organized during the week in September, 2016.

An evaluation of GGGW noted that a majority (70%) of the respondents to the online survey of participants noted that they were either “very” or “extremely” satisfied by the overall value experienced by attending GGGWeek2016. The participants noted that GGGWeek2016 provided them with a great platform for networking and knowledge sharing on key issues of green growth.

- **Brokering regional partnerships for knowledge sharing**

Asia Region (Regional Policy Dialogue): Asia Regional Policy Dialogue was a special session during GGGW which received 100% strong satisfaction feedback from the participants. The session identified strategic policy measures and financing options to promote renewable energy investment by engaging Asian stakeholders including senior government officials, experts, and practitioners from public and private sectors. An analytical report assessing challenges and success factors of scaling-up renewable energy investment was produced to inform and guide the stakeholders engaging in the dialogue with cutting-edge analyses, partnerships, innovative financing options, and private sector initiatives that can ultimately enable a transition to clean energy.

- **Capacity development for government counterparts**

South-South Cooperation: GGGI organized a knowledge sharing workshop on national green growth strategies in Peru which included government officials from Colombia, Mexico, India and Indonesia. Another workshop to share experiences with Payment for Ecosystem Services (PES) schemes was organized in Costa Rica with delegates from the governmental forestry departments of Nepal, Peru, Colombia, Mexico, Paraguay and Guyana.

- **Delivering on GGGI project outcomes**

Philippines: The “Demonstration of Ecotown Framework Project” completed in 2014, helped the Municipality of San Vicente, Palawan, identify climate change adaptation measures and inform local plans and policies to improve climate resilience and pursue green growth. Building on and sustaining the lessons from this project, GGGI and the Climate Change Commission (CCC), initiated the implementation of the “Eco-town Scale-Up: Climate Resilient Green Growth Planning at the Provincial Level (CRGG Project)” in 2015 to support more local government units (LGUs) in the provinces of Palawan and Oriental Mindoro in response to Government interest to strengthen the capacity of more LGUs as envisioned in the National Climate Change Action Plan (NCCAP).



GGGI in Morocco: leveraging regional experiences to forward green growth

Strengthening Policies for Green Growth

Sharing knowledge to support the adoption of evidence-based green growth pathways in the MENA region

The way GGGI develops, applies, and shares knowledge is crucial for the organization to deliver on its mandate to support partner countries in adopting evidence-based green growth pathways. Capacity development is an integral part of this knowledge sharing work and is often naturally embedded in national or regional green growth planning processes. At the regional level, south-south knowledge sharing has evolved as an effective tool to build capacity among GGGI's stakeholders.

There are a growing number of countries in the Middle East and North Africa (MENA) who, with GGGI's assistance, have adopted green growth principles to drive economic development. GGGI has implemented the capacity development for green growth project in the MENA region to support the sharing of knowledge, best practices and lessons learned among participating countries. The main objective is to enable countries to share their own experience and learn from others about the opportunities and challenges in the adoption and implementation of green growth principles. In addition, private and public sector representatives can use the policy dialogues to explore partnerships and opportunities for cooperation.

As an outcome of two knowledge sharing workshops organized in 2015 and 2016, the Green Growth MENA Network (GGMN) was launched at the World Future Energy Summit in 2016. GGMN is an online community of officials, practitioners and experts in the region to enable knowledge sharing. Following the MENA Financing Policy Dialogue in 2016, where high level government officials addressed the challenges of developing bankable projects and mobilizing innovative green finance, a bilateral dialogue on green growth was organized between UAE and Jordan. This led to the drafting of a Memorandum of Understanding (MoU) to strengthen collaboration on green growth including green finance efforts by engaging the private sector.

Through the knowledge sharing efforts in regional contexts, a key insight gained was that each country requires tailor-made solutions and it is not yet apparent that a single regional solution would be applicable to all. GGGI continues its endeavor to understand and find solutions to existing needs in pursuing green growth and catalyze regional partnerships for knowledge sharing.

In support of knowledge and capacity development, the project conducted 24 training courses on climate resilient green growth planning to strengthen the capacity of selected local stakeholders in the 2 provinces. In addition, 41 LGUs were trained and assisted in the preparation of their Local Climate Change Action Plan (LCCAP) to improve their ability to respond to the impacts of climate change and consider the same in their development planning. The finalization of the LCCAPs for these LGUs, which resulted in 6 LCCAPs in 2016, will continue in 2017.

To translate knowledge development to concrete adaptation and development interventions, the project also conducted project development training for LGUs to orient them on basic project preparation standards and introduce the requirements of available financing windows such as the Peoples' Survival Fund (PSF) and

the Municipal Development Fund Office (MDFO). From this training, the Municipality of Brooke's Point (Palawan) was able to prepare a draft project proposal for PSF consideration and this assistance will continue in 2017-2018 to support the other LGUs in these provinces develop climate resilient and green growth investments to be incorporated in their development plans.

With a vision to replicate the "Eco-town Approach", GGGI collaborated with the CCC to train 63 State Universities and Colleges (SUCs) as "Ecotown Trainers". The SUCs will eventually be mobilized by the CCC to train a target of 300 Local Government Units. It is expected that at least 10% of participating LGUs will incorporate the "Eco-town Approach" in formulating their respective local development plans and strategies by the end of 2018.

In 35% of GGGI's capacity development activities for 2016, lessons were shared from other countries which was marginally below the target of 41%. It is important to note that to ramp up the delivery of knowledge sharing and learning activities, country teams have improved the focus on organizing workshops and training events in-country as part of the delivery of policy and investment related outputs.

This has resulted in a significant increase in the number of capacity development events in 2016 as described above. However, GGGI's focus remains to ensure that capacity development activities are implemented to improve multi-directional knowledge sharing and learning.

Strengthening Policies for Green Growth

Facilitating the replication of China's green growth best practices in other member countries

China is the world's second-largest economy, the largest emerging economy, and largest GHG emitter and energy consumer. A series of national responses culminating in a shift toward sustainable development in 2009 has propelled China to become a global leader in both clean energy and economic development strategies. As of 2014, China has deployed more solar and wind capacity than any country in the world, adding an estimated 17.5 Gigawatts of solar energy by the end of 2015. China invested more than double, or USD83.3 billion, versus the USD38.3 billion target of investment in clean energy in 2015, making it by far the world's largest clean energy investor. China has positioned itself as a world leader in both manufacturing and deployment of clean energy technologies.

