

GGGI Results Report 2017

Performance against the Corporate Results Framework



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Executive Summary

Since its establishment in 2012, Global Green Growth Institute (GGGI) has grown from 12 to 28 member countries, with operations in 27 developing and emerging countries. In September 2017, GGGI welcomed Lao PDR to its membership. In these countries, GGGI's operations have enabled green growth plans and policies, increased green growth investments and provided a conduit for green growth learning and knowledge sharing among the developing and emerging countries as well as through North-South Cooperation.

In 2017, GGGI reviewed its Strategic Plan 2015-2020 and adopted under the Refreshed Strategic Plan 2015-2020 six Strategic Outcomes (SOs) that anchor GGGI's operations to its partner countries commitments to achieve their Sustainable Development Goals (SDGs) and Nationally Determined Contributions (NDCs) to reduce carbon emissions. The SOs capture the key elements of a partner countries' transition towards a green growth model and indicate the key areas, where GGGI and partner countries, seek to make a higher-level impact. 2017 was first year in GGGI's second biennial Work Plan and Budget (WPB) 2017-2018. The Results Report provides a narrative summary of how GGGI's programmatic results contributed to the six new SOs.

The 2017 Results Report is an important obligation in the delivery of GGGI's Strategic Plan 2015-2020. It is part of GGGI's Results-Based Management (RBM) system established to account for its programmatic and non-programmatic results measured against the 2017 Corporate Results Framework (CRF). The CRF sets out 25 performance indicators, which include 9 outcome indicators and 16 output indicators – 12 of these 25 indicators have targets for 2017 and the rest are tracked. GGGI's annual Results Report is prepared at the end of each year. The Report discusses the aggregate results based on GGGI's project results achieved against each CRF indicator.

In 2017, GGGI had a total budget of USD 56.88 million in 2017, comprising of USD 46.57 million (81.8%) of core funding and USD 10.31 million (18.2%) of earmarked funding. The total actual expenditure in 2017 was USD 44.12 million or 77.6% of the budget, while the actual core expenditure was USD 37.26 million and actual earmarked expenditure was USD 6.86 million. In 2017, with these resources GGGI implemented 62 projects. These included 36 approved projects under the WPB 2017-2018, 14 projects funded through earmarked funds and available resources and 12 projects approved by the Council under the Envelope Budget of USD 9 million in January 2017 to meet partner country demands for increased engagement in priority impact areas.¹

The hallmark of GGGI's performance 2017 was its contribution to mobilizing green investment finance – USD 524.6 million in green investment funds was mobilized as a result of GGGI's work with its partners. This result compares with the 2017 target of USD 64 million and the USD 105 million raised in 2016 and was possible through the development of 4 national financing vehicles (NFVs) and 8 bankable projects in 10 countries. The green financing mobilized underscored a shift

¹ Council Decision approving the Director General to allocate the Envelope Budget, C/2017/DC/3.

in GGGI's focus along its value chain – moving from plans and green growth policies to preparation and de-risking of projects with a transformational impact in partner countries and benefits in the stakeholder communities.

GGGI made contributions to the adoption of important green growth policies in its partner countries, which help them strive towards their SDGs and NDCs. In 2017, GGGI contributed to the adoption of 17 green growth policies by member and partner governments and completed 21 advisory outputs which inform the development of government green growth policies. Of the remaining 2017 projects with green growth policy outputs, the majority (22) are on track and the overall target of 39 is expected to be achieved in 2018.

In addition to the above highlights, the 2017 Results Report discusses all other programmatic results targets in the CRF. These include 10 outputs that measure efforts to improve the enabling environment for green growth investments, 9 outputs that measure efforts to inform decisions for green growth investments, and 3 outputs measure the extent of GGGI's knowledge sharing activities and capacity building among its partner countries.

The results measuring how well GGGI manages value for money, efficiency and effectiveness are also discussed in the Results Report as well as efforts maximizing organizational effectiveness. These included the share of Least Developed Countries (LDCs) and Middle-Income Countries (MICs) in the programmatic allocations and the share of expenditure on management and administration and non-programmatic activities.

In addition to its key operational achievements, GGGI has established a functional network of offices embedded in the structures of its partner country governments in 25 countries. During the year, GGGI developed strategic partnerships with the Green Climate Fund (GCF) and the Korean International Cooperation Agency (KOICA), among many strong partnerships across the world. It has reviewed and redesigned its WPB and began reengineering its business processes to ensure operational efficiency and staff time alignment with its strategic priorities and outcomes. Most importantly, 2017 prepares GGGI to fully achieve its CRF targets in the current WPB biennium and achieve ambitious and bold contributions to demonstrate the benefits and rationale of the green growth model.

1. Introduction

1.1 Purpose

The Corporate Results Framework 2015-2020 was approved by the Council of the Global Green Growth Institute (GGGI) on 18 November 2014² to provide a measurable basis for tracking and reporting progress in the delivery of its Strategic Plan 2015-2020. The 2017 Results Report is an important part of our Results Based Management (RBM) system. It tells the story of GGGI's efforts to integrate green solutions and green growth in our partner countries planning and investments across the world.

In 2017, GGGI reviewed and revised its Strategic Plan 2015-2020 and the Refreshed Strategic Plan 2015-2020 was approved by the GGGI Council in October 2017. In this context, GGGI adopted six Strategic Outcomes (SOs). These focus GGGI's operations to squarely support our partner countries meet their obligations under the 2015 Paris Agreement for the Nationally Determined Contributions (NDCs) to reduce their greenhouse gas (GHG) emissions and their objectives under the 2030 Agenda for the Sustainable Development Goals (SDGs). The SOs represent a long-term ambition of GGGI to contribute to lasting transition to green growth. These strategic priorities are translated into theories of change (TOC) in our projects, through which we seek to deliver the Intermediate Outcomes (IOs) in our partner countries as follows:

- i. Strengthened national, sub-national, local green growth planning, financing, and institutional frameworks;
- ii. Increased green investment flows; and
- iii. Improved multi-directional knowledge sharing and learning and South-South and South-North-South cooperation among countries.

In support of our partner countries to transition to greener growth models, we continue to prioritize transparency, accountability, including through an effective RBM system and reporting. The purpose of the Results Report is to communicate GGGI's performance against the Corporate Results Framework (CRF) to its stakeholders, including member countries and donors. It also provides useful lessons and baselines for improving and setting of new targets for future programs.

1.2 Structure

The report is structured as follows:

- **Overview of the 2017-2018 WPB:** provides a snapshot of the commitments made to member countries and donors in 2017.

² Council Decision C/6/DC/4

- **Strategic Results:** Highlights the alignment of GGGI's programmatic results against the new SOs and its contribution to the IOs.
- **Approach to RBM:** Includes a brief overview of GGGI's RBM approach and how it designs, monitors, reports and evaluates the implementation of the WPB.
- **Annexures:** Includes the 2017 CRF and refreshed CRF approved by the Council, an overview of the 2017 budget and a listing of all the 49 projects implemented in 2017 for which End of Year (EOY) project reports were prepared.

1.3 Scope

The GGGI Results Report 2017 has been developed to report on the performance of projects in the Work program Budget (WPB) 2017-2018 against the CRF outcome and output indicators and targets. It also reports on projects that were funded through the Envelope Budget approved by Council³ in January 2017 and those funded by donors' earmarked funding in 2017.

Recognizing that GGGI's results depend on its organizational effectiveness and efficiency, the Refreshed Strategic Plan 2015-2020 includes commitments to maximize the Institute's performance. These also constitute a component of the CRF and are reported in the Results Report. The Report provides a summary of GGGI's corporate results and a compendium of details at the project level in the project specific results reports for each project implemented during the WPB 2017 period. This Results Report will feed into the 2017 GGGI Annual Report.

³ Council decision - C/2017/DC/3

2. Overview of Work Plan and Budget 2017

This section provides an overview of the 2017 budget and programmatic commitments made to the members and donors as part of the WPB 2017-2018. It provides a context to the corporate results presented in the subsequent parts of the report.

2.1 Purpose

In 2017, GGGI continued to deliver on the strategic outcomes and policy priorities set out in its Strategic Plan 2015-2020 and Work Program Budget (WPB) 2017-2018. The WPB 2017-2018 is aligned with GGGI's goals to achieve systematic and long-term transformational change primarily through its partner countries programs. National priorities and specific country needs, and circumstances that are reflected in Country Planning Frameworks (CPFs) contextualize GGGI's engagements as its interventions seek to address the underlying objectives of economic growth, poverty reduction, environment sustainability and social inclusion as the key drivers of a transition to a model of green growth.

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

GGGI's second WPB 2017-2018 was approved in September 2016 to operationalize the Strategic Plan 2015-2020 and sets out what GGGI intends to achieve through its country projects and programs, global programs, and non-programmatic activities to enable operations.

The overall aim of the WPB 2017-2018 is to support GGGI's mission of helping countries transition towards green growth, by delivering results in the three key activity areas, namely greening policies, mobilizing green investments and knowledge sharing.

GGGI engages with its partner countries on the basis diagnostic analysis under an integrated delivery model and a 'ONE GGGI' approach, encompassed in the GGGI Value Chain (see Figure 1). GGGI's value chain sets out a green growth planning and implementation approach commencing from the initial green growth potential assessment to sector strategy, green planning, project design, and finally, mobilizing financing for green investments. Implementation refers to policy implementation and monitoring and evaluation (M&E) support of initiatives undertaken by the partner governments. Each component of the value chain is followed by a systematic appraisal process that captures learning, sharing, and application of experience and knowledge from programs, and ensures the robustness of GGGI's advice and assistance.⁴

⁴ The 'ONE GGGI' is a priority broad based cross-cutting approach to integrate the work of GGPI, IPSD, TL and SPRSI at the country programmatic level to ensure a united and combined GGGI service offerings aligned with the GGGI green growth value chain.

Figure 1: GGGI's Value Chain



Over the course of 2017, GGGI's programs prioritized the acceleration of green growth finance mobilization in support of green growth policy to demonstrate greater visibility of green growth outcomes and strategic impact. This saw a strategic shift in emphasis towards the 'right side' of GGGI's value chain which will accelerate the transformational change of partner countries towards green growth through tangible investment proposals. Moving to the preparation and de-risking of tangible investments is carried out on a basis of past year's assessments of the underlying fundamentals and incentives and focused 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.

2.2 Key elements of WPB 2017-2018

Against the background of the adoption of 2030 Agenda on the SDGs and the 2015 Paris Agreement on NDCs, GGGI in 2017 reinforced its commitment through the WPB 2017-2018 to support member and partner governments to deliver on these obligations.

The WPB is structured according to programmatic and non-programmatic activities. The programmatic elements are delivered by the Green Growth Planning and Implementation (GGPI) Division and the Investment and Policy Solutions Division (IPSD) and include in-country programs, global programs and poverty reduction and social inclusion initiatives aimed at achieving GGGI's three intermediate outcomes. Both GGPI and IPSD are supported by the Office of Thought Leadership (TL) established in 2017 to encompass knowledge and research functions and thus to link GGGI's programs to cutting edge leadership in evidence-based green growth interventions. In the same vein, the Safeguards, Poverty Reduction and Social Inclusion Unit (SPRSI) supports the programmatic operations through mainstreaming these crosscutting agendas into all GGGI's activities and projects. The non-programmatic operations of GGGI include the work the Operations Enabling Division (OED) which guides, supports and enables the work of programmatic divisions; and the Office of the Director General (ODG), which spearheads strategy development and corporate planning, and catalyzes partnerships, guides and supports communications, and carries out governance operations.

GGGI's total budget in 2017 was USD 56.88 million, consisting of USD 46.57 million (81.8%) in core funds and USD 10.31 million (18.2%) in earmarked funds (see Annex 3). Included in the above total GGGI 2017 budget are the WPB Budget in 2017 and the Envelope Budget of USD 9

million that was approved by Council in January 2017 to fund 12 new projects⁵ (see Box 1 below). An integrated output-based budget approach was adopted for the WPB 2017-2018 to enhance the coherence of resource allocation among divisions and country programs to ensure a 'ONE GGGI' approach. The total actual budget expenditure in 2017 was USD 44.12 million, reflecting a 77.5% utilization of the budget.

In 2017, GGGI finalized a Country Planning Framework (CPF) Manual to guide the underpinning assessments for the development of our programs and priorities in our member and partner governments. In 2017, GGGI completed six CPFs in Indonesia, Thailand, Vanuatu, United Arab Emirates (UAE), Uganda and Nepal. This has brought the total of partner countries with completed CPFs to 13 since 2015.

Box 1: Envelope Budget 2017-2018

In January 2017, Council approved (Council Decision: C/2017/DC/3) the Envelope Budget of USD 9 million for 2017-2018 from the budget surplus carried over from the WPB 2015-2016 to be used to fund new project opportunities and scoping opportunities that may develop over the course of the biennium, particularly in relation to scaling up GGGI's work in the areas of development of bankable projects and development and strengthening of NFVs. This initiative was taken in response to member and partner country demands for increased engagement in priority programs and to respond to new opportunities.

Noting the unavailability of earmarked funding for the Ethiopia Country Program, the Council approved the use of up to USD 3 million to deliver the certain priority activities identified by the Ethiopian Government, leaving a balance of USD 6 million. The selection criteria for the disbursing funds from this envelope are: (i) not already programmed at the country or global levels in 2017-2018; (ii) fully aligned with country priorities; (iii) fall within GGGI's value chain and thematic priority areas; and (iv) evidence of demand from partner governments. In terms of the USD 6 million balance, an action plan sets out the use of USD 4.47 million and the remaining USD1.53 million will be allocated for NFVs and bankable projects in line with the scope of the envelope budget approved in the WPB 2017-2018.

The funds were allocated to divisions for the 2017-2018 biennium as follows:

- GGPI was allocated just under USD 2.8 million for two projects in Jordan; the Pacific Regional Project; the China-Japan-Korea Cooperation Project; and the global Green House Gas Monitoring, Reporting and Verification (MRV) Program.
- IPSD was allocated just under USD 2.8 million for bankable projects in Cambodia, Thailand and Peru; a global NFV Project and NFV Projects in Costa Rica and Peru; the global NDC Collaborative Project; the global Thematic Strategies Implementation and Network Facility; the Pacific Regional Urban Ecosystem Adaptation Project and the Fecal Sludge Management Project in Senegal.
- Additionally, just over USD 1.0 million for the 2017-2018 biennium was allocated for a new ICT Strategic Program to improve the organization-wide ICT systems, infrastructure and

⁵ Council Decision: C/2017/DC/3

governance to increase staff productivity and ensure ICT services are offered and used efficiently.

2.3 Green Growth Planning and Implementation

GGPI is responsible for delivering GGGI's in-country programs within the strategic framework of its three IOs or key activity areas. GGPI supports partner countries to achieve evidence-based green growth planning and implementation. In 2017, the total in-country program budget was USD 32.06 million (core and earmarked combined) or 56.4%. GGPI's budget on the other hand was USD 2.40 million or 4.2%.

The WPB 2017-2018 supports projects and programs at the country level that deliver results that are aligned to the three IOs. More specifically, in 2017 the emphasis was to shift resources and efforts more towards implementation and preparation of investment projects, or to the "right side of GGGI's value chain", where green growth policies and plans are being translated into greater investment activities and thematic projects. In doing so, there was an increasing integration of IPSD staff into program delivery, in line with the strategic goal of 'ONE GGGI'.