Through the "New China" model adopted in 2015, China has expanded and revamped its efforts at international economic expansion, including strong renewed support for South-South Collaboration (SSC). Yet, while China has global aspirations toward harmonizing its rapidly developing green industry with overseas cooperation, these developments are still in their early stages. The problem remains that China lacks institutions, channels, and platforms through which to systematize and accelerate learning and sharing of green growth knowledge and projects overseas.

One of the key focus areas of GGGI's support is to help China maximize its global and regional knowledge sharing capacity with the goal of accelerating knowledge of green growth, investments and projects in China, as well as other countries around the world.

GGGI, in cooperation with China Council for International Cooperation in Environment and Development (CCICED) and China Academy of International Trade and Economic Cooperation (CAITEC), captured China's green growth best practices in renewable energy deployment and sustainable cities policies. The report explored green growth assessments from 20+ developing countries in Latin America, Africa and Southeast Asia, and provides areas of collaboration with China based on policy and technology best-practice offerings. The findings were shared with 15 African country representatives during a knowledge sharing workshop in Nairobi in September, 2016 which was jointly hosted with Chinese partner institutes, UNEP, WWF and GIZ.

In partnership with the Energy Research Institute (ERI), GGGI produced a recommendation report to explore safeguards, industry-standards and data-based recommendations to green China's substantial overseas investments under SSC, up to 30% of which are carbon-related. The recommendations will inform the National Development and Reform Commission's (NDRC) efforts in greening China's SSC activities and One Belt One Road (OBOR) Program (USD 40 billion Silk Road Fund).

In addition, GGGI cooperated with its Chinese partner institutes to support the development of green growth policies in Shishou City, a rural municipality in Hebei Province. The piloted sustainable cities policy concepts will feed into expanded knowledge sharing activities in 2017-2018.

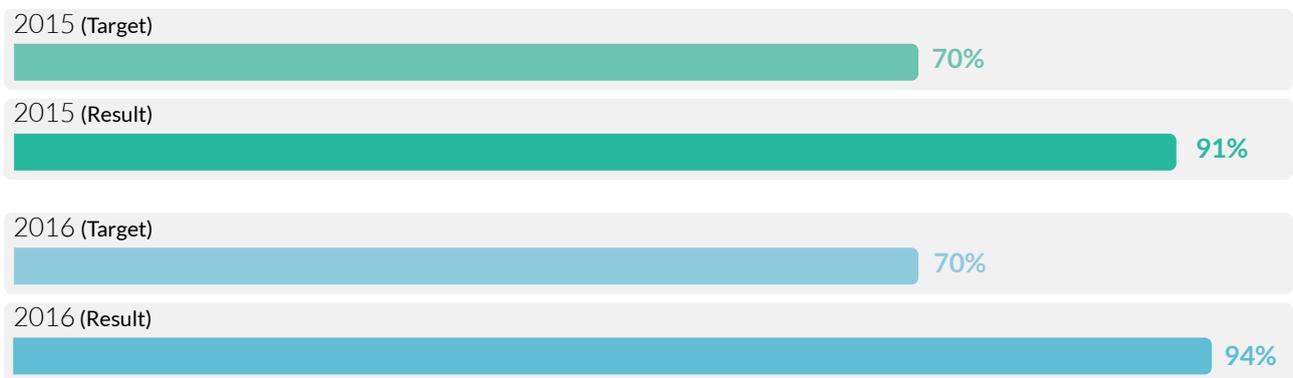


94% of participants surveyed felt they had gained new knowledge or skills, against a target of 70%.

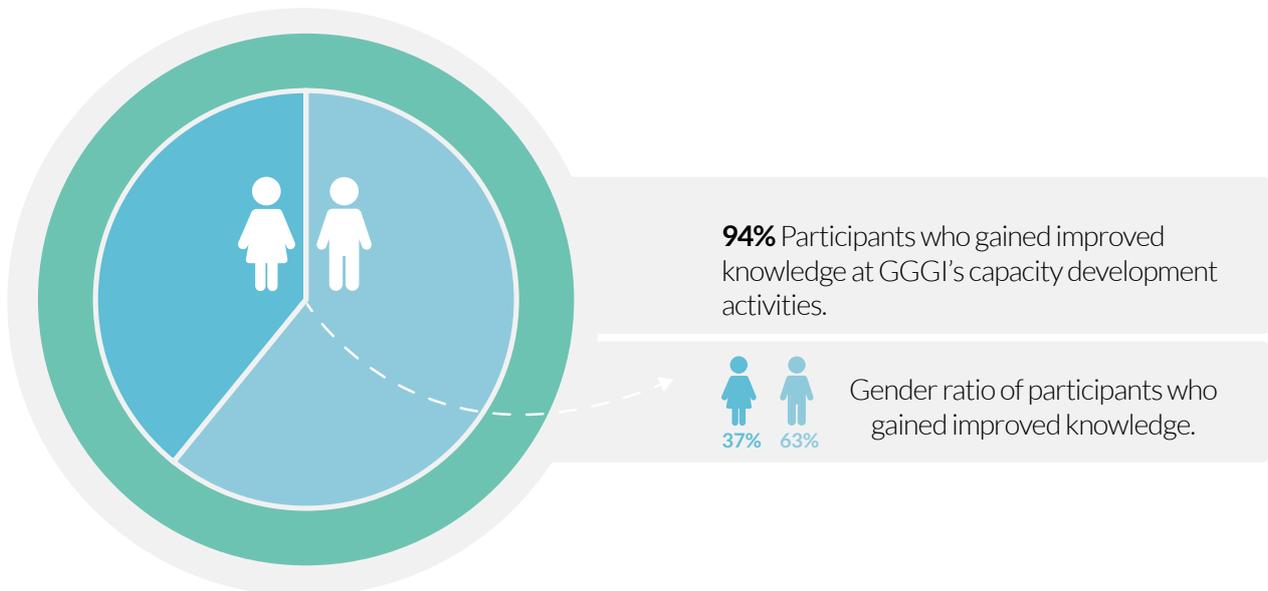
Majority (63%) of the participants surveyed were male which points to the need to improve the gender parity in capacity development events.

This result indicates GGGI's capacity development activities are of good quality and translating into learning outcomes. Further effort is required to improve the gender ratio among participants and country teams are working closely with government partners to encourage participation of women.

% of participants in GGGI capacity development activities who gained improved knowledge



Gender ratio of participants who gained improved knowledge



GGGI took significant steps to build partnerships to fulfill its role as a broker of green growth knowledge and learning between countries. The term partnerships here does not include the formal relationships established with key government counterparts who are the main beneficiaries of our projects. Rather, it focuses on additional relationships brokered by GGGI to help achieve the project's objectives and benefit partner governments.

An important achievement to note here is the increased engagement with research institutions, particularly in Philippines where a memorandum of understanding was signed with the government and 40 State Universities and Colleges (SUCs) to improve outreach on training in the Ecotown approach.

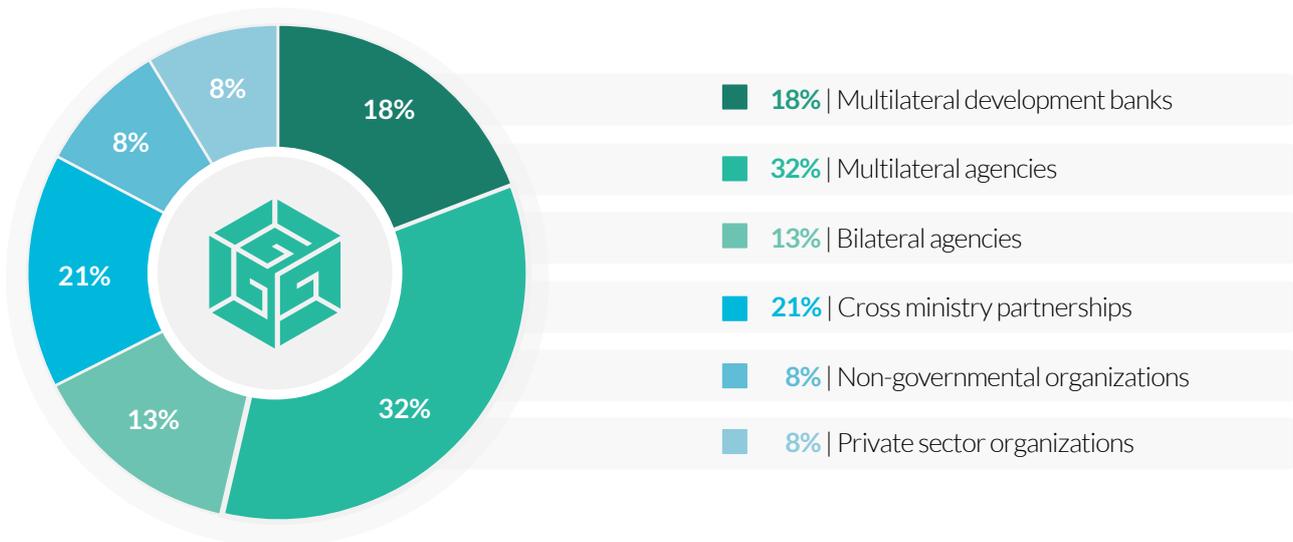
A breakdown of the other types of partnerships established in 2016 is summarized below. This result reflects GGGI's willingness to coordinate and collaborate well with donors and other types of partners in the countries where we work.



GGGI | Partnerships: strengthening green growth impact through multi-stakeholder collaboration

Partnerships

GGGI projects were active in brokering partnerships to meet country needs. Partnerships were established in 23 projects across 14 countries, against an anticipated target of 4 projects. Some private sector partners were also engaged in 2016 but this has been noted as an area for improvement.





GGGI in Colombia: supporting efforts to finance deforestation efforts and sustainable land-use practices

GGGI is working with a strong international network of green growth actors from both the public and private sectors. Some examples of these partnerships are highlighted below:

- **Collaboration with the Green Climate Fund (GCF):** GGGI initiated consultations with GCF in 2016 to develop a Framework Agreement. This FWA was finalized in early 2017 and will assist GGGI Member and partner countries with readiness support to empower them to effectively access and deploy resources from the Green Climate Fund.

GGGI contributed to the CRGE Facility accreditation by the Green Climate Fund, the decision for which was taken at the 12th GCF Board Meeting on March 8-10, 2016. This was a significant result in 2016. Building on this success, GGGI is supporting the African Fund for Energy Efficiency (FAEE) in Morocco and the Mongolian Green Credit Fund (MGCF) to gain accreditation with the GCF.

- **Private sector:** A strategic effort to engage private sector partners through a private sector engagement strategy, was initiated in 2016. The initial results of these efforts have been the engagement of private sector players such as, in Thailand, the Thai Energy Service Companies Association and the Thai Automotive Parts Manufacturing Association (TAPMA) and the Mongolian Bankers Association.
- **Non-governmental organizations:** As part of the participatory process in the Amazon Vision Program, GGGI collaborated with the Colombian Amazon Indigenous Peoples Organization (OPIAC).
- **Multilateral development banks:** In Mongolia, the Asian Development Bank and GGGI executed a Memorandum of Understanding on the preparation and development of Public Private Partnership projects for green, pro-poor infrastructure.
- **Multilateral agencies:** GGGI is working with United Nations Development Program to develop a full project proposal to the GCF on solar rural electrification in Vanuatu.
- **Bilateral agencies:** GGGI is working closely with Irish Aid, among other partners, for the rural job creation initiative in Ethiopia.
- **Cross governmental partnerships:** After the knowledge sharing workshop held in Costa Rica in 2015, government officials from Nepal requested that GGGI arrange a bilateral capacity development course on payment for ecosystem services (PES) that included the presence of Costa Rican experts.

Policy and investment outcomes achieved by country programs have been informed by the efforts to share knowledge between countries. While no corporate target was set for this indicator, the result is an important indicator to ensure that international lessons inform policy development and investment mobilization.

Informing policy and investment decisions

GGGI outputs that incorporated lessons from other countries informed 14 out of 16 (88%) of the policy and investment decisions made by partner governments in 2016 with GGGI support. This is significantly higher than the 2015 result where only a third of the decisions incorporated international lessons.

Under the Strategic Plan, a goal of GGGI is to shift green growth from being perceived as an alternate economic growth paradigm to a mainstream one. To achieve this, a key role of GGGI is to build political support and increase advocacy for green growth amongst influential leaders, using our projects as examples of supporting evidence.