Some of GGPI's priority initiatives and achievements in 2017 included:

- Leveraged USD 400 million of financing for CRGE facility in Ethiopia.
- 6 GCF readiness proposals submitted.
- 3 GCF projects implemented in Mongolia, Vanuatu and PNG.
- 15 investment proposals at USD 10.88 million approved for funding.
- 23 institutions strengthened.

2.4 Investment and Policy Solutions Division

IPSD supports GGPI and helps partner countries implement their green growth plans and policies by mobilizing finance through bankable projects, risk-reducing financial instruments and NFVs. IPSD also works with countries to scale up impact by supporting sectoral policy development and policy reform. In 2017, IPSD's budget was USD 4.34 million or 7.6%. This has enabled IPSD, in 2017, to further develop and strengthen GGGI's focus on: (i) helping country programs move towards implementation and investment end of the value chain; and (ii) sharing knowledge among countries. This shift would be achieved through the continuation of existing initiatives to develop bankable projects, public and private investment mobilization, knowledge management, and capacity development.

In 2017, GGGI focused on integrating IPSD services into ONE-GGGI country delivery with a focus on results that contribute to increased green investment flows that, in turn, concretely contribute to the implementation of the partner countries efforts to target SDGs and NDCs.

IPSD helps GGGI maximize the impact of its intervention through four thematic priorities of:

- Sustainable energy
- Green cities
- Sustainable landscapes
- Water and sanitation

These are the specific areas, where GGGI targets interventions to support the green growth transformation and development of its partner countries' economies. However, GGGI's interventions are not exclusively limited to only one of these four thematic areas. Most of GGGI's projects are multi-thematic in nature and provide a broader and integrated development benefits across the four priority themes.

Some of IPSD's priority initiatives and achievements for 2017 included:

- Development of 8 bankable projects with investor commitments and 4 NFVs to mobilize international climate finance, including mobilizing private capital for investments that otherwise would be outside the risk appetite of private developers.
- Policy and project work across countries with dedicated sector dialogue and increased technical capacity.
- Established a Carbon and Financing Club as a systematic forum for engaging with financiers.

2.5 Thought Leadership

2017 was TL's formative year. It focused on delivering new rigorous policy research, analysis and analytical tools and facilitating global and regional knowledge to share knowhow and link evidence to generate new green solutions. These outputs ultimately feed into in-country service offerings and the impact of green growth policy work and investment opportunities on the ground. In 2017, TL's budget was USD 2.71 million or 4.8%. The core areas of TL's activities and achievements were:

- Completion and soft launch of the new Green Growth Index tool.
- Climate diplomacy program launched supporting the LDC Ministerial Group.
- Completion of the GGGI Green Energy Development Technical Guidelines.

2.6 Office of the Director General

The ODG is responsible for GGGI's strategic direction, partnerships, communications, and governance. ODG's budget in 2017 was USD 4.67 million or 8.2%. It's main achievements in 2017 included:

- Mid-term review of the Strategic Plan 2015-2020 and Council approval of the Refreshed Strategic Plan 2015-2020.
- Design and commencement of a strategic organization-wide business process reform, branded internally as "iGROW".

- Continued support to LDC expansion efforts with new offices to be established in Mozambique, Myanmar and Nepal.
- Strengthened communication of GGGI activities and results.
- Ongoing support to GGGI's governing bodies, including the Assembly, Council and Management and Program Sub-Committee (MPSC).

2.7 Operations Enabling Division

OED is responsible for managing corporate functions and systems, including program evaluations that support the overall running, efficiency and effectiveness of GGGI. OED's budget in 2017 was USD 10.71 or 18.8%. In 2017, OED's work program priorities continued to focus on the overarching objective of supporting the operations of GGGI and delivering value for money, and included:

- Implementation of business process improvements, including simplified travel procedure, decentralization of consultant contracting below USD 10,000, and OED client service development program.
- Major investments in new and value adding IT systems through the Council approved IT Investment Plan, including migration of the Enterprise Resourcing Plan (ERP) to cloud from on-premise host server, which allows for an easy access for country offices, a single sign on, and 'procure to pay' (end-to-end seamless process which made automation of key steps possible (purchase order, email notifications to suppliers, etc.).
- Establishment of an evaluation function under the Impact Evaluation Unit (IEU) to commission independent evaluations of GGGI's programs.
- Launch of service level agreements for procurement and human resources management.
- Design of improvements to enable more flexible use of resources, including staff time management and charge back system for GGGI's technical services.
- Implementation of human resources initiatives, including 360 evaluations, 3 Management Development Plan (MDP) sessions, monthly induction training and harassment prevention training.

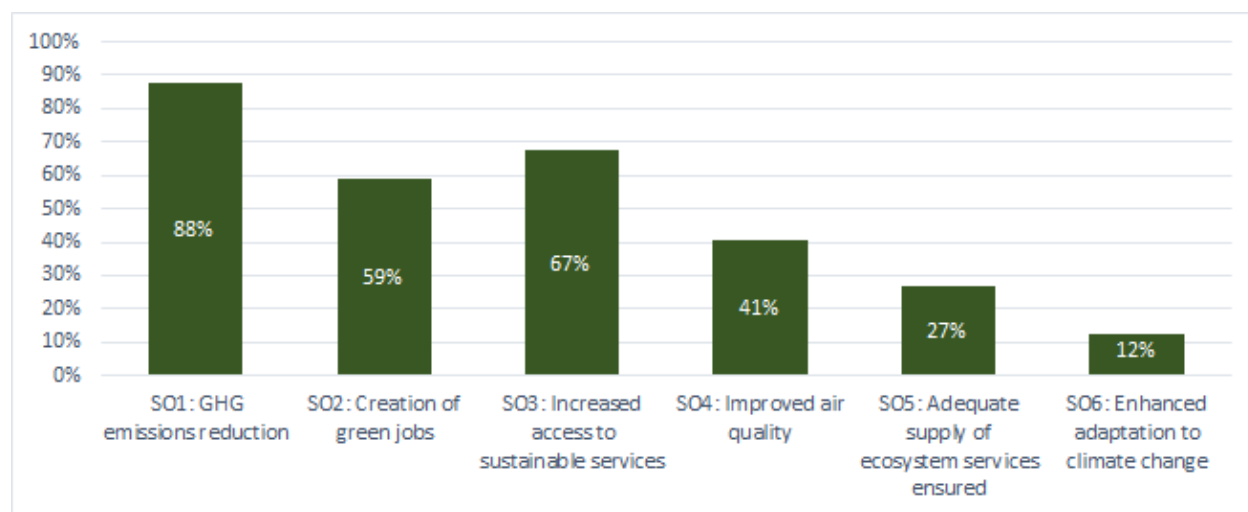
3. Strategic Results

In the Refreshed Strategic Plan 2015-2020 approved in October 2017 GGGI articulated six SOs to capture key elements of a partner country’s transition toward a green growth model. These also reflect the key areas, where GGGI and partner countries seek to make a higher-level impact. The SOs represent long-term outcome objectives and success measures of GGGI’s contribution to the green growth transition. They anchor GGGI’s operations to the member countries international commitments to achieving the SDGs and NDCs. During 2017, GGGI began a process to develop the causal linkages among its activities and project outputs to the SOs. Discussion on the GGGI contributions in this Results Report 2017 may, therefore, be considered an initial assessment of project performance against the SOs and will inform baselines and the planning for the WPB 2019-2020.

3.1 Strategic Outcomes

While introduced only in October 2017, this report outlines the six SOs to demonstrate how GGGI is beginning to align its focus and results with these higher-level impact goals. The six SOs are described in this section together with one country case example for each SO. Figure 2 below illustrates how the GGGI’s projects align with the six SOs. Each project in the GGGI 2017 portfolio reported a link to an average of three SOs.

Figure 2: 2017 WPB projects alignment to GGGI’s six SOs



Source: 2017 End of Year (EOY) Project Reports

3.1.1 SO1 Greenhouse gas emissions reduction

GHG emission reduction is a key to meeting SDGs and central to the realization of NDC commitments under the 2015 Paris Agreement. SDG 13 on climate action will ensure that long-term economic growth is sustained. Most economies need to undergo deep decarbonization to

meet the two-degree target set out in the Paris Agreement, requiring decoupling of emissions from economic growth, urbanization and population increase. Deep decarbonization will involve moving away from a fossil fuel based to clean energy economy, using resources more efficiently, and reducing deforestation.

GGGI's program activities in renewable energy, energy efficiency, green cities, and land-use thematic areas significantly contribute to this outcome. Targets related to this outcome will be based on GHG emission targets set out by GGGI's partner countries' in the context of their NDCs.

Mongolia: GGGI supported Mongolia to adopt policies to displace fossil fuels with renewables and promote green public buildings. GGGI signed a Memorandum of Understanding with the Energy Regulatory Commission of Mongolia, establishing GGGI's first direct relationship with a GGGI member country's energy regulator. This partnership resulted in the design and adoption of the National Energy Efficiency Action Program (NEEAP) in September 2017 as well as the ongoing development of the Energy Standards and Labelling Regulations for appliances. The NEEAP with the development of 15 pilot projects has the potential in 2017 to reduce nationwide GHG emission by up to 0.6 KtCO₂-eq.

3.1.2 SO2 Creation of green jobs

Creating new economic opportunities and jobs for women and men is an important benefit of green economic growth. Green growth creates markets and jobs in the production of environmental goods and services, and empirical evidence suggests that it is a net creator of green jobs. Evidence shows that this net gain could be even higher in the longer term. This outcome will contribute to poverty reduction and address the important concerns regarding employment, particularly by providing meaningful employment among the youth in many of the countries, where GGGI works. This outcome also takes into account gender-disaggregated green jobs in major job categories in our partner countries.

Programmatic activities in all thematic areas may contribute to this outcome. The outcome serves as a pragmatic proxy for economic growth, gender equality and poverty reduction.

Rwanda: GGGI supported the production of a National Roadmap for Developing Green Secondary Cities in Rwanda. The Roadmap was incorporated in multiple District Development Plans. The Plans create a framework for green building construction, including construction minimum compliance standards. When these projects are implemented, they will produce green jobs for highly skilled laborers such as architects, designers, plumbers and electricians, as well as low skilled jobs for day laborers and construction workers.

3.1.3 SO3 Increased access to sustainable services

For green growth to be inclusive and transformative for ordinary citizens, access to sustainable services - particularly clean energy, improved sanitation, waste management, and public transportation - needs to be available for all. SDG 6 (clean water and sanitation), SDG 7 (clean

affordable energy) and SDG 11 (sustainable cities and communities) all relate to increased access to services, particularly to those currently underserved.

Globally, approximately 1.1 billion people still lack access to clean and affordable energy, necessary to address major development challenges. More than 2.5 billion people also still lack access to clean sanitation, key to healthier populations, better water quality and disease prevention especially in cities. This affects gender equality as poor sanitation impacts women and girls disproportionately.

Similarly, more than half of the global population lack access to proper waste collection services, highlighting the importance of sustainable waste management. Access to safe and affordable public transport enables upward social mobility for the poor. Universal access to public transport also contributes to minimizing air pollution and reducing GHG emissions and increase economic opportunities and urban resilience.

Targets against this outcome will therefore be based on gender-disaggregated population with access to these services:

- Access to clean affordable energy
- Access to improved sanitation
- Access to sustainable waste management
- Access to sustainable public transport

Indonesia: GGGI helped produce feasibility studies and assisted in the planning and development of renewable energy systems in poor and isolated areas, and remote islands of East and Central Kalimantan. For example, GGGI helped to demonstrate the commercial viability of solar power development for remote islands by performing a technical feasibility study (early 2017) and a financial feasibility study (mid-2017) for a 10-megawatt solar photovoltaic (PV) plant in the special economic zone of Mandalika, on Lombok. The proposed model is a grid-connected Solar PV plant, selling all the power to Perusahaan Listrik Negara, the government's national electricity provider, under a 25-year Power Purchase Agreement. The project has an estimated value of USD 17 million. In line with the government's development agenda, GGGI aims to support increased access to energy particularly in areas that are not well covered by PLN.

3.1.4 SO4 Improved air quality

Air quality is a key indicator of environmental sustainability and green growth, and directly impacts the health and quality of life of citizens in our partner countries. Globally, outdoor air pollution alone is found to be the cause of more than 3 million premature deaths annually, and the figure could double by year 2050 with current growth projections. Poor air quality impacts the poor and marginalized population disproportionately and is linked to major development issues such as child mortality in numerous countries. Targets against this outcome will be based on days of improved air quality in major cities in our partner countries.

Green growth can minimize air pollution through investment in areas such as cleaner forms of energy generation and transport, better management of traffic congestion, adoption of cleaner manufacturing, agricultural and construction practices, and clean cooking. GGGI's program activities in the sustainable energy and green cities thematic areas could make significant contributions to this outcome. This outcome contributes to SDG 11.6 (reduce adverse per capita impact of environmental impact on cities).

United Arab Emirates (UAE): Air quality improvement is one of the Government's priority objectives, included as a national Key Performance Indicator in the UAE Vision 2021 (the national development blueprint) and the Government's National Green Growth Strategy which GGGI helped develop. In air quality, GGGI is supporting Ministry of Climate Change and Environment in developing the first national-level air pollutant emissions inventory, which is the first step in a national air quality management plan to achieve 90% of WHO guideline targets by 2021.

3.1.5 SO5 Adequate supply of ecosystem services ensured

Ecosystem degradation can impact economic growth, especially in local economies. Such loss of biodiversity can cause negative impacts on human health and wellbeing and could trigger irreversible damages to biodiversity that underpin important ecosystem services, such as providing food, clean water and clean air, regulation of climate, diseases, and flooding. The global value of ecosystem services is estimated to be over USD 120 trillion per year in 2011 (greater than global GDP) with a decrease of around USD 4-20 trillion a year from 1997 to 2011. Loss of intact ecosystems needs to be prevented and degraded ecosystems restored, if adequate supply of ecosystem services is to be ensured for those drawing their livelihoods from ecosystem resources, including farmers and forest dependent communities.

This outcome contributes to SDG 15 (protect and restore terrestrial ecosystems) and SDG 14 (for example mangroves and wetlands). Since healthy forests is a key supplier of a number of major terrestrial ecosystem services, forest coverage is used to as a pragmatic proxy for this outcome.

Colombia: GGGI is currently supporting Colombia with the implementation of the Joint Declaration of Intent, an umbrella framework to coordinate policy efforts targeting deforestation reduction, signed by Colombia, Germany, the UK and Norway. International financing for this Declaration is performance based and tied to emission reduction targets. In 2017, GGGI submitted several annual operations plans reports, detailing progress against each of the 63 milestones defined under modality 1 of the declaration of intent, against which USD 15 million of the committed funds were distributed. GGGI also helped produced a new annual operations plan, defining investments drawing funds from these resources. GGGI will continue to assist with the implementation of the plan, which is aimed at avoiding deforestation of approximately 1,386,282 hectares of forest cover by 2030. Protecting the standing forest in Colombia is definitive to ensure an adequate supply of ecosystem services, from carbon and nitrogen sequestration, to water regulation, natural pest-control factors and soil retention.