Supporting advocacy and building political commitment for green growth

In 20 of the 21 countries where we operated in 2016, GGGI's work helped leaders to better advocate for green growth by providing examples of success. In 60% of these countries, the advocates were of Ministerial level or higher.

This result suggests that good progress has been achieved in 2016 in fulfilling this role, with nearly all the projects able to show concrete examples of high-level political support being attained. Some examples of high level advocates of GGGI's work include:

- **Colombia:** The Amazon Vision program has been recognized by high-level government officials as a key strategy to combat deforestation and climate change in Colombia. President Juan Manuel Santos has referred to the program in multiple speeches, including (translated from Spanish):

"We built, for example, the Amazon Vision, with which we are going to reduce to zero the net deforestation of this region of the country that is so important for us and for the whole world and we are going to reduce it, by the year 2020, and we also have international support to do so."

- **Rwanda:** The Minister of Infrastructure, H.E. James Musoni, advocated for the implementation of Rwanda's Green Cities Roadmap during the launch event in May, 2016.

"The Roadmap provides simple but tangible actions to facilitate our quest to transition to a 'green economy' approach to economic transformation"

- **Jordan:** With the reference to the National Green Growth Plan, H.E Dr. Yassin Al Khayyat, Minister of Environment noted:

"This plan is the first of its kind in the kingdom and aims to push the public and private sectors towards sustainable utilization of natural resources in a way that provides benefit for (the) national economy".



Expanding our membership

Peru, Thailand and Hungary were new countries joining GGGI as members in 2016.

This points to the increasing recognition by countries of the importance and necessity of green growth, and the value that GGGI can offer in supporting them in this transition.

Maximizing organizational effectiveness and efficiency

GGGI has strengthened its management and administration policies, processes, and systems which are fit for purpose and aligned with standards expected of an international, inter-governmental organization. This is necessary to provide corporate support for improved delivery of programmatic and operational priorities, while strengthening transparency and integrity.

Focusing on member LDCs and MICs

GGGI has enhanced its presence in Least Developed Countries (LDCs) through program expansion into Lao PDR, Myanmar, Mozambique, Nepal, Senegal, and Uganda in 2016. The percentage of GGGI's core country program budget allocated to LDCs increased from 14% in 2014 and 26% in 2015 to 28% in 2016 and going forward will reach 52% in 2018, exceeding the 2020 target.

	2015	2016	2020 (Target)
% of core country program budget allocated to Member LDCs	26%	28%	42%
% of core country program budget allocated to Member LDCs and MICs combined	59%	67%	87%

Improving efficiency

The implementation of the Work Program and Budget in 2016 reflected a clear commitment to efficiency of internal support functions in relation to human resources, legal, finance, and facilities. The result of the various reforms implemented in 2015-16 can be seen from the figures below.

	2015	2016	2020 (Target)
% of core budget spent on management and administration	26%	20%	17%
% of core budget spent on non-programmatic activities	46%	36%	30%

The main objective of the reforms is to provide a strong foundation for a country-based operation model and respond to the needs of the organization by empowering staff in the field and those closer to the clients to make necessary decisions on GGGI operations through the effective devolution of activities and authority, while at the same time ensuring that the necessary control measures are in place.

An example of this reform which was initiated in 2016 was the facilitation of effective devolution of decision-making and better segregation of duties on increased number of matters, including procurement of USD 10,000 under the Country Representative/Head of Unit level. Other reforms related to human resource policies, invoice registration, development of a project cycle management manual, supplier management and travel rules have come into effect in early 2017.

Integrity, transparency and accountability

Financial statements were released on time (4th week of March 2016) with an unqualified opinion and no significant findings noted by the external auditors. This is an important proxy testifying to the strength and transparency of the financial, accounting and procurement policies and systems and effectiveness of the control environment to manage risks.

GGGI Annual Report 2015 outlining progress against the WPB and Corporate Results Framework was published in June, 2016. As part of ongoing efforts to improve reporting at project level, the Annual Report 2016 will include results reports for all 50 projects implemented during the 2015-16 WPB period. GGGI will continue to build institutional capacity for improved Results Based Management (RBM).

Strengthening our funding base

GGGI continued the implementation of its Partnership and Resource Mobilization Strategy to secure USD 42 million in core and earmarked funding in 2016. In pursuit of the target to secure USD 40 million in core and earmarked funding respectively by 2020, GGGI has increased its focus on growing earmarked funding going forward. Improved collaboration between headquarters and country teams has resulted in a significant scale up in the identification of potential funding sources and strategic responses in line with GGGI's programmatic priorities. The primary goal of these efforts is to leverage our unique value proposition to support the growing needs of our member countries for catalytic support to enable a paradigm shift towards a path of green growth.



GGGI in India: delivering green growth solutions to state-level sustainability challenges.

Summary of financial statements

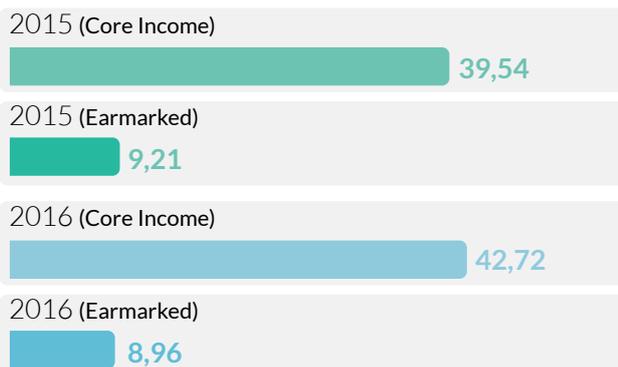
GGGI received an unqualified 2016 audited financial statement from its external auditors. The following summary of the audited financial statement provides an overview of the components affecting GGGI’s financial position in 2016. The complete, audited financial statement can be found on the 2016 Annual Report webpage - report.gggi.org/2016

Operating income

GGGI’s operating income increased by USD 8.01 million (20%) and USD 3.30 million (7%) for 2015 and 2016 respectively. The increase in 2015 was due to USD 15.11 million contributions from DFID which include USD 4.95 million for 2014, USD 5.67 million for 2015 and one-off performance bonus of USD 4.49 million. The increase in 2016 was predominantly due to the Government of Indonesia’s USD 10 million contribution which include USD 5 million for 2015 and USD 5 million for 2016, State of Qatar’s USD 5 million contribution for 2014, Mexico’s contribution of USD 0.5 million for 2016 and one-off performance bonus of USD 1.29 million from DFID.

The earmarked contributions reduced by USD 1.19 million and USD 0.30 million to USD 9.20 million and USD 8.95 million for 2015 and 2016 respectively. The reduction of USD 1.19 million in 2015 was predominantly due to completion of grant agreement with World Resources Institute (WRI) and Climate and Development Knowledge Network (CDKN).

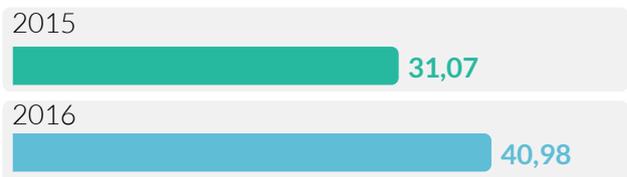
Operating Income USD (millions)



Operating expenditures

The implementation of key systems and process in 2015 has created an enabling environment for GGGI to increase its disbursements. GGGI’s operating expenses of USD 40.98 million in 2016 has increased by USD 9.91 million (32%) over 2015 (USD 31.07 million) and remained within the 2016 approved budget of USD 54.56 million. The increase was predominantly driven by personnel costs (USD 4.01 million) and out-sourcing (USD 3.51 million) as result of 1) implementation of full country programs in China, Nepal, Rwanda, Senegal and Uganda 2) implementation of scoping programs in India, Laos, Peru, Philippines, Mozambique and Myanmar 3) two new scoping initiatives by GIS; developing and implementing national financing mechanisms for green growth, and implementation of the INDCs.

Operating Expenditures USD (millions)



Treasury Management

GGGI's treasury management is governed by the mandate provided by Council to the Director-General through its financial regulations.

Investment Management

Since early 2015, to ensure the stability of cashflow, GGGI has established working capital guidelines, investment guidelines, investment criteria and an investment committee. The overarching objectives of GGGI's investment management activities are to ensure:

- GGGI holds sufficient liquid resources to enable it to meet all probable cash flow needs to meet its normal and predictable obligations;
- The principal value of GGGI's liquid resources is adequately protected while GGGI is able to earn a stable and reasonable return;
- The currency composition of GGGI's resources is managed to reduce the risk of currency translation adjustments that could lead to adverse changes in GGGI's available resources; and
- In evaluating the risks arising from GGGI's investment management activities, the possible non-financial consequences (reputational) will be considered in addition to the potential financial losses.

During 2016, GGGI's total investment portfolio increased to USD 24.91 million from USD 17 million in 2015. For 2016 GGGI accounted USD 0.22 million as net investment income.

Foreign Exchange Management

GGGI uses USD dollars as its functional and reporting currency. GGGI receives its contributions in various currencies and to minimize the foreign exchange exposure, GGGI converts its contributions receivable in other currencies immediately to USD upon the receipt of contribution.

2015 and 2016 has been a challenging year with USD appreciating against currencies in which a few GGGI's donor contributions are denominated. For the year ended 31 December 2016, GGGI recorded a net foreign exchange gain of USD 0.02 million compared to a net loss of USD 0.28 million in 2015.

Reserves

Consequent to the establishment of working capital reserves guidelines and the approval from Council through the 2015 and 2015 biennium to set-aside USD 10 million for reserves, the first USD 5 million was set-aside at the beginning of 2015 and for the year ended 31 December 2016, GGGI has successfully set-aside a further USD 5 million to make up the projected USD 10 million reserves.

Retained Surplus

For the year ended 31 December 2016, GGGI's retained surplus increased to USD 34.83 million, an increase of USD 10.83 million against the forecast. The increase was primarily due to 1) USD 5 million contribution from Qatar not projected for in 2016 2) deferral of USD 3.54 million legal commitments 3) a lower 2016 operating expenditure versus projections.

The increase in the retained surplus will be used to fund the level of activities approved by the Council for the 2017 and 2018 work program that is considerably greater than the expected level of contributions for this period. With this level of retained surplus, the 2017-18 WPB is fully funded at the currently projected level of contributions.

Greening GGGI

Travel and Facility

Since 2013, GGGI has made efforts to measure and manage its environmental footprint, especially its carbon emissions. Using the Greenhouse Gas Protocol methodology, GGGI assessed its environmental footprint in 2016 by measuring carbon emissions from Air Travel and Facility Operations.

2016 Carbon Emission Overview		2016	2015	2014	2013	
Air Travel	Total Carbon Emission from Air Travel (tCO ₂)	1,407	705	669	793	
	Total Number of Flights	1,254	1,544	1,595	1,409	
	Class of travel	Premium	306	737	497	583
		Economy	948	812	1,098	816
Facilities ¹	Total Carbon Emission from Gas and Electricity (tCO ₂)	221	239	189	N/A	
Total Carbon Emission (tCO ₂)		1,628	944	858	793	
Total Number of Personnel (Staff and Consultants)		327	260	N/A	N/A	
Total Carbon Emission Per Capita (tCO ₂) - Air Travel		4.30	2.71	N/A	N/A	
Total Carbon Emission Per Capita (tCO ₂) - Facilities		0.68	0.92	N/A	N/A	
Total Carbon Emission Per Capita (tCO ₂)		4.98	3.63	N/A	N/A	

A total of 1,628 tons of CO₂ (tCO₂) was emitted by GGGI in 2016, with Air Travel and Facility Operations emissions amounting to 1,407 and 221 tons, respectively. Although an effort was made to reduce the number of flights by approximately 18.8% from previous year, there was a significant increase in carbon emission by travel. This rise in carbon footprint is largely caused by the fact that carbon emission per travel was higher than 2015 due to longer-distance travel required for expansion of country programs, particularly in Africa & the Middle East and Asia Pacific regions, and other LDC

scoping activities necessary for implementation of new projects. Another factor that contributed to increased carbon emission is the former travel policy that favored most economical routes rather than most direct routes, which resulted in multiple layovers. Furthermore, Global Green Growth Week that took place in September in Jeju Island added more volume to total emission.

For facility operations, GGGI experienced a 7.5% reduction in overall carbon footprint in HQ and Songdo Office.