3.1.6 SO6 Enhanced adaptation to climate change

Adaptation is an integral part of climate action as reflected in the countries' NDCs and has a key role to play in resilient and sustained green growth. Unsustainable growth and climate change pose adaptation challenges in the form of increased droughts, floods, land degradation, deforestation and sea level rise. These trends are likely to impact poor communities, coastal areas, and countries vulnerable to rising sea levels, such as the small island states. Globally, around 200 million people are at risk of being displaced by the impacts of climate change. Without effective adaptation, poor communities and countries, with limited resources to adapt could be pushed back into the poverty trap, reversing development gains achieved in past decades. Targets against outcome will be based on population supported to adopt climate-smart agricultural practices, to gain improved access to climate insurance, and to benefit from improved flood protection and management in GGGI partner countries.

GGGI programs that support this outcome contribute to adaptation components in NDCs, and SDG2 (ensure sustainable food production), SDG11 (cities and human settlements with adaptation plans) and SDG13 (climate action).

Philippines: GGGI helped develop policy tools for the operationalization of the People's Survival Fund (PSF), such as a Strategic Road Map, Capacity Development Plan, a result-based Monitoring and Evaluation System, Access Mechanisms for local community, and Project Development Toolkits for the efficient and effective management and utilization of the Fund. GGGI also helped prepare investment proposals that would qualify for PSF facility and other climate financing. The PSF is a national government fund for local government units and accredited community organizations to implement climate change adaptation projects, and as such important instrument for enabling mitigation of weather risk impacts in typhoon prone Philippines. In addition, the project will support the government in enhancing its climate financing environment through leveraging the Fund to mobilize and access incremental climate funding commitments and instruments from various climate financing windows. This will be achieved through the development of Resource Mobilization Financing Framework and Resource Mobilization Strategy.

Table 1: 2017 Corporate Results at a Glance⁶

Impact Level	Indicator	Target 2017	Result 2017
Intermediate Outcome 1 - Strengthened green growth policies			
Outcome 1.1	Number of green growth policies adopted by governments with GGGI's support	1	17
Outcome 1.2(a)	Extent to which green growth is implemented into the policies adopted by governments with GGGI's support	Detailed in Text	
Outcome 1.2(b)	Extent to which policies adopted by governments are likely to lead to transformational change	Detailed in Text	
Outcome 1.3	Proportion of policies supported by GGGI that address three or more elements of green growth		100%
Output 1.1	Number of advisory outputs that inform the development of government green growth policies	33	21
Intermediate Outcome 2 - Increased green investment flows			
Outcome 2.1	Total volume of financing catalyzed with GGGI support	USD 105m	USD 524.6m
Outcome 2.2	Number of instances where member countries successfully gain new access to financing sources	4	5
Outcome 2.3	Proportion of all investments supported by GGGI that address three or more elements of green growth		100%
Output 2.1	Number of advisory outputs that inform decisions on green growth investment	12	9
Output 3.1	Number of outputs that aim to improve the enabling environment for green growth investments	6	10
Outputs 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.	Detailed in Text	
Intermediate Outcome 3 - Improved knowledge sharing and learning			
Outcome 3.1	Proportion of people participating in GGGI capacity development activities that gain improved knowledge and skills	70%	97%
Outcome 3.2	Proportion of green growth policies adopted or investments made that benefited from experiences and lessons from other countries		60%
Outcome 3.3	Number of countries where GGGI projects helped leaders to more effectively advocate for green growth by providing examples of success.		19
Output 4.1	Proportion of capacity development activities that share experiences and lessons from GGGI countries	55%	37%
Output 4.2	Number of projects where country needs are being met through partnerships brokered by GGGI	5	26
Output 5.1	Number of new countries joining GGGI as members	3	1
Cross-cutting Outcome - Maximizing Institutional Effectiveness			
Output 6.1	% of core budget allocated to member LDCs		35%
Output 6.2	% of core budget allocated to member LDCs and MICs combined		72%
Output 6.3	Increased GGGI core and earmarked funding (2017- core budget: USD 47.6 million (82%); earmarked funding: USD 10.5 million (18%))		
Output 6.4	Unqualified annual GGGI audit reports		Achieved
Output 6.5	Effective and timely communication of results		Achieved
Output 6.6	% of core budget spent on management and administration		16%
Output 6.7	% of core budget spent on non-programmatic activities		31%

⁶ The 2017 outcomes and outputs were measured against the 2017 CRF which had 25 indicators and 10 targets (Annex 1).

3.2 Intermediate Outcomes

Table 1 summarizes GGGI's 2017 corporate results against the organization's IOs and related outputs as set out in the 2017 CRF. The IOs represent the three major activity areas through which GGGI achieves its SOs and higher-level goals.

A breakdown of the 2017 results and outcomes for each IO is presented in this section. The sequence reports first the specific CRF output indicators and subsequently the corresponding outcome indicators. This reflects the causal linkages from outputs to outcomes. Further, project-level result reports for the 49 projects that were included in the EOY project reports are included as an attachment to this report.

3.2.1 IO-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 suggests, green plans and policies are often an essential precursor for the financing and implementation of green growth projects. Helping countries develop and implement policies that prioritize and support green growth is a key focus of GGGI's work.

IO-1 focuses on how effective GGGI is in supporting its partner countries put in place policies necessary to transition towards green growth. The results relating to this IO reflect the left side of GGGI's value chain, which focuses on establishing green growth policies at the national, sub-national and sectoral levels.

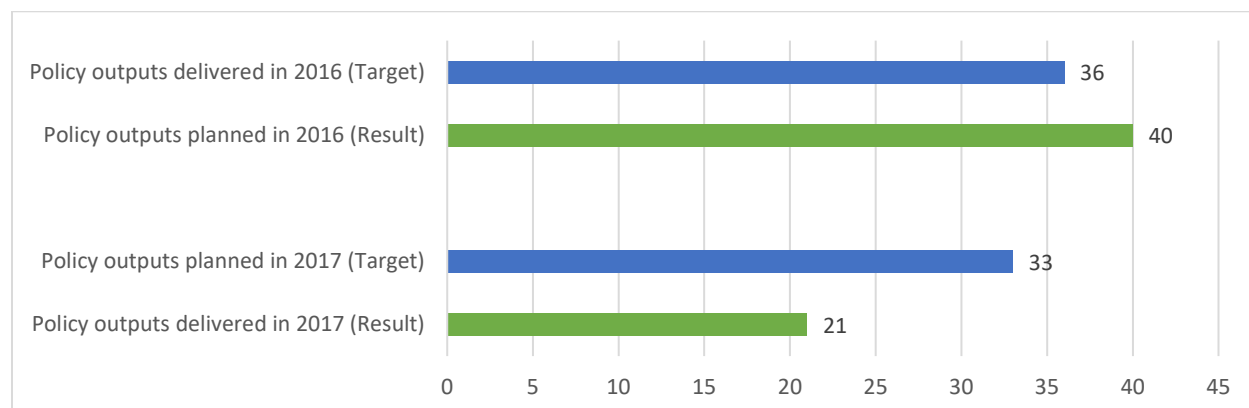
Output Indicator 1.1:

"Number of advisory outputs that inform the development of government green growth policies"

In 2017, GGGI delivered 21 advisory outputs that informed the development of government green growth policies, against a target of 33 outputs (see Figure 3 below). Additional 4 advisory outputs were reported as being delayed, while another 22 advisory outputs were reported as being on-track, but not yet completed.

In 2017, GGGI supported the delivered of 21 advisory outputs that informed the development of green growth policies in 14 countries, namely: Cambodia (2); Colombia (2); Indonesia (2); Lao PDR; Mexico; Myanmar; Peru (2); Philippines (3); Rwanda; Senegal; Thailand; UAE; Vanuatu; and Vietnam (2). Table 2 below lists these advisory outputs and their respective descriptions by country. The types of outputs range from green growth assessments, NDC action plans, climate change plans, implementation plans, strategic plans, development plans, and investment plans. Given the biennium nature of the GGGI's projects, majority of the projects policy advisory outputs are in preparation and on track and anticipated to be completed in 2018.

Figure 3: Completed advisory outputs that inform the development of government green growth policies



Source: 2017 EOY Project Reports

Table 2: Output 1.1 - Completed advisory outputs that inform the development of government green growth policies		
No.	Country	Project and output description
1	Cambodia	National Strategic Plan for Green Secondary Cities (2018-2030) — The plan targets climate change adaptation and reduced GHG emissions in green city development.
2	Cambodia	Parking Reform Background Analysis for Phnom Penh— provides recommendations to alleviate uncontrolled on-street and sidewalk parking.
3	Colombia	Policy Milestones Reports—Reports were submitted detailing results against milestones agreed to under the Joint Declaration of Intent as part of the REDD+ project in Colombia. The reports triggered the disbursement of USD 15million of funds.
4	Colombia	Operational Platform of Indigenous Pillar of Amazon Vision Program—provides a framework and support for Indigenous organizations to structure projects.
5	Indonesia	“White Book” Policy—Guarantees mainstreaming of green growth into the next five-years Development and Investment Plans of the Province of East Kalimantan.
6	Indonesia	Green Growth Assessment on Special Economic Zone Sei Mangkei—green investment potential was assessed using cost benefit analysis, helping to prioritize projects.
7	Lao PDR	Green Growth Potential Assessment Report— investigates green growth opportunities, supporting the ongoing drafting of a National Green Growth Strategy.
8	Mexico	Scoping Reports— Preparation documents for the Sonora State Green Growth Strategy
9	Myanmar	Green Growth Potential Assessment—identifies opportunities for green growth and provides recommendations for NDC implementation.
10	Peru	National Green Growth Strategy Action Plan in Land Use
11	Peru	NGGS Implementation Plan— engages 12 sectors to prioritize green growth initiatives and develop financing options.
12	Philippines	Policy Analyses for Oriental Mindoro—GGGI provided inputs on <i>Guidelines for Establishment and Management of Evacuation Centers and Relocation of Vulnerable Populations in Hazard Prone Coastal Communities</i> for Oriental Mindoro.
13	Philippines	People’s Survival Fund (PSF) Strategic Plan— the PSF is a national fund to support climate change adaptation interventions. GGGI provided support to produce strategies and documents to help operationalize the fund and ultimately catalyze investment.

14	Philippines	Green Growth Planning guidelines and Toolkit— to be pilot tested in 2018, the Toolkit provides a framework and guidance to enable the mainstreaming of green growth in development policy in the Philippines.
15	Rwanda	Urbanization sector and plans and District Development Plans—reviewed to integrate actions and recommendations from the National Roadmap. Will serve as Rwanda’s medium-term strategy under the National Strategies Transformation.
16	Senegal	Tivaoune Green Secondary City Development Strategy—the Strategy will enable interventions in Fecal Sludge Management Services for the urban poor of Tivaouane
17	Thailand	NDC Action Plan for the Industrial Sector— Offers a framework to reduce GHG emissions and an MRV to track progress against NDC goals.
18	UAE	National Climate Change Plan submitted to Cabinet to help the UAE Federal Government deliver all climate-related elements of the National Green Growth Strategy.
19	Vanuatu	Gender Assessment for the National Green Energy Fund (NGEF)—feeds into the development of the operations manual incorporating gender policy in the NGEF design.
20	Vietnam	Inputs on Urban Planning Law—the law was reviewed, and changes proposed to the Ministry of Construction to mainstream green growth.
21	Vietnam	City Level NDC Assessment— developed to help measure and coordinate cities’ efforts to contribute to Vietnam’s overall NDCs.

Source: 2017 EOY Project Reports

Outcome indicator 1.1:

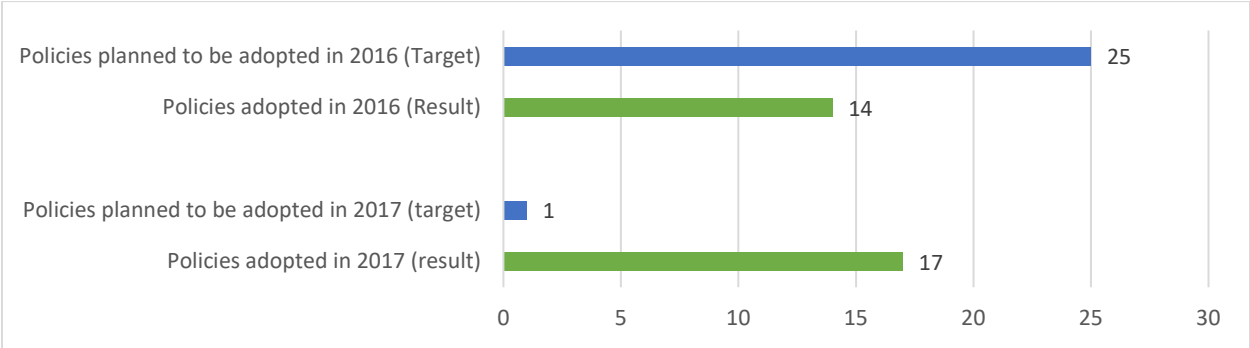
“Number of green growth policies adopted by governments with GGGI’s support”

In 2017, 17 green growth policies were adopted by member and partner governments with GGGI’s support,⁷ against a planned target of 1. These 17 green growth policies included 9 policy outputs completed and adopted in 2017 and 8 policy outputs completed in 2016 but adopted in 2017 and (see Figure 4 below).

Green growth policies adopted accounted under outcome 1.1 indicator include formal decisions and policies adopted by our partner governments that promote green growth as a result of GGGI’s policy advice or recommendations. In 2017, GGGI facilitated the adoption of 17 green growth policies in 11 countries, namely Cambodia, China, Fiji (2), Mexico, Mongolia, Philippines, Rwanda (3), UAE, Uganda (3), Vietnam (2) and Vanuatu (see Table 3). Out of these 17 adopted policies, 9 policies were completed and adopted in 2017; whereas 8 policies were completed in 2016 as part of the WPB 2015-2016 but adopted in 2017.

⁷ GGGI considers a policy adopted when an advisory output (e.g. sector or diagnostic studies, analytical tools, strategies, plans and road maps) that inform the development of government green growth policies is adopted by the government whether it be at national or sub-national level.

Figure 4: Number of Green Growth Policies adopted by Governments in 2017 with GGGI's support



Source: 2017 EOY Project Reports.