¹ Data based on utility bills for gas and electricity at Seoul HQ and Songdo Office only

Staff: Carbon Emission per Personnel

Comparison with UN Entities	Per Capita Emissions (tCO ₂ /personnel)	Share of Total Emissions (%)		
		Air Travel	Facilities	Other Travel
GGGI (2016)	5	86	14	0
UNFCCC (2015)	6	94	4	2
UNOPS (2015)	5	48	29	23
UNHQ (2015)	18	73	26	1
World Bank (2015)	13	65	33	2

When comparing results from the UNEP's Greening the Blue Report 2016, GGGI has maintained a tCO₂/per personnel emission average that lies equal to or well below the average emitted by other United Nations organizations in 2015.

Paper Consumption

Carbon Footprint: Paper HQ				
Total Paper Usage	2016		2015	
	Paper Used (sheets)		Paper Used (sheets)	
	A4	A3	A4	A3
	70,500	7,500	91,000	2,500
85,500		96,000		

Thanks in part to raising awareness to practice responsible printing behavior, Seoul HQ has been experiencing a downward trend in paper consumption since 2015, showing 10.9% decrease in printing paper purchase.

Looking Ahead

GGGI will continue to measure its carbon emissions and paper usage, and seek ways to reduce its impact on the environment. Efforts to reduce its ecological footprint include revising the travel policy to encourage more carbon-efficient travel with minimal layovers and promoting use of alternative meeting methods such as Skype and tele/web conference. In addition, as part of its corporate social responsibility initiatives, GGGI plans to strengthen the awareness-raising campaign to promote greener office and event planning by replacing office equipment with more energy-efficient substitutes, adopting the use of eco-friendly office supplies, and introducing a Green Event Guide. Finally, GGGI will begin collecting data from all offices around the world and conduct a more comprehensive analysis on its environmental activities moving forward.



Amman, Jordan



Annex 1:

Corporate Results Framework 2015-2020

The Corporate Results Framework approved by the GGGI Council in November, 2015 is presented below.

IMPACT LEVEL	GGGI member countries move towards a model of green growth that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic growth	
Indicators	<p>Economic growth: GDP growth (annual %)</p> <p>Poverty reduction: % of population living below \$1.25 per-day</p> <p>Social inclusion: Gender Inequality Index score</p> <p>Climate change: Total GHG emissions per capita (including due to land-use changes)</p> <p>Green cities: % of population exposed to PM2.5 levels exceeding recommended levels</p>	<p>Energy: % of total electricity production from renewable sources</p> <p>Land-use: Forest area as a % of total land area</p> <p>Water: % of total internal renewable freshwater resources extracted</p> <p>Adaptation: Global adaptation index score</p> <p>Environmental policies: Environmental performance index score</p>
OUTCOME LEVEL	1. Strengthened national, sub-national, local green growth planning, financing, and institutional frameworks	2. Increased green investment flows
Indicators	<p>1.1 Number of green growth policies adopted by governments with GGGI's support</p> <p>Target (2015): 17 Target (2016): 25*</p> <p>1.2 Extend to which green growth is integrated into government policies and likely to lead transformational change</p> <p>1.3 Proportion of policies supported by GGGI that address three or more elements of green growth, namely economic growth, environmental sustainability, poverty reduction and social inclusion</p>	<p>2.1 Total volume of financing catalyzed with GGGI support (disaggregated by public and private)</p> <p>Target (2015): US \$0 Target (2016): US \$18 Target (2020): US \$30 (Source: Strategic Plan)</p> <p>2.1 Number of instances where member countries successfully gain new access to financing sources (eg. Green Climate Fund) with GGGI support</p> <p>Target (2015): US \$0 Target (2016): US \$18</p> <p>2.3 Proportion of all investments supported by GGGI that address three or more elements of green growth, namely economic growth, environmental sustainability, poverty reduction and social inclusion</p>
OUTPUT LEVEL	1. Demand-driven technical advisory, knowledge development, and private sector solutions offered on the ground for pro-poor green growth interventions	2. Inclusive green growth plans, strategies and investment plans are converted into implementable actions
Indicators	<p>1.1 Number of advisory outputs* that inform the development of government green growth policies (eg. studies, analytical tools, strategies, plans and roadmaps.)</p> <p>Target (2015): 33 Target (2016): 36*</p> <p>1.2/ 2.2/ 3.2 Outputs are developed in a way that seek to simultaneously address economic growth, environmental sustainability, poverty reduction and social inclusion.</p> <p>Target (2015): GGGI safeguard assessments and identification of opportunities to address PRSI are piloted in 5 countries and agreed recommendations implemented.</p> <p>Target (2016): Issues related to safeguards and opportunities to achieve PRSI are adequately identified and addressed in all new projects before approved for implementation.</p>	<p>2.1 Number of advisory outputs* that inform decisions on green growth investment (eg. investment proposals, bankable projects, financing mechanisms.)</p> <p>Target (2015): 12 Target (2016): 19 Target (2020): 30 bankable projects designed (Source: Strategic Plan)</p>
	6. Professionalism of the organization ensured	
	<p>6.1 % of core budget allocated to member LDCs</p> <p>Baseline (2014): 14% Target (2020): 42% (Source: Strategic Plan)</p>	<p>6.3 Increase in GGGI core and earmarked funding</p> <p>Baseline (2014): US \$29.8m in core funding and US \$ 12.1m in earmarked funding Target (2020): US \$40m in core and US \$40m in earmarked funding (Source: Strategic Plan)</p>
	<p>6.2 % of core budget allocated to member LDCs and MICs combined</p> <p>Baseline (2014): 57% Target (2020): 87% (Source: Strategic Plan)</p>	
	<p>Note: Some targets are derived from the logical frameworks of in-country and global projects and are based on the best available information at the time of preparing this Work Program Budget. These logical frameworks may be subject to periodic revisions in response to changing circumstances.</p>	