Table 3: Green growth policies adopted by Governments in 2017 with GGGI's support ⁸		
No.	Country	Project and output description
1	Cambodia	Green City Strategy in Khmer Language—Produced in 2016 and translated and approved in 2017, the methodology provides official guidance in planning Green Cities.
2	China	Report on South-South Cooperation and Ecological Development— Informs China's foreign policy towards green investments in developing countries.
3	Fiji	NDC Roadmap—Offers methodologies and implementation guidelines to achieve a planned 30% reduction in CO2 emissions by 2030.
4	Fiji	National Development Plan (NDP)— Integrates the National Green Growth Framework; incorporating green growth policies, strategies and programs. The NDP was launched at COP 23.
5	Mexico	Scoping Report—GGGI produced a scoping report that identified opportunities and defined a workplan for the Sonora State Growth Strategy
6	Mongolia	National Energy Efficiency Programme 2017-2020—Contributes to the implementation of the Law on energy Conservation and the State Policy on Energy.
7	Philippines	Sector Resolutions adopted by Palawan Provincial Government— The resolutions provide the legal foundation to mainstream green growth in planning in the Environment, Economic, Infrastructure Social and Development Administration sectors in the Province of Palawan.
8	Rwanda	District Development Plans (DDPs)— GGGI stationed District Assistants in six secondary cities, collaborating with local technicians to adopt prioritized actions from the National Roadmap into District Development Plans in 2 secondary cities.
9	Rwanda	District Development Plans (DDPs)— GGGI stationed District Assistants in six secondary cities, collaborating with local technicians to adopt prioritized actions from the National Roadmap into District Development Plans in an additional 4 secondary cities, for a total of 6 secondary cities.
10	Rwanda	Law Governing the Rwanda Environment and Climate Change Fund (FONERWA)—The law gives autonomy to the institution and targets enhancing capacity of the FONERWA Secretariat.
11	UAE	National Climate Change Plan— Provides the UAE an overarching strategy to tackle Climate Change. Includes climate change mitigation, adaptation and private sector-led diversification strategies.
12	Uganda	Uganda National Green Growth Strategy and Roadmap— Guides the reconfiguration of Uganda's economy to combine economic growth and low-carbon development
13	Uganda	National Green Cities Roadmap— Guides the development of green cities in international best practices for transport, energy, water, solid waste and land use.
14	Uganda	National Urban Policy and Implementation Plan— Provides guidelines to invest in and build compact, connected and coordinated cities.
15	Vietnam	Circular on Urban Green Growth Indicators—Provides guidance for implementation and monitoring of progress for green growth implementation in urban areas. GGGI assisted the Ministry of Construction in producing growth indicators to assist in management of sustainable cities.
16	Vietnam	National Urban Green Growth Action Plan— Directs implementation of mainstreaming of Green Growth in urban areas in Vietnam
17	Vanuatu	National Green Energy Fund Set-up— The Fund has received seed funds from the government and will help to mobilize funds for Green Energy projects.

Source: 2017 EOY Project Reports

Table 4 below presents the list of the 7 remaining policy outputs out of the 14 policies from 2016 that were completed but are still not yet adopted in 2017. These included policy outputs for Cambodia, Morocco, Peru (3), Thailand and Vietnam. The delay in the adoption of these policies was due to a variety reasons, including delays in government decision making and changing government priorities.

⁸ The policies that are shaded in blue in Table 3 are the carryover WPB 2015-2016 policies adopted in 2017. The green shaded policies are WPB 2017-2018 and Envelope Budget policies adopted in 2017.

Table 4: Balance of 14 policy advisory outputs reported in 2016 but not yet adopted by Governments in 2017

No.	Country	Project and output description
1	Cambodia	Green Investment Action Plan.
2	Morocco	NSDS Implementation Roadmap— The report has been submitted and remains under validation within the ministry of environment.
3	Peru	National Green Growth Strategy—The Government of Peru has accepted the associated framework document, a significant milestone in approval.
4	Peru	National Irrigation Plan.
5	Peru	National Ecoefficiency Strategy— The Strategy was never formally approved but it is currently being implemented.
6	Thailand	NDC Action Plan.
7	Vietnam	Recommendations on Water Sector Policy.

Source: 2017 EOY Project Reports

Fostering Sub-National Green Growth: Case of Sonora, Mexico

Since 2016, the GGGI assists the government of the northern province of Sonora in Mexico to develop and implement the first sub-national Green Growth Strategy (GGS) of its kind in the country. Besides mainstreaming green growth (economic growth that is environmentally sustainable, inclusive and socially responsive), the Sonora GGS serves as an implementation roadmap to achieve NDCs and the SDGs at the sub-national level.

Following a diagnosis phase, GGGI defined 4 objectives of the Sonora GGS: *decarbonization and energy independence; innovative inclusive economy; responsible use of materials and resources, and climate-resilient quality of life*. GGGI has also added value in the implementation phase of the GGS by matchmaking with relevant stakeholders: to date, WRI, USAID, Danish Energy Agency, GIZ, the Carbon Trust are engaging with the government to scope projects on renewable energy, energy efficiency and sustainable transport related initiatives.

Among other targets, the Sonora GGS will *green* Sonora’s energy matrix well beyond the national objective (from 5% in 2015 to more than 35% in 2024), as well as set more stringent energy efficiency goals for energy use in built environments, industries and transport. It will also scale and accelerate *off-grid* gender-responsive clean energy projects for Sonora’s vulnerable indigenous population (61,000 people).

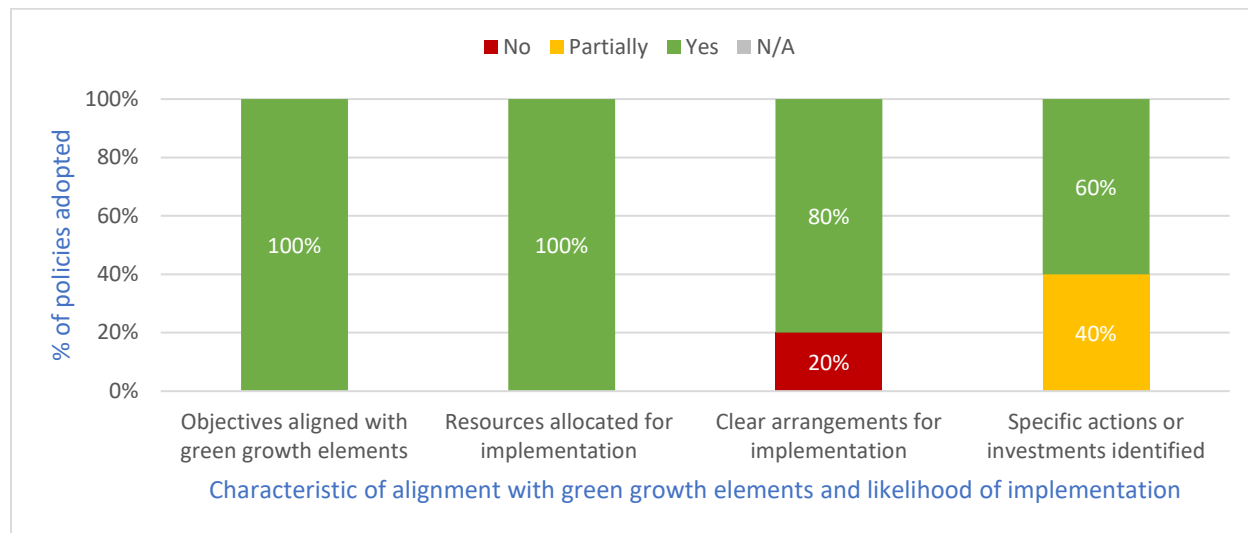
Outcome indicator 1.2:

“Extent to which green growth is integrated into government policies and are likely to lead to transformational change”.

Of the five policies completed and adopted in 2017 that were reported in the EOY project reports, a qualitative scorecard approach was adopted to assess the extent to which these 5 policies were

likely to be implemented and achieve transformational change. The scorecard was issued to these projects to assess the presence of 4 key elements highlighted in Figure 5: (i) objectives were aligned with green growth elements, (ii) resources were allocated to implementation, (ii) clear arrangements were established for implementation, and (iv) specific actions or investments were identified as a result of the adopted policies. Overall, it suggests that while there are positive signals that partner governments are actively developing and adopting green growth policies, there is still room for increasing the rate of policy implementation.

Figure 5: Green growth policies alignment with green growth elements



Source: 2017 EOY Project Reports.

These results suggest that green growth policies put in place by partner countries have good potential to achieve transformational change, as highlighted in the Fiji case example below (see Box 2).

Box 2: Fiji — Transformational Change Case Study

The Fijian Government is committed to promoting a transformational change in Fiji’s economy towards a green growth model. To this end, it sought GGGI’s support in 2015 to prepare the new Fiji National Development Plan (NDP). The NDP provides an integrated national green growth framework. It was completed in 2016, approved in October 2017 and officially launched at COP 23 in Bonn, Germany, in November 2017. In 2017, the Ministry for Economy and the Climate Change Unit requested GGGI’s support to prepare an NDC Implementation Road Map that will focus on the development of energy sector programs between 2017 and 2030 with an estimated value of USD 2.97 billion and expected to achieve a 30% reduction in CO2 emissions by 2030. The Roadmap was completed and approved in October 2017 and was also launched at COP23 in November 2017. The Fijian NDC answered yes to each of the scorecard items. It is a country-wide program, large scale in focus, and was aligned with each of the 4 elements of green growth. The government has allocated annual budgetary funds to the policies contained in the NDP, indicating that it is likely that implementation will proceed soon.

Outcome indicator 1.3:

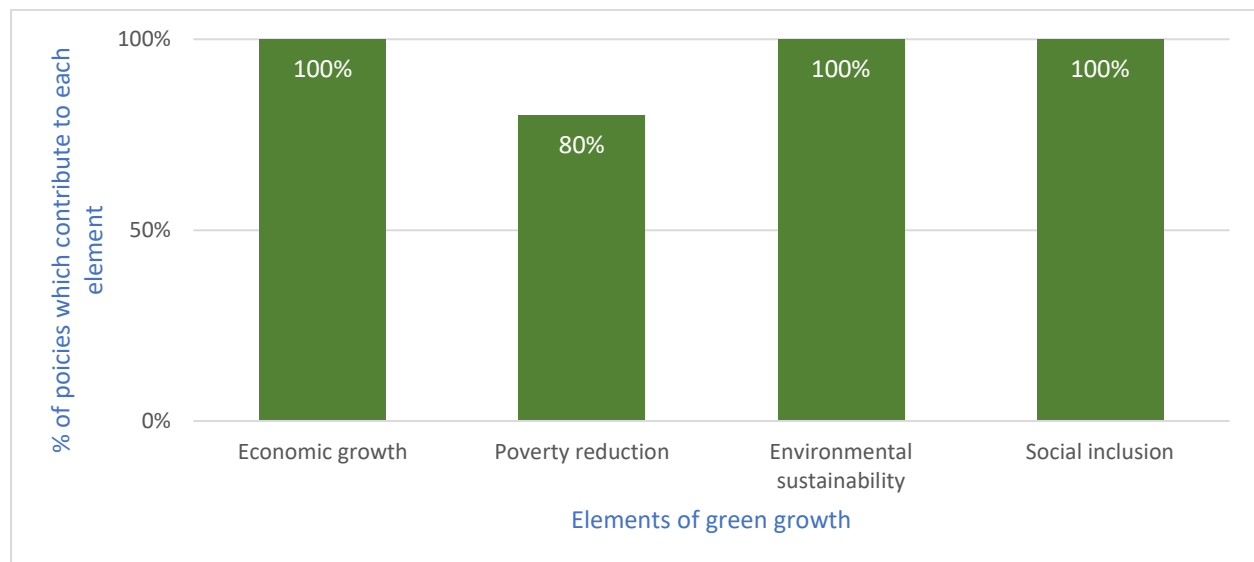
“Proportion of policies supported by GGGI that address three or more elements of green growth, namely economic growth, environmental sustainability, poverty reduction and social inclusion”

In 2017, of the green growth policies adopted, the majority demonstrated a clear contribution to the various elements of green growth.

Under Outcome 1.3, the projects were assessed according to four dimensions of green growth, namely; economic growth, poverty reduction, environmental sustainability and social inclusion. In 2017, all the five policies completed and adopted in 2017 and reported under the EOY project reports have contributed to more than three of the four dimensions, which was a similar result to that reported for 2016 (see Figure 6).

While the above 5 adopted WPB 2017-2018 policies represent only a small sample of the 2017 programmatic activities, it is notable that gradually a large share of these policies have begun to target social inclusion compared to previous years. Since 2015, rates of social inclusion have been climbing steadily. Half of the policies targeted social inclusion in 2015, 89% in 2016 and 100% in 2017. This reflects GGGI’s commitment to mainstream all four elements in its programs, including social inclusion.

Figure 6: Policies contribution to the 4 elements of green growth



Source: 2017 EOY Project Reports.

Uganda: In 2017, GGGI supported the completion of the Uganda Green Growth Development Strategy (UGGDS) and the development of a Green Growth Implementation Roadmap. The roadmap added numerical evidence to the strategy and informed the National Planning Authority, the Ministries of Finance, Planning and Economic Development among other Ministries of the financing required for a green growth transition to be achieved. The UGGDS was adopted and officially launched in November 2017 by the Prime Minister. The adoption of UGGDS is expected to result in a sustained annual economic growth of 9.8% by 2040. By end of 2018 the USD 15 million in Green Finance shall be mobilized as initial GGGI efforts to support the implementation of the UGGDS specifically waste to resource project; A feasibility study leading to the development of the Business Plans and later bankable projects shall be completed focusing on Sustainable Energy-Water Solutions for Medium to Large Scale Irrigation of Commercial Farming in Uganda with Support from the Government of Hungary and a Solution to catalyze the Solar Home Systems market penetration to benefit low-income urban households Mbarara and Gulu with Support from the Netherlands Government shall be designed. These are all initiatives geared towards green finance mobilization to support UGGDS implementation; green job creation, enhanced service provision and ultimately reduction in greenhouse gas emissions.

UAE: The UAE government in 2017 adopted and deployed implementation actions in the Climate Resilient Green Growth Master Plan 2017-2018. The Master Plan targets protection of the most vulnerable, including the elderly, workers who labor outdoors, and those without the means to properly handle severe weather. In addition, the Green Growth Youth Program has targeted social outreach to engage youth involvement in green growth. In 2017, GGGI hosted another 7 interns at the Abu Dhabi office and co-sponsored a youth workshop incorporating lessons learned from the National Program for Climate Change Adaptation with the Embassy of Korea.

3.2.2 IO-2: Increased green investment flows

The efficacy of green growth planning will ultimately be measured by the extent to which planning generates public and private finance for investment in green infrastructure. It is, therefore, essential that green growth plans are eventually translated into concrete bankable projects with tangible mitigation and adaptation benefits through the mobilized public and private sector investments.

This intermediate outcome focuses on mobilizing investment for green growth and the results are intended to reflect GGGI's work on the 'right side' of its value chain. The 2017 priority has been to mobilize investments from multiple sources to generate direct results that lead to transformational change through effective planning, policy and regulation that enable an increase in green investment flows.

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

- Outputs that improve the enabling environment for investors, such as development of de-risking tools that make investment more attractive. These outputs indirectly support investment mobilization and can have a large-scale impact on the amount of investments mobilized in the longer term.

- Feasibility studies, due diligence, financial engineering and investment origination outputs directly lead to the mobilization of investments. Examples include investment proposals, bankable projects and development of NFVs.

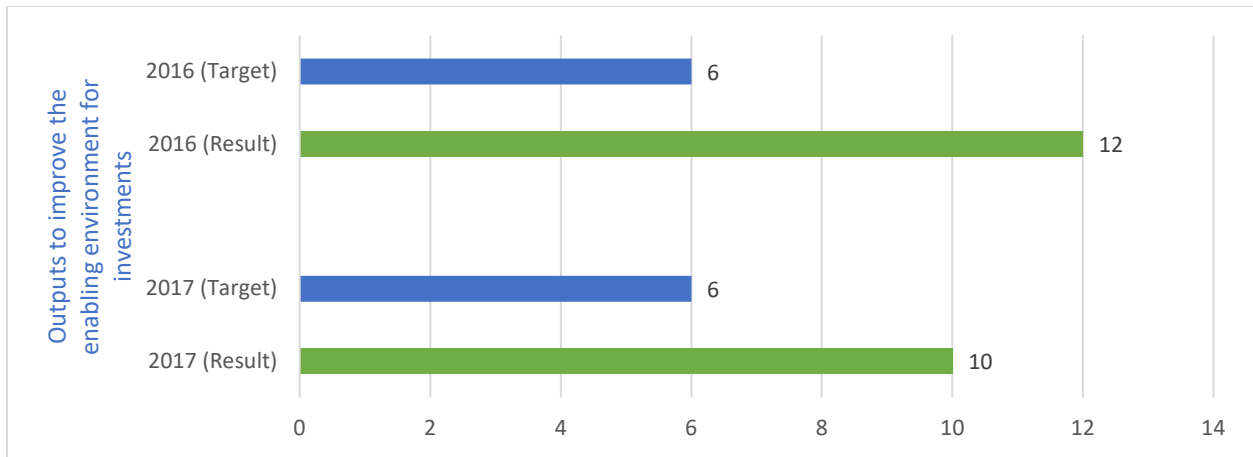
Output indicator 3.1:

“Number of outputs that aim to improve the enabling environment for green growth investments”

In 2017, GGGI delivered 10 outputs aiming to improve the enabling environment for green growth investments, against the planned target of 6 (see Figure 7 below).

One of the most important challenges for GGGI is to turn its partner government’s commitments to promote green growth into investments. This involves determining how to create the necessary financial and market conditions, remove investment barriers, attract domestic and international finance, and ultimately, rapidly develop green growth markets. Preliminary work to create this enabling environment include developing risk reducing financial instruments in 2017.

Figure 7: Outputs to improve the enabling environment for green growth



Source: 2017 EOY Project Reports.

Ethiopia: GGGI produced an important de-risking instrument for the Ministry of Finance and Economic Cooperation by developing an investment profile for the Mekele City Water Supply Project. GGGI helped draft the project concept and business case and assisted with a fundraising effort that has developed an investment profile valued at approximately USD 337 million. As a result of GGGI’s support, financing commitments have been obtained from private financiers for the entire project.

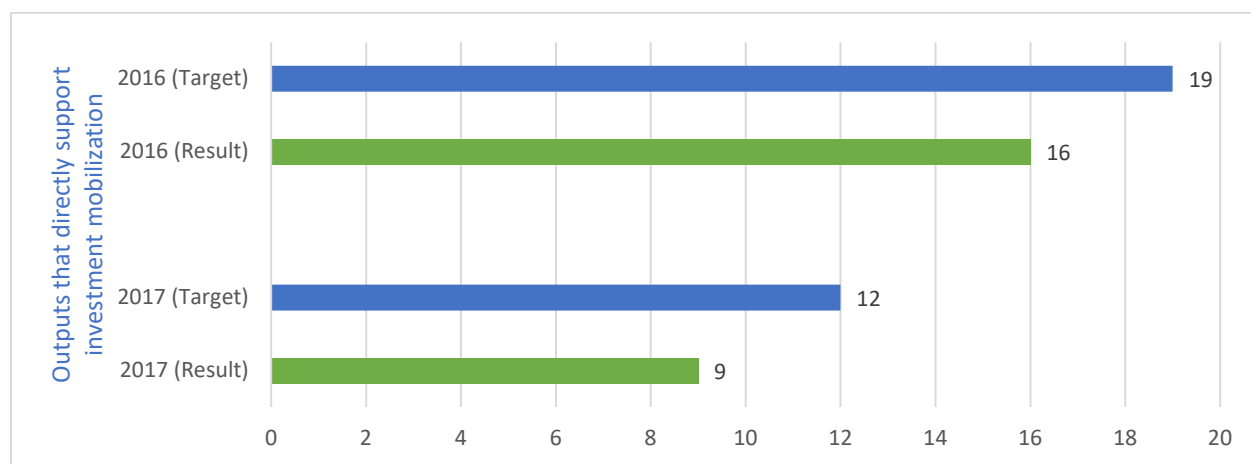
Indonesia: GGGI supported the development of a large photovoltaic (PV) project, demonstrating the commercial viability of solar power development for remote islands, with an estimated value of USD 17.45 million. GGGI also executed a feasibility study for the connection of existing Diesel-powered grids to PV plants. The study nominated 6 locations, which are financially viable with an estimated capital expenditure of USD 15-32 million. The projects have since received letters of intent and it is likely that this demonstration project provides evidence of the feasibility of similar projects and improve the enabling environment for investment around sustainable energy in Indonesia.

Output indicator 2.1:

“Number of advisory outputs that inform decisions on green growth investment”

In 2017, GGGI delivered 9 advisory outputs that inform decisions on green growth investment against a planned target of 12 (see Figure 8). Additionally, 6 outputs were delayed and a further 8 outputs were on-track but not yet completed.

Figure 8: Advisory outputs that inform decisions on green growth investments



Source: 2017 EOY Project Reports.

National Financing Vehicles

In 2017, the development of NFVs to help countries unlock green growth investments was a key priority. GGGI worked with five member countries, Colombia, Costa Rica, Mongolia, Rwanda and

Vanuatu to develop NFVs to receive and manage climate finance. Four NFVs, namely in Costa Rica, Mongolia, Rwanda and Vanuatu, were completed (see Box 3). GGGI also began initial assessments for NFVs in 5 partner countries, Bhutan, Burkina Faso, Mozambique, Laos and Uganda.

Box 3: National Financing Vehicles

Costa Rica: The Government of Costa Rica agreed to mobilize seed capital of approx. USD 1 million through FUNBAM. The Costa Rica project on FUNBAM (Environmental Bank Foundation) reassured the Government of Costa Rica's commitments on green growth and sustainable ecosystem management. With GGGI's support, the Administrative Board of FUNBAM agreed to '*mobilize seed capital of approx. USD 1 million from the Government of Costa Rica to fill the resource gap*'.

Mongolia: GGGI led the design of the Mongolian Green Credit Fund (MGCF), the country's first and only dedicated financial vehicle for climate finance. The fund aims to address air pollution in Ulaanbaatar, which was among the world's worst during last winter. GGGI helped in producing the MGCF Business Plan and commencement of a pipeline development project put it in a strong position

Outcome indicator 2.1:

"Total volume of financing catalyzed with GGGI support"

GGGI contributed to the mobilization of USD 524.6 million towards green growth investments, against a target of USD 64 million.

In 2017, there was an increased focus on moving to the 'right-hand side' on GGGI's Value Chain toward identification and preparation of bankable projects and NFVs. GGGI's support in Costa Rica, Ethiopia, Fiji, India, Indonesia, Rwanda and Vanuatu has mobilized finance from governments and donors to fund green growth activities.

As presented in Table 5 and Figure 9 below, in 2017 GGGI achieved USD 524 million in investment mobilized, a record that significantly exceeded the year's target of USD 64 million. Of this amount, USD 337 million of investment in Ethiopia and USD 15 million of investment in Indonesia will be mobilized from the private sector. Private sector financing accounted for a significant 78.5% of the investments mobilized for 2017 with the balance contributed by governments and donors.

This high level of investment mobilized particularly from the private sector is a major step forward for GGGI in broadening the opportunities for raising investment capital to implement green growth development in member and partner countries. While 70.4% of the private investment mobilized in 2017 is concentrated in Ethiopia and Indonesia, this achievement overall provides strong evidence that partner countries should aggressively pursue opportunities for

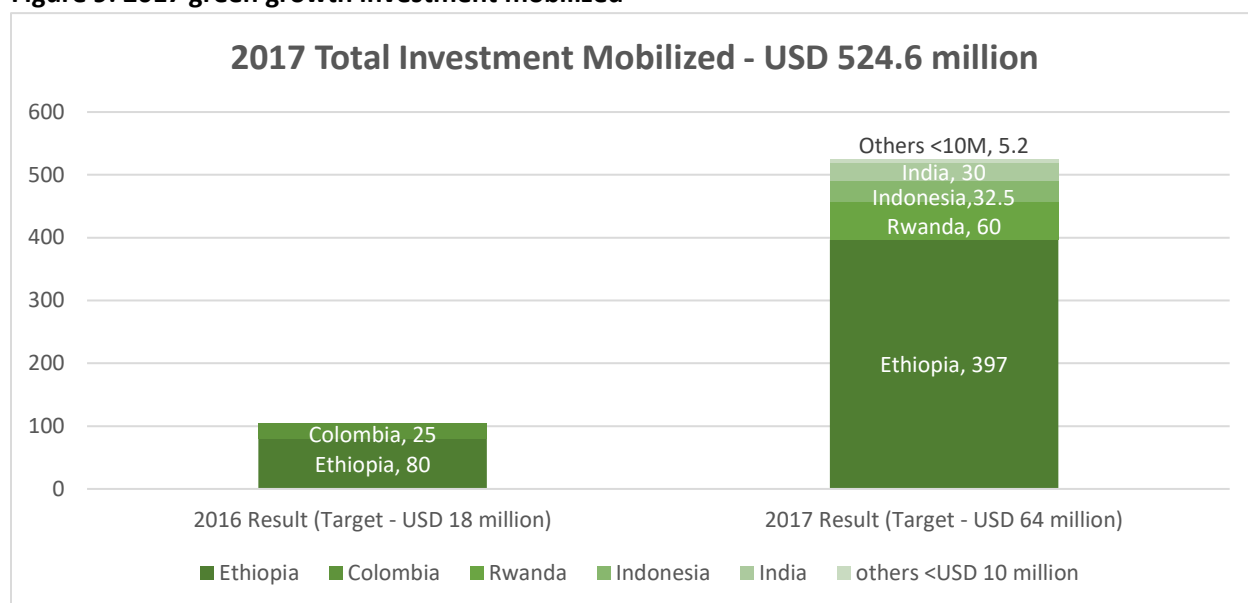
collaborative efforts and partnership with the private sector to co-fund their green growth ambitions. The various country cases of investment mobilized are explained further below.

Table 5: 2017 GGGI’s Investment Mobilized

Country	IM ⁹ (USD millions)	Fund Source	Project (Provider of Funds)
Costa Rica	1.00	Public	Environmental Bank Foundation – FUNBAM/NFV (Government Contribution)
Ethiopia	9.98	Public	Support for rural communities' drought resilience (Adaptation Fund)
Ethiopia	50.00	Public	GCF Irrigation Systems Support (Government 5 million/GCF 45 million)
Ethiopia	337.00	Private	Mekele City Water Project (From International Private Sector)
Fiji	3.50	Public	Solar PV Project on Taveuni Island (KOICA)
India	30.00	Public	Bangalore Metropolitan Transport Cooperation (Government Contribution)
Indonesia	15.00	Private	Solar PV Project NTT ¹⁰ (15-32 mil PT Arya Watala and Engie Asia-Pacific)
Indonesia	17.45	Public	Solar PV Project Mandalika (SMI)
Vanuatu	0.67	Public	Seed funds (Government Contribution) - NFV
Rwanda	60.00	Private	Green City Pilot Project (Horizon Group)
Total	524.60		
Private	412.00	78.5%	
Public	112.6	21.5%	

Source: 2017 EOY Project Reports.

Figure 9: 2017 green growth investment mobilized



Source: 2017 EOY Project Reports.

⁹ IM – investment mobilized.

¹⁰ NTT – East Nusa Tenggara

Larger Investments

Ethiopia: In 2017, USD 337 million of investment commitment was mobilized from the international private sector through the Ministry of Finance and Economic Cooperation (MoFEC) with the support of GGGI. GGGI helped produce a pipeline of projects for USD 337 million for the Mekelle City Water Project. A record for GGGI in 2017, the case demonstrates how partnerships with and funding commitments from the private sector to advance green growth programs can serve as a model for its partner countries. In addition, GGGI also supported MoFEC to develop its Global Climate Fund (GCF) Project to enhance critical irrigations systems in regularly drought-stricken areas. In October, GCF approved the USD 50 million project, contributing USD 45 million with a USD 5 million co-contribution from the Ethiopian Government. Finally, in addition, GGGI assisted MoFEC to obtain an Adaptation Fund investment of just under USD 10 million in March.

India: In 2016, GGGI developed a Green Growth Strategy for Karnataka. It identified electric mobility in public transportation as a priority green growth opportunity. GGGI provided implementation support for the Strategy by assisting the Bangalore Metropolitan Transport Corporation develop a business case and financing proposal for electric buses under the national level Faster Adoption and Manufacturing of Electric Vehicles scheme. In March 2017, the Chief Minister of the State committed an investment of USD 30 million to the scheme to introduce 150 electric buses in Bangalore city.

Indonesia: As detailed previously, a total of USD 32.45 million was mobilized through the Solar PV Project Mandalika and Solar PV Project NTT valued at USD 17.45 million and USD 15 million respectively. The USD 15 million attributed to the NTT project is a conservative estimate, the lowest value of an estimated range.

Government Contributed Seed Funds for GGGI Projects

Costa Rica: In 2017, GGGI provided inputs in support of a concept note for the Environmental Bank Foundation (FUNBAM), a specialized financing vehicle for ecosystem management and sustainable development across the country. The inputs provide an analysis of the current capacity, performance record and legal structure. The concept for the specialized financing vehicle recommended a contribution of USD 1 million of seed funds to help FUNBAM become an independent financing entity, which the Government approved in April 2017.

Fiji: In 2017, GGGI helped complete a pre-feasibility study for a project aiming to deliver 100% renewable energy for the Islands of Ovalau and Taveuni. The successful completion of the study for Taveuni has led to a full feasibility study undertaken with Ministry of Economy and Fiji Electricity Authority for a 1.55-megawatt Solar Power system. Upon GGGI's discussions and negotiations with KOICA, it has agreed to provide a contribution of USD 3.5 million capital for the implementation of the project on the completion of the full feasibility study.

Vanuatu: In 2015-2016, GGGI, in collaboration with the World Bank, provided technical assistance to the Department of Energy for the revision of the National Energy Road Map. As a result, to contribute to its energy access and sustainability targets, the Government of Vanuatu approved the establishment

of a National Green Energy Fund (NGEF) in April 2016. The NGEF will serve as a tool for the Government of Vanuatu to mobilize the financial resources required to meet the objectives of NERM. In 2017, the government contributed USD 0.07 million as a seed capital to the NGEF and has committed an additional USD 0.6 million for the Fund in 2018.

As of December 2017, GGGI has provided technical assistance to prepare readiness grants and 8 bankable projects in 9 countries and is implementing readiness projects in Mongolia, Vanuatu and Papua New Guinea. These projects will form a large portion of our project portfolio going forward.