3. Improved multi-directional knowledge sharing and learning between South-South and South-North-South countries on green growth			
3.1 Proportion of people participating in GGGI capacity development activities that gain improved knowledge and skills (disaggregated by men and women). Target (2015): 70% Target (2016): 70%			
3.2 Number of green growth policies adopted or investments made that benefited from experiences and lessons from other countries			
3.3 Number of countries where GGGI projects helped leaders to more effectively advocate for green growth by providing examples of success			
3. Support provided in creating an enabling environment for public and private sector investment green growth	4. Global institutional relationships, partnerships, and knowledge networks formed and leveraged	5. GGGI membership expanded	
3.1 Number of outputs* that aim to improve the enabling environment for green growth investments (eg. derisking instruments, supporting countries to gain access to new sources of financing) Target (2015): 6 Target (2016): 6	4.1 Proportion of capacity development activities that share experiences and lessons from gggi countries Target (2015): 39% Target (2016): 41%	5.1 Number of new countries joining GGGI as members Target (2015): 2 (source: Strategic Plan)	
	4.2 Number of projects where country needs are being met though partnerships brokered by GGGI Target (2015): 8 Target (2016): 4"		
6.4 Unqualified annual GGGI audit reports	6.5 Effective and timely communication of results Target (annual): GGGI Annual Report outlining progress against WPB and Corporate Results Framework is published by no later than end of June each year"	6.6 % of core budget spent on management and administration Baseline (2014): 22% Target (2020): 17% (source: Strategic Plan)	
		6.7 % of core budget spent on non-programmatic activities Baseline (2014): 45% Target (2020): 30%	
As a result, the final targets reported each year through GGGI's Annual Report may vary slightly from the ones presented here. To ensure full transparency, any variations to target and the reasons for them will be disclosed as part of the Annual Report.			

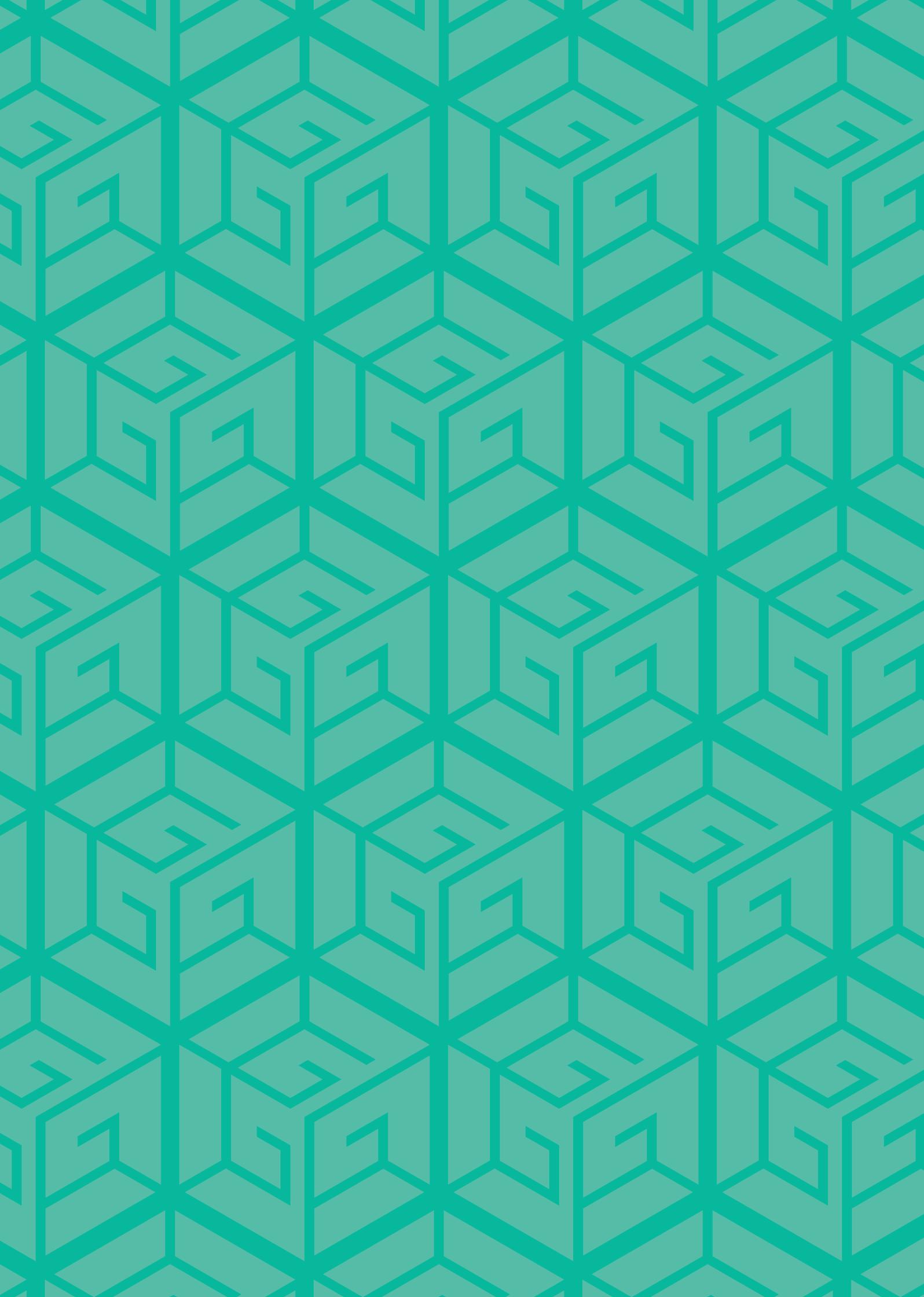
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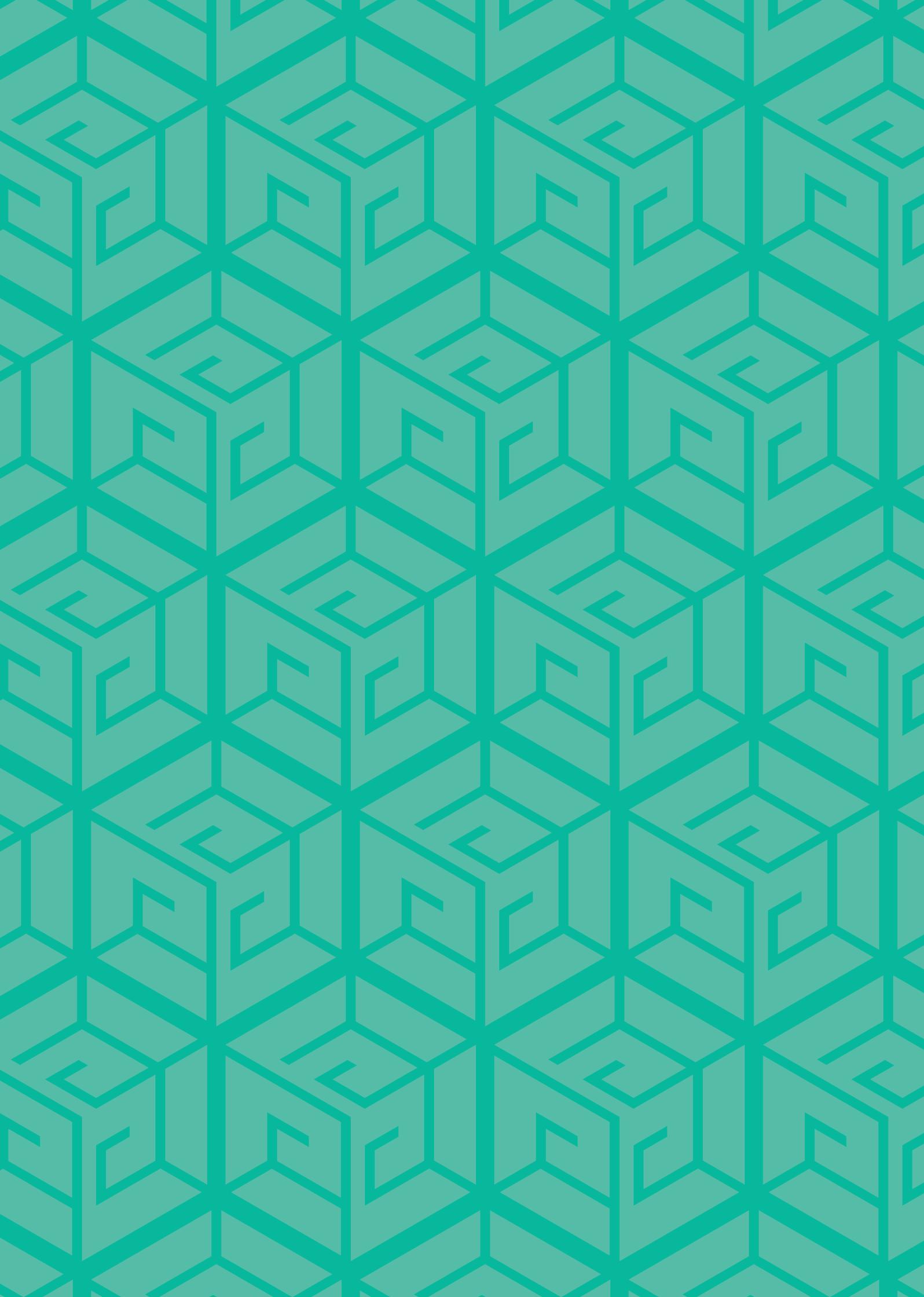
List of Project Results Reports