Outcome indicator 2.2:

“Number of instances where member countries successfully gain new access to financing sources with GGGI support”

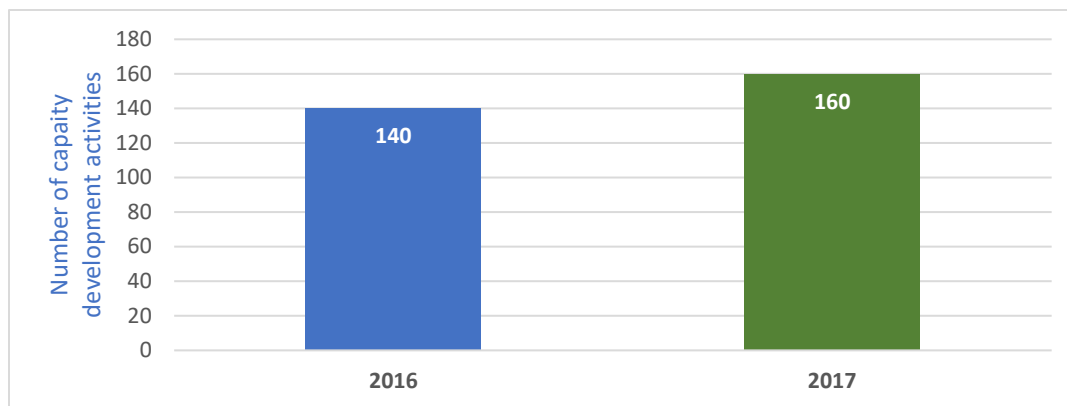
In 2017, GGGI supported Ethiopia, Fiji, India, Indonesia and Rwanda, a total of 5 member countries, to successfully gain new access to financing sources.

3.2.3 IO-3: Improved knowledge sharing and learning and South-South and South-North-South cooperation among countries

For the global green growth agenda to achieve momentum, high level political buy-in to mainstream green growth into national and subnational planning is required, as is development and capacity building through data sharing and analysis on green growth best practices and methodologies.

The GGGI theory of change in relation to IO-3, is that the sharing of knowledge and experience through institutional relationships, partnerships and knowledge networks drives learning, understanding, filling of knowledge gaps, and ultimately action on green growth solutions. GGGI is well-positioned to influence, convince and convene key stakeholders. This highlights GGGI’s strategic role as a broker of green growth knowledge and learning among countries. The CRF enables GGGI report on how well GGGI is fulfilling its role to build capacity, partnerships, to harness knowledge to inform policy and investment decisions, and support leaders to better advocate for green growth (Figure 10).

Figure 10: Number of capacity development activities implemented in 2017



Source: 2017 EOY Project Reports.

Compared to 2016, there has been a 14% increase in the number of capacity building activities conducted, and 56% an increase in participation in 2017. The capacity development events were based on engagement with international and local partners, including private sector and civil society. Through multi-stakeholder initiatives, these activities have identified synergies and maximized effectiveness of resources.

South-South Cooperation: GGGI partnered with the Government of China to coordinate more than 5 knowledge sharing events as part of the China Climate Change Seminar Program for the Belt and Road Countries. China sponsored 56 officials from 13 GGGI member countries to attend training focused on Chinese experiences in green growth development. Each training lasted 2-3 weeks, sharing knowledge of best-practices in technology and policies regarding climate change mitigation, renewable energy, energy efficiency and sustainable cities. Clear feedback among participants indicated that their capacity to implement green growth was increased by knowledge gained through the training and that the lessons learned would be applicable to projects they are responsible for implementing in their home countries. Furthermore, as part of this training, officials were afforded the opportunity to meet with multiple high-level decision makers regarding policy and green technology exchanges between countries. The Chinese Government also indicated that alumni of the program are welcome to China at any time and would be provided high-level access to cooperation project stakeholders in the future.

Country Knowledge Building: In Senegal, GGGI jointly organized a capacity building event with the Ministry of Environment and Sustainable Development for 20 mayors, members of the Network of Green Cities and Towns of Senegal. The event focused on lessons about Green City Development and was built on experiences drawn from Rwanda, Vietnam and Cambodia. The participants benefited from enhanced knowledge on green city development and learning about other countries experience.

Green Growth Knowledge Platform: In 2016, GGGI linked the GREEN-WIN project website to the Green Growth Knowledge Platform (GGKP), creating a green growth development focused knowledge sharing resource. In 2017, GGGI has continued to maintain the website, publishing 15 blogs and disseminating publications to help share knowledge, accelerate learning and build capacity on the knowledge resources generated through GREEN-WIN using the GGKP.

Output indicator 4.1:

“Proportion of capacity development activities that share experiences and lessons from GGGI countries”

In 2017, 37% of the capacity development activities drew on lessons from GGGI partner countries. This was higher compared to 2016, but below the target of 55%.

In 2017, 27 GGGI projects reported on implementation of 160 capacity building activities, involving 7,307 participants; higher compared to 2016 which reported on 140 capacity building activities, involving 4,688 participants. The participants benefit in many ways including knowledge and skills transfer and skills development which enhanced member and partner countries capacity to develop and implement green growth policies, investments and project implementation. For projects, which collected participation rates by gender¹¹, the overall participation rate was 41% female and 59% male. Of the 2017 activities, 37% of capacity building events involved sharing of lessons from other countries.

Output indicator 4.2:

“Number of projects where country needs are being met by partnerships brokered by GGGI”

Of the 49 projects, 26 reported partnerships in more than 17 countries against a target of 5. This was up from 2016 when 23 projects reported developing partnerships in 14 countries.

GGGI projects were active in developing partnerships to meet country needs (see Table 6). Against output indicator 4.2, 26 projects reported partnerships in 2017, representing a 13% increase compared to 23 in 2016. Partnerships, such as GCF (see Box 4 below), do not include the formal relationships established with key government counterparts, the main beneficiaries of GGGI projects, but rather additional relationships that help GGGI achieve the projects’ objectives to benefit partner governments.

¹¹ Out of a total of 27 projects, which reported on delivering capacity building activities, 24 projects reported on participation rates, out of which 20 reported on participation rates by gender. In 2018, all projects will provide gender disaggregated data for participants in capacity building activities.

Table 6: Projects brokering partnerships to meet country needs		
Year	Projects developing partnerships	Number of countries
2016	23	14
2017	26	17

Box 4: GCF Partnership

To date, the GCF has approved 76 projects worth USD 3.7 billion, engaged 124 countries on readiness, and accredited 59 entities (international/regional/national). Increasing number of projects generated by the accredited entities, combined with a growing diversity and complexity of the project portfolios, require the GCF to provide support to a stronger in-country coordination and monitoring. In line with this, GCF tapped into one of our strengths – GGGI's country programs are embedded within and working side-by-side with partner governments. GGGI supports the development of national/subnational/local green growth strategies and plans which are underpinning policy frameworks for the country's NDC achievement; enhanced access to climate finance by providing NFV and bankable project preparation support; and capacity building and knowledge sharing initiatives to strengthen country ownership and ensure longer-term sustainability of the green growth pathway. Thus, a common goal and complementarity of delivery modality of GGGI and GCF led to the strategic partnership of the two organizations.

GCF and GGGI signed an MOU and a Framework Readiness and Preparatory Support Grant Agreement in April 2017 to guide cooperation, leveraging on GGGI's local presence, relationships and knowledge, to support the implementation of ambitious green growth programs and climate change projects in developing countries. In 2017, GGGI has begun to support its member and partner countries under the GCF Readiness and Preparatory Support Programme. As of March 2018, GGGI has provided technical assistance to prepare proposals for readiness grants in 10 countries.

GGGI is supporting the implementation of readiness projects in Mongolia, Vanuatu, Papua New Guinea, Thailand, Lao PDR and Rwanda. To date, a total of USD 6.5 million readiness proposals were submitted by GGGI partner countries and USD 2.8 million was secured from GCF for these countries.

- **In Mongolia**, readiness activities focus on the development of the Mongolia Green Credit Fund as a market instrument to mobilize private financing to help reach the GHG reduction targets defined in Mongolia's NDCs.
- **In Vanuatu**, the readiness program assists in the establishment of the National Green Energy Fund in-line with the NDCs of Vanuatu to achieve 100% electrification for everyone, generated by renewable energy sources.
- The readiness support for **Papua New Guinea, Lao PDR and Thailand** will strengthen the country's engagement with GCF and help build capacity of public and private sector actors to design and implement climate change projects.
- GGGI supported the **Ethiopian** Ministry of Finance and Economic Cooperation to prepare the GCF project for Responding to the increasing risk of drought: building gender-responsive resilience of the most vulnerable communities, a USD 50 million climate adaptation project approved by the GCF in October 2017.

- GGGI provided support to **Rwanda** FONERWA to prepare the GCF project, USD 32.79 million for Strengthening climate resilience of rural communities in Northern Rwanda with the Ministry of Environment of Rwanda (MOE).

GCF and GGGI pursue long-term cooperation such as **joint capacity development and peer-to-peer knowledge exchange events**. During the Global Green Growth Week in Ethiopia in October 2017, GGGI organized a Readiness Workshop and Project Preparation Clinic with the GCF. To build further on the cooperation areas, GGGI and GCF aim to develop a joint support for country programming in priority countries to prepare quality, investment-ready climate change projects for GCF funding. Aligned with GGGI Refreshed Strategic Plan and the six strategic outcomes, this strategic partnership is expected to mobilize USD 20 million readiness funds to build capacity of the countries and result in USD 500 million portfolio of GCF-funded projects in 20+ GGGI countries.

Outcome indicator 3.1:

“Proportion of people participating in GGGI capacity development activities that gain improved knowledge and skills”

While the data was not fully reported, across the 12 countries that reported the percentage of individuals who gained increased knowledge and skills as a result of attending a GGGI event, the average was over 97%.

Capacity building is an important focal area of GGGI’s activities under IO3. It promotes the transfer of knowledge and experience in partner countries and develops their capacity to manage their green growth transformation.

Outcome Indicator 3.2:

“Number of green growth policies adopted or investments made that benefited from experiences and lessons from other countries”

GGGI outputs that incorporated lessons from other countries informed three out of the five policies (60%) that were reported as adopted in 2017. This is lower compared to the reported results for 2016 (88%) but higher compared to 2015 (33.3%).

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.

Outcome Indicator 3.3:

“Number of countries where GGGI helped leaders to more effectively advocate for green growth by providing examples of success”

In 2017, 27 projects reported helping leaders in more than 19 countries to better advocate for green growth by providing examples of success.

Under the Strategic Plan 2015-2020, GGGI goal is to mainstream green growth in its member and partner countries planning and investments. To achieve this, a key role of GGGI is to build political support and increase advocacy for green growth amongst influential leaders, using its projects as examples of supporting evidence. Results indicated that good progress has been achieved in 2017 in fulfilling this role. An example of high level advocates of GGGI’s work includes Peru.

Peru: As part of its OECD accession process and the context of its OECD Country Program, Peru received 66 recommendations from the Environmental Performance Assessment to undertake policy and finance reform that will result in increased competitiveness and promote sustainable natural resource management. One cornerstone recommendation to realize these ends is the National Green Growth Strategy (NGGS). At the request of the government in 2016, GGGI supported the creation of the NGGS beginning with the initial diagnostic stage with the Green Growth Potential Assessment, followed by the engagement with 14 ministries and the development of the NGGS document with 18 priority measures. One of these priority measures is sustainable land use.

Over 50% of Peru’s greenhouse gas emissions are derived from deforestation through land use change resulting from the advance of the agricultural frontier. To this end, sustainable forest management and realizing economic opportunities through natural capital are key to promoting natural resource stewardship. The principal land use plan that governs forest management at the national level is the National Forest and Wildlife Plan (NFWP). In 2017, GGGI supported SERFOR, the Peruvian Forest and Wildlife Service, to design and finalize the NFWP, which will be approved in 2018. In addition to promoting timber and non-timber concessions, the NFWP introduces an innovative land use formalization mechanism for smallholder farmers that has the potential of mitigating deforestation by approximately 125,000 smallholder families by providing incentives to invest in productivity rather than fomenting slash and burn agriculture. GGGI will be supporting the implementation of this mechanism in 2018-2020.

Output Indicator 5.1:

“Number of new countries joining GGGI as members”

In September 2017, one country, Lao PDR, became a GGGI member country.

Lao PDR joined as GGGI’s 28th member country in September 2017. New offices were opened in Mozambique, Myanmar and Nepal. Colombia and Uganda are close to ratifying the GGGI establishment agreement. Burkina Faso’s request for GGGI membership is being processed while Tonga’s ratification of GGGI is at its final stages awaiting the approval of the Privy Council. The EU is also in the final stages of its process of joining GGGI and would be the first regional integration organization to become a member of GGGI, if the process is concluded successfully.

3.3 Maximizing institutional effectiveness

GGGI’s ongoing efforts to improve its financial stability and strengthen its business processes and management and administration of policies and systems are designed to improve its performance, effectiveness, governance and brand.

Balance between LDCs and MICs and program allocations

To enhance its presence in the LDCs that are GGGI’s members, GGGI has established 2020 targets to allocate 42% of core country program budget to member LDCs (see Table 7). In 2017, core funding to LDCs was 35%, compared to 26% in 2016. The main increase in core program budget allocation can be attributed to basing operations in Ethiopia on core funding and attributing the costs of Green Investment Services to the countries and projects which they support. Similarly, GGGI has established 2020 targets to allocate 87% of core country program budget to member LDCs and MICs combined. In 2017, core funding to LDCs and MICs was 72% compared to 67% in 2016.

	2016	2017	2020 (Target)
% of core country program budget allocated to member LDCs	26%	35%	42%
% of core country program budget allocated to member LDCs and MICs combined	67%	72%	87%

Business Process Improvements

GGGI has taken concerted efforts to improve its business processes through the iGROW business reform (see Box 5 below). This is both in response to the 2017 Joint Donor Review, but it is also fundamentally necessary to provide corporate support for improved delivery of programmatic and operational priorities and strengthen transparency and integrity.

Box 5: iGROW Reforms



In November 2017, business process reform, internally branded iGROW, was launched with a view to position GGGI as (i) a lead player promoting green growth; (ii) a well-funded organization with a growing pipeline of projects; (iii) an organization delivering exciting projects actively supported by stakeholders; (iv) an organization with strong partners and extended portfolios; (v) an organization which delivers products and services at optimum cost; (vi) a responsible and value-driven organization that is trusted; and (vi) a great place to work. To achieve maximum results, the reform process is deploying approaches that leverage the organizational enablers of values and strategy, policies, systems and processes, and the people of GGGI.

With regards to strategy and values, the Council approved a Refreshed GGGI Strategic Plan, 2015-2020, in October 2017. In the Strategic Plan, GGGI articulates five core values and Six Strategic outcomes (SOs). The SOs represent the long-term ambition of GGGI's contribution to assisting countries make a lasting transition to green growth.

In terms of policies, system and processes, within iGROW, GGGI launched a review of its core business processes, including processes for resource mobilization and project management. To support the processes, a Customer Relationship Management (CRM) system is being implemented. In relation to this approach, responsibility for resource mobilization has been transferred to GGGI's country offices, further positioning them as autonomous business units.

With regard to the people of GGGI, the Institute has launched culture circles to ensure absorption of its values of integrity, inclusive, transformational, boldness and excellence. In addition, GGGI is mobilizing its middle management in a leadership effort through management training provided to unit heads, establishing the *Focus 45* managers. Trainings are also being provided, including in the context of rolling out the CRM system.

Enhancing efficiency

Implementation of WPB in 2017 reflected a commitment to efficiency of internal support functions, particularly performance of human resources management, legal, finance, and facilities services in line with the reform agenda. GGGI is further strengthening the foundation for a country-based operation model and ability to respond to the needs of its partners by empowering staff in the field and those closer to the clients to make necessary decisions on GGGI operations. An example of this reform is to move the responsibility and accountability for GGGI resource mobilization to its country offices.

To track performance of enhancing efficiency, GGGI has established 2020 targets for percentage of spending on management and administration and non-programmatic activities (see Table 8). The results for 2017, calculated based on core budget allotments, show improvements of 16%

and 30% respectively compared to 2016. The improvements stem mainly from an overall 14% reduction of budget for finance and procurement, human resources, and IT services.

	2016	2017	2020 (Target)
% of spending on management and administration	20%	16%	17%
% of spending on non-programmatic activities	36%	30%	30%

Strengthening our funding base

Since 2013, GGGI has relied primarily on core contributions to fund its operating income. However, since 2015 core contributions have decreased, while earmarked contributions have increased. In response to this trend, GGGI has taken decisive and prudent steps to change its business model to be able to attract sufficient earmarked funding. The business process reforms (iGROW) is aimed at transforming GGGI’s operating business and funding models with the objective to reduce GGGI’s reliance on core contributions and increase, correspondingly, the share of earmarked funding in its funding model. The iGrow reforms also aim to move GGGI from a contracting management agency toward a greater in-house capacity to implement projects, maximizing the technical services provided by its staff in partner countries.

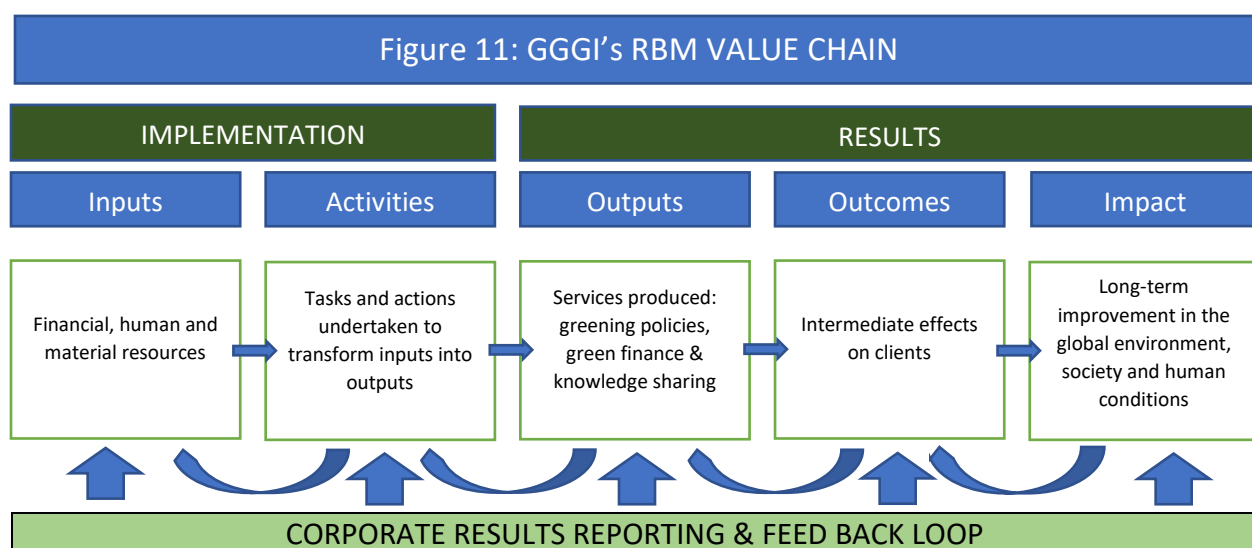
To respond to this challenge, GGGI is focused, through collaboration among GGGI’s headquarters and country offices, to identify potential earmarked funding sources to meet GGGI’s programmatic priorities going forward. The primary goal of these efforts is to increase resources to respond to the needs of our member countries and to add value by catalyzing additional resources for green growth support to in our partner countries.

4. GGGI’s Approach to Results Based Management

4.1 Overview of the RBM

GGGI began implementing its Strategic Plan 2015-2020, in 2015 together with a new RBM approach demonstrated by the adoption of GGGI’s original CRF and output-based budgeting in the biennium WPB. RBM serves as a strategic management tool that integrates and drives GGGI’s Value Chain business process, and services towards the achievement of higher level outcomes and impact, which align with partner countries NDC and SDG commitments and national development priorities.

GGGI’s RBM system is outlined in Figure 11 below. It connects the various steps in the project cycle along its established value chain into causal relationships, utilizing a feedback loop that facilitates the necessary adjustments and improvements to the results delivery and monitoring process. The RBM process points to quality of design, implementation and reporting of results generated by our support to the partner countries in the transition to a model of green growth.



The Refreshed Strategic Plan, 2015-2020 adopted six SOs for GGGI’s operations. These SOs form the core of GGGI’s RBM system and focus its operations on measurable impacts that anchor in-country and global programmatic activities to partner countries NDC and SDG commitments. This shift from a traditional, input-based approach, to a results-based approach challenges GGGI to define its contributions to the six SOs against partner countries’ official targets. These changes have redefined GGGI’s long-term goals and results framework and will set the organization’s ambitions high in ensuring its organizational relevance and value addition in the context of the global compacts.

4.2 Corporate Results Framework

The 2017 CRF (see Annex 1) was developed and approved by the GGGI Council in November 2015 to provide a measurable basis for tracking and reporting on progress in delivering on the Strategic Plan 2015-2020. Where technically feasible, targets have been included based on the results frameworks of projects implemented in the WPB 2017-2018 biennium. The 2017 CRF has 25 outputs and outcome indicators, 10 of which have targets. The project results frameworks are also subject to periodic revision over the course of the project lifetime to enable mid-course adjustments and early identification of shortfalls. The Refreshed Strategic Plan 2015-2020, included the Refreshed CRF (see Annex 2) whose only difference was the addition of two targets for outcome indicators 2.1 and 2.2.

4.3 Project Cycle, Monitoring and Evaluation

Since 2015, the outcomes of the Strategic Plan 2015-2020 were delivered through projects that were designed and planned in two-year cycles under the first biennium through the WPB 2015-2016, and the second biennium through the WPB 2017-2018.

During the above period, GGGI deployed a project cycle management (PCM), which defines a series of stages through the lifecycle of a project. The key PCM stages included:

Design: Scoping of a project requires the approval of a project concept note by the Management Team (MT). Detailed objectives are set for every project in the form of a “logical framework”. This includes the key outputs (products or services) to be delivered by GGGI, as well as the outcomes expected to arise from the delivery of these outputs. Indicators, baselines, targets and timeframes are also defined as required, to ensure that every output and outcome can be clearly measured. A project can be processed via the WPB or separately and funding can be through core or earmarked funds. Each project is given a project ID in the ERP project module once approved by MT.

Implementation: Bulk of GGGI’s projects are implemented through the 26 GGGI country offices around the world and managed by their respective project teams. There are also multi-country projects which are global or regional in nature that are mostly managed from headquarters. Projects are implemented over their timeline duration.

Monitoring: GGGI project teams monitor progress in delivering the approved outputs and outcomes of their individual project on a monthly and quarterly basis. They are required to report progress to management in GGGI HQ regularly. Disbursement of program budgets are also monitored as part of this process. As major delays (or risk of delays) in achieving progress are identified, corrective actions to address the issues are undertaken.

Reporting: At the end of every year, all country teams are required to submit a comprehensive annual report on the operations and progress/results of their projects

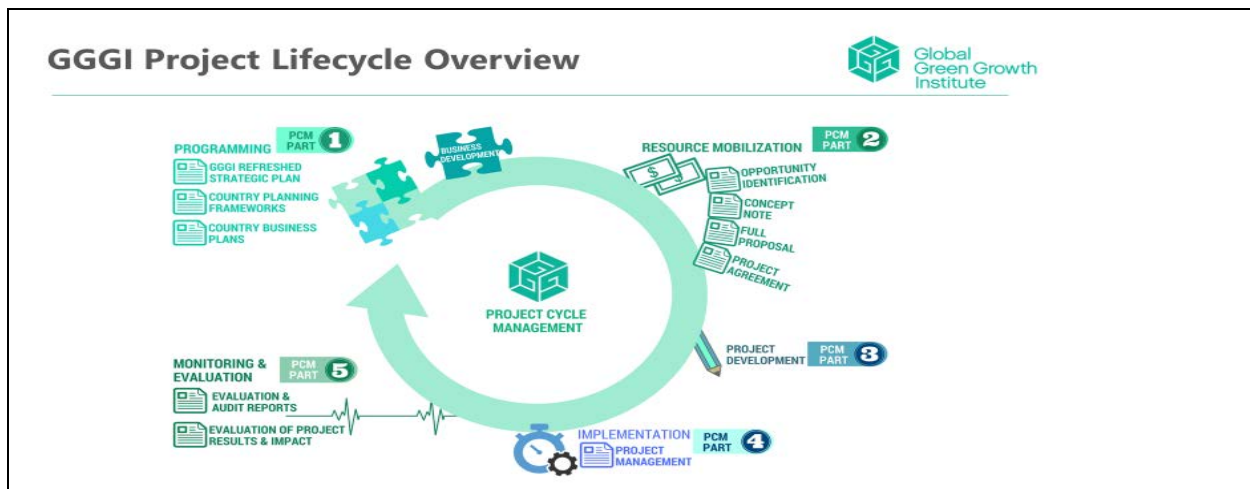
against the project results frameworks to GGGI HQ. Project level results are reviewed by the Strategy Partnership and Communications (SPC) Department and aggregated to generate a report against the CRF every year, which is published as part of the Annual Report. The Annual Report is shared with members and donors for transparency and accountability purposes and published on GGGI’s website.

Evaluation: Since 2017, GGGI through the IEU began commissioning independent evaluations of a sample of country programs each year. Consistent with common donor practices, these evaluations are done by independent experts, engaged by GGGI to examine and verify the effectiveness and efficiency of specific country programs. These evaluations are intended to provide GGGI members and donors with additional independent evidence on the quality and results of GGGI’s programs and inform improvements to the design and delivery of country programs.

4.4 Improving the Project Cycle Management

Under the umbrella of the iGROW initiative to adopt simpler and more effective business processes, GGGI has taken steps since the end of 2017 to revamp its PCM (see Figure 13). This was a critical need identified in 2017. The plan is to divide the PCM into 5 parts (PCM 1-5) that include: (i) programming, (ii) resource mobilization, (ii) investment project development, (iv) project implementation and management, and (v) project monitoring and evaluation. The intent is to be able to turn an idea into a project, working across divisions, and applying enough review and consultation, to feed a healthy pipeline of both policy and investment projects, as well as mixed policy with investment projects. A critical end part of this transformation is to ensure that GGGI obtains decent process automation.

Figure 12: New GGGI PCM



6. Conclusion

The Strategic Plan 2015-2020 laid out clear and ambitious priorities for GGGI and the WPB 2017-2018 was developed with these priorities firmly in mind. As reflected in the CRF, there is a clear causal relationship between the results of GGGI's programmatic work, its achievement under the three IOs and contribution to the six SOs. With this strategic framework, GGGI's focus in 2017 was to accelerate policy adoption and implementation and increase green investment mobilization to achieve more visible green growth results in member and partner countries.

With annual expenditures of USD 44.12 million, GGGI has achieved success in demonstrating the value it adds to the transformational change of its member and partner countries towards green growth in the current biennium. GGGI has supported the adoption by member and partner governments of 17 green growth policies and delivered 21 advisory outputs that will lead to the development of government green growth policies. More importantly, the hallmark of GGGI's achievement in 2017 is the catalytic scale in which it was able to help raise a record USD 524.6 million in public and private investment for green infrastructure, more than tenfold over GGGI's own budget. What is also equally remarkable is that the private sector will account for 78.5% of this scaled up level of green investments demonstrating the potential and scale in which the private sector could co-finance future green growth investments in member and partner countries. This experience has enabled GGGI accumulate unique expertise in its thematic areas of operation. It also provides a solid basis for GGGI to pursue even stronger impact of green planning, policy reform, and innovative, bold green investments.

In terms of other outcomes and output indicators, GGGI has performed reasonably well in 2017 in delivering services along its value chain and supporting the transformational change of member and partner countries towards a model of green growth while simultaneously achieving poverty reduction, social inclusion, environmental sustainability and economic growth. Some of the highlights include a high degree of advisory outputs are aligned with green growth elements, aim to improve the enabling environment for green growth investments and inform decisions on green growth investments; GGGI is active in brokering partnerships and collaboration with governments, other development agencies, private sector and NGOs, and it is actively engaged in capacity building, lessons and knowledge sharing in GGGI countries.

Overall, despite being a complex organization working at multiple levels with multiple approaches, themes and partners, GGGI in 2017 achieved key programmatic targets for the year and is on track to deliver further programmatic results in 2018. The End of Year project reports showed that most of its WPB 2017-2018 projects are on track and expected to be completed and delivered by end of 2018. GGGI has improved performance for core budget allocated for member countries, as well as efficiencies on its non-programmatic activities. Through iGROW, GGGI is taking concrete steps to improve its business processes and ensure the efficient and effective delivery of its services as well as help shape it to be a 'nimble' and fit for purpose organization in the global business of green growth transformation for member and partner countries.

Annex 1 – WPB 2017-2018 Corporate Results Framework (CRF)

GGGI CORPORATE RESULTS FRAMEWORK: 2017-18

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	3. Improved multi-directional knowledge sharing and learning between South-South and South-North-South countries on green growth
Indicators	<p>1.1 Number of green growth policies adopted by governments with GGGI's support</p> <p>Target (2015): 17 Target (2016): 25 Target (2017): 1 Target (2018): 38</p> <p>1.2 Extent to which green growth is integrated into government policies and likely to lead to 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\$18m Target (2017): tbd* Target (2018): tbd* Target (2020): US\$30m for bankable projects (Source: Strategic Plan)</p> <p>2.2 Number of instances where member countries successfully gain new access to financing sources (eg: Green Climate Fund) with GGGI support.</p> <p>Target (2015): 0 Target (2016): 1 Target (2017): tbd* Target (2018): tbd*</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>	<p>3.1 Proportion of people participating in GGGI capacity development activities that gain improved knowledge and skills (disaggregated by men and women).</p> <p>Target (2015): 70% (average) Target (2016): 70% (average) Target (2017): 70% (average) Target (2018): 70% (average)</p> <p>3.2 Number of green growth policies adopted or investments made that benefited from experiences and lessons from other countries</p> <p>3.3 Number of countries where GGGI projects helped leaders to more effectively advocate for green growth by providing examples of success.</p>

*Results for these indicators are expected to arise primarily from GGGI's work on bankable projects and national financing vehicles. While GGGI is currently working on developing a pipeline of these, at the time of preparing this Work Program and Budget, most projects/vehicles are at a scoping stage, and it remains too early to develop accurate targets for these indicators.