Results reports have been developed for all 50 projects implemented as part of the Work Program and Budget 2015-16 including scoping projects in Mozambique, Myanmar, Lao PDR, Kiribati and India. A project level results report has been developed for each of these projects and is available on the GGGI Annual Report 2016 website – report.gggi.org/2016

	Country	Title of project
In-country programs		
Africa		
1	Ethiopia	Climate Resilient and green economy
2	Rwanda	Climate Resilient Green Cities
3	Rwanda	Technical Support to the Rwanda National Fund for Environment and Climate Change (FONERWA) Facility
4	Senegal	Green Growth Pathways in Senegal
5	Uganda	Green Growth Pathways in Uganda
Asia and the Pacific		
6	Cambodia	Green Urban Development Program
7	China	Green Growth Transition in China
8	Fiji	Supporting the Implementation of the Green Growth Framework for Fiji
9	India	Mainstreaming and implementation of green growth strategies (Karnataka)
10	India	Green growth planning strategies for India (TERI)
11	India	Scoping Project: Green Growth through INDC
12	Indonesia	Green Growth Program – Phase 1
13	Indonesia	Green Growth Program – Phase 2
14	Mongolia	Water Nexus
15	Mongolia	Mongolia transition to green development
16	Nepal	Achieving National Goals in Nepal through Green Growth
17	Philippines	Eco-town scale-up: Climate resilient green growth planning at the Provincial level
18	Philippines	Mainstreaming Green Growth in Development Planning in the Philippines
19	Philippines	Technical Assistance for the Operationalization of the People's Survival Fund
20	Thailand	Industry GHG reduction to support the implementation of Thailand climate change master plan
21	Thailand	NDC Action Plan Development
22	Vanuatu	Green and Inclusive Energy Reform
23	Viet Nam	Water and Green growth Mekong Delta
24	Viet Nam	Urban Green Growth Action

	Country	Title of project
Latin America		
25	Colombia	Amazon Vision
26	Colombia	Implementation of Colombia Green Growth Strategy
27	Mexico	Sub National Green growth planning and implementation
28	Mexico	Innovation in climate technologies
29	Peru	Green Growth Plan for forestry sector and implementation plan
30	Peru	Green growth planning and implementation in Peru Water Sector
31	Peru	National Green Growth and Competitiveness Plan
32	Peru	National Green Growth Strategy
Middle East and North Africa		
33	Jordan	A national green growth plan for Jordan
35	Morocco	MENA Green Growth Planning
35	UAE	Green growth initiative
Global programs		
36	Global	Scoping Project: LDC expansion in 2016 - Mozambique, Myanmar, Lao PDR and Kiribati
37	Global	Capacity Development for S-S Cooperation
38	Global	Green Growth Index
39	Global	GGGI Knowledge Management
40	Global	Integrated Capacity Development
41	Middle and East Africa region	Capacity Development for Green Growth
42	Colombia, Peru, Thailand	De-risking Climate and Infrastructure Finance
43	Mongolia, Viet Nam, Philippines	Project Design & Preparation
44	Jordan, Mongolia, Vanuatu	National financing vehicles
45	India, Indonesia, Rwanda, Thailand, Senegal	Financing Intended Nationally Determined Contribution
46	Indonesia, Rwanda	NAMA Development Support / Financing INDC II
47	Philippines	Climate Resilient Green Growth (CRGG)
48	Vanuatu, Senegal, Colombia, Mongolia	Energy Planning and Modeling
49	Peru, Nepal, Laos, Myanmar	Green Growth Potential Assessment
50	Mexico, Cambodia, Viet Nam, Laos	Green Transport Assessment Methodology







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