Outcome Level	1. Demand-driven technical advisory, knowledge development, and private sector solutions offered on the ground for pro-poor green growth interventions	2. Inclusive green growth plans, strategies and investment plans are converted into implementable actions	3. Support provided in creating an enabling environment for public and private sector investment in green growth	4. Global institutional relationships, partnerships, and knowledge networks formed and leveraged.	5. GGGI membership expanded	
Indicators	<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 Target (2017): 33 Target (2018): 58</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 (2017): 12 Target (2018): 48 Target (2020): 30 bankable projects</p>	<p>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)</p> <p>Target (2015): 6 Target (2016): 6 Target (2017): 6 Target (2018): 14</p>	<p>4.1 Proportion of capacity development activities that share experiences and lessons from GGGI countries.</p> <p>Target (2015): 39% (average) Target (2016): 41% (average) Target (2017): 55% (average) Target (2018): 55% (average)</p>	<p>5.1 Number of new countries joining GGGI as members</p> <p>Target (2015): 2 (Source: Strategic Plan)</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. Target (2016): Issues related to safeguards and opportunities to achieve PRSI are adequately identified and addressed in all new projects before being approved for implementation. Target (2017-18): Issues related to safeguards and opportunities to achieve PRSI are adequately identified and addressed in all new projects before being approved for implementation.</p>			<p>4.2 Number of projects where country needs are being met through partnerships brokered by GGGI.</p> <p>Target (2015): 8 Target (2016): 4 Target (2017): 5 Target (2018): 6</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>6.2 % of core budget allocated to member LDCs and MICs combined</p> <p>Baseline (2014): 57% Target (2020): 87% (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>6.4 Unqualified annual GGGI audit reports</p>	<p>6.5 Effective and timely communication of results</p> <p>Target (annual): GGGI Annual Report outlining progress against WPB and Corporate Results Framework is published by no later than end of June each year</p>	<p>6.6 % of core budget spent on management and administration</p> <p>Baseline (2014): 22% Target (2020): 17% (Source: Strategic Plan)</p> <p>6.7 % of core budget spent on non-programmatic activities</p> <p>Baseline (2014): 45% Target (2020): 30%</p>

NOTE: Where technically feasible to do so, targets have been included based on the logframes of in-country and global projects. These are based on the best available information at the time of preparing this Work Program and Budget. Logframes may be subject to periodic revisions in response to changing circumstances over the course of the biennium. As a result, reporting on the Corporate Results Framework in GGGI's Annual Report may vary slightly from the information presented here. To ensure transparency, any significant variations in planned results and the reasons for them will be disclosed in the Annual Report. All indicators presented here, regardless of whether they include targets here or not, will be reported on GGGI's Annual Report.

Annex 2 – Refreshed Corporate Results Framework (CRF)

(The revised CRF approved by the GGGI Council in October 2017)

GGGI REFRESHED STRATEGIC PLAN 2015-2020 ANNEX 1: REVISED CORPORATE RESULTS FRAMEWORK

IMPACT LEVEL	GGGI partner countries move towards a model of green growth that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic growth					
STRATEGIC OUTCOMES (SOs)	SO1 GHG emission reduction: GHG emissions reduction from BAU (MtCO2e)		<p>This indicator measures the reduction of anthropogenic CO2-equivalent emissions (CO2-e) below business-as-usual (reference) level in a target year. Equivalent CO2 (CO2-e) is the concentration of CO2 that would cause the same amount of radiative forcing as a given mixture of CO2 and other greenhouse gases.</p> <p>Proposed basis for setting targets: Latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as Nationally Determined Contributions, Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.</p>			
	SO2 Creation of green jobs: Number of green jobs created (in millions)		<p>This indicator refers to change in the number of full-time jobs (FTE) in a target year compared to base year value resulting from the green economy transition. The scope includes new jobs created (including from the formalization of informal sectors: e.g. informal waste-picking transformed into a recycling business) and existing jobs that are "greened" (e.g. as a result of moving from coal mining to renewable energy related work). Additional green jobs created over the base year are included. Current definitions by the ILO(2016) and UNEP (2008) are used to define the scope of this indicator. Green jobs are jobs that "contribute to preserve or restore the environment, be they in traditional sectors such as manufacturing and construction, or in new, emerging green sectors such as renewable energy and energy efficiency" (ILO, 2016). Green jobs include decent jobs with "work in agriculture, industry, services and administration that contribute to preserving or restoring the quality of the environment" (UNEP, 2008).</p> <p>Proposed basis for setting targets: Government targets, or reputable projections based on major methodologies, (such as inventories and surveys, employment factors, input-output analysis and computational general equilibrium methods).</p>			
	SO3 Increased access to sustainable services: <ul style="list-style-type: none"> 3.1 Access to clean affordable energy: Number of people who gained access to electricity (millions) 3.2 Access to improved sanitation: Number of people who who gained access to improved sanitation (millions) 3.3 Access to sustainable waste management: Number of people who who gained access to waste management services (millions) 3.4 Access to sustainable public transport: Number of people who who gained access to public transport (millions) 		<p>This indicator measures the change in the total number of people (in millions) gaining access to the following four sustainable services.</p> <p>Proposed basis for setting targets: Government targets in relevant SDGs.</p> <p>Access to clean affordable energy: refers to change in the national-level access to cleaner forms of energy sources in a target year compared to the base year value. The main indicator is access to electricity. Sub-indicators for this outcome are access to renewable electricity and access to clean fuels and technology for cooking.</p> <p>Access to improved sanitation refers to change in access to improved sanitation facilities in a target year compared to the base year. Improved sanitation facilities refer to facilities that "are likely to ensure hygienic separation of human excreta from human contact. They include flush/pour flush (to piped sewer system, septic tank, pit latrine), ventilated improved pit latrine, pit latrine with slab, and composting toilet" (WHO/UNICEF).</p> <p>Access to sustainable waste management refers to change in the access to solid waste management collection services in a target year compared to the base year. The scope is limited to urban areas.</p> <p>Access to sustainable public transport refers to the change in the access to public transport services in a target year compared to the base year in urban areas or the cities. Public transport services are shared passenger-transport services used by the general public that operate in fixed routes and often at regular times, and include city buses, trolleybuses, trams, rapid transit (subway, metro etc.), passenger trains and ferries. Public transportation services can be operated by government or by private corporations. Private taxis are not included.</p>			
	SO4 Improved air quality: Number of days above 'orange' Air Quality Index (in major cities, days)		<p>This indicator measures the improvement in the outdoor air pollution level in major urban areas or cities. Days above 'orange' Air Quality Index (AQI), calculated according to US Environmental Protection Agency and based on concentration of major pollutants, is used as indicator. Where AQI estimates are currently not available, 24-hour mean of PM2.5 above 35.5 µg/m3 is used as substitute to determine days above 'orange' AQI level ('Orange' AQI corresponds to a 24-hour mean of PM2.5 in the range 35.5 - 55.4 µg/m3).</p> <p>Proposed basis for setting targets: the government target or standard for air quality.</p>			
	SO5 Adequate supply of ecosystem services ensured: Area of deforestation avoided and/or reforested (million-ha)		<p>This indicator measures the area of deforestation avoided and/or re-forested in a target year compared to the base year. As a key supplier of number of terrestrial ecosystem services (and its close links to livelihoods in many developing nations), forests are used as the pragmatic proxy for providing adequate supply of ecosystem services. Ecosystem services range from providing necessities such as food, clean water and clean air, to regulating climate, diseases, and flood. Ensuring an adequate supply of ecosystem services requires that degraded ecosystems be restored and loss of intact ecosystems be prevented.</p> <p>Proposed basis for setting targets: Government targets and projections by reputable entities based on current/upcoming policies etc.</p>			
	SO6 Enhanced adaptation to climate change: Number of people supported to cope with climate change (millions)		<p>The indicator measures the change in the number of people supported to cope with climate change related impacts in a target year compared to the base year. Support to cope with climate change related impacts includes adaptation measures in all economic sectors covering populations exposed to adverse impacts of climate change. Adverse impacts of climate change result from climate variability and extremes, and include droughts, floods, storm surge, heat waves, sea level rise etc. Examples of populations supported could include populations covered by early warning systems, farmers equipped with climate smart agriculture practices, populations covered by improved flood protection/prevention measures, and population covered with climate insurance etc.</p> <p>Proposed basis for setting targets: Government adaptation plans and targets could be basis for setting targets.</p>			
INTERMEDIATE OUTCOMES (IOs)	<p>1. Strengthened national, sub-national, local green growth planning, financing, and institutional frameworks</p> <p>2. Increased green investment flows</p>					
Indicators	<p>1.1 Number of green growth policies adopted by governments with GGGI's support</p> <p>Target (2015): 17 Target (2016): 25 Target (2017): 1 Target (2018): 38</p>	<p>2.1 Total volume of financing catalyzed with GGGI support (disaggregated by public and private)</p> <p>Target (2015): US\$30 Target (2016): US\$150m Target (2017): US\$64m¹ Target (2018): US\$100m¹</p>	<p>3.1 Proportion of people participating in GGGI capacity development activities that gain improved knowledge and skills (disaggregated by men and women).</p> <p>Target (2015): 70% (average) Target (2016): 70% (average) Target (2017): 70% (average) Target (2018): 70% (average)</p>			
	<p>1.2 Extent to which green growth is integrated into government policies and likely to lead to transformational change</p>	<p>2.2 Number of instances where member countries successfully gain new access to financing sources (eg. Green Climate Fund) with GGGI support.</p> <p>Target (2015): 0 Target (2016): 1 Target (2017): 4² Target (2018): 4²</p>	<p>3.2 Number of green growth policies adopted or investments made that benefited from experiences and lessons from other countries</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>2.3 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>	<p>3.3 Number of countries where GGGI projects helped leaders to more effectively advocate for green growth by providing examples of success.</p>			
OUTPUT LEVEL	<p>1. Demand-driven technical advisory, knowledge development, and private sector solutions offered on the ground for pro-poor green growth interventions</p> <p>2. Inclusive green growth plans, strategies and investment plans are converted into implementable actions</p> <p>3. Support provided in creating an enabling environment for public and private sector investment in green growth</p> <p>4. Global institutional relationships, partnerships, and knowledge networks formed and leveraged.</p> <p>5. GGGI membership expanded</p>					
Indicators	<p>1.1 Number of advisory outputs* that inform the development of government green growth policies.</p> <p>(* Eg. studies, analytical tools, strategies, plans and roadmaps.)</p> <p>Target (2015): 33 Target (2016): 36 Target (2017): 33 Target (2018): 58</p>	<p>2.1 Number of advisory outputs* that inform decisions on green growth investment.</p> <p>(* Eg. investment proposals, bankable projects, financing mechanisms.)</p> <p>Target (2015): 12 Target (2016): 19 Target (2017): 12 Target (2018): 48</p>	<p>3.1 Number of outputs* that aim to improve the enabling environment for green growth investments</p> <p>(* Eg. de-risking instruments, supporting countries to gain access to new sources of financing)</p> <p>Target (2015): 6 Target (2016): 6 Target (2017): 6 Target (2018): 14</p>	<p>4.1 Proportion of capacity development activities that share experiences and lessons from GGGI countries.</p> <p>Target (2015): 30% (average) Target (2016): 41% (average) Target (2017): 55% (average) Target (2018): 55% (average)</p>	<p>5.1 Number of new countries joining GGGI as members</p> <p>Target (2015): 2 (Source: Strategic Plan)</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. Target (2016): Issues related to safeguards and opportunities to achieve PRSI are adequately identified and addressed in all new projects before being approved for implementation. Target (2017-18): Issues related to safeguards and opportunities to achieve PRSI are adequately identified and addressed in all new projects before being approved for implementation.</p>		<p>4.2 Number of projects where country needs are being met through partnerships brokered by GGGI.</p> <p>Target (2015): 8 Target (2016): 4 Target (2017): 5 Target (2018): 6</p>			
	<p>6. Professionalism of the organization ensured</p>					
	<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\$26.8m in core funding and US\$12.1m in earmarked funding Target (2020): US\$30m in core and US\$20m in earmarked funding. (Source: Strategic Plan)³</p>	<p>6.4 Unqualified annual GGGI audit reports</p>	<p>6.5 Effective and timely communication of results</p> <p>Target (annual): GGGI Annual Report outlining progress against WFPB and Corporate Results Framework is published by no later than end of June each year</p>	<p>6.6 % of core budget spent on management and administration</p> <p>Baseline (2014): 22% Target (2020): 17% (Source: Strategic Plan)</p> <p>6.7 % of core budget spent on non-programmatic activities</p> <p>Baseline (2014): 45% Target (2020): 30%</p>	

NOTE: Where technically feasible to do so, targets have been included based on the logframes of in-country and global projects. These are based on the best available information at the time of preparing the Refreshed Strategic Plan. Logframes may be subject to periodic revisions in response to changing circumstances over the course of the strategic planning timeframe. As a result, reporting on the Corporate Results Framework in GGGI's Annual Report may vary slightly from the information presented here due to changes in country conditions or funding arrangements, among others. For example, earmarked funding for the Ethiopia program has at August 2017, not yet been secured as expected. To ensure transparency, any significant variations in planned results and the reasons for them will be disclosed in the Annual Report. All indicators presented here, regardless of whether they include targets here or not, will be reported on in GGGI's Annual Report.

¹ At the time of revision of this document GGGI results have exceeded the targets on this indicator. Since the installation of the Green Investment Services team, the pipeline of projects, instruments and national financing vehicles has grown rapidly. Therefore the targets in 2017 and 2018 increase substantially from the original targets set for 2015 and 2016.

² 2017 and 2018 targets for the number of instances of successful access to financing were previously set as 'tbd' (to be decided). In the interim it has been possible to establish targets due to the development of a pipeline of projects.

³ The resource mobilization target has been revised downward compared to the original target of US\$40m core and US\$40m earmarked. This has been agreed in consultation with Members in order to chart a more sustainable rate of growth for GGGI

Annex 3 – Overview of 2017 Budget

(Summary table of the 2017 budget)¹²

Main Division	Member/Non-Member	Income Classification	Core		Earmarked		Grand Total	
			Budget	Actual	Budget	Actual	Budget	Actual
Country Program	Member	HIC			2,007,411	1,558,091	2,007,411	1,558,091
		LDC	7,874,914	6,239,441	394,625	134,134	8,269,539	6,373,575
		LMIC	5,387,768	4,477,533	6,353,456	4,017,520	11,741,223	8,495,052
		UMIC	2,869,657	2,218,812	-		2,869,657	2,218,812
	Member Total		16,132,339	12,935,786	8,755,491	5,709,745	24,887,830	18,645,531
	Non-Member	LDC	4,215,528	3,354,901			4,215,528	3,354,901
		LMIC	577,907	197,193	459,182	333,379	1,037,089	530,572
UMIC		1,426,733	1,487,214	491,126	327,741	1,917,859	1,814,955	
Non-Member Total		6,220,168	5,039,308	950,308	661,119	7,170,477	5,700,428	
Country Program Total		22,352,507	17,975,094	9,705,800	6,370,865	32,058,306	24,345,959	
Green Growth Planning & Implementation (GGPI)	MRV		598,585	95,527	23,220	23,213	621,805	118,740
	Office of the ADG (GGPI)		730,244	756,728			730,244	756,728
	PDU		517,288	516,585			517,288	516,585
	SPRSI		529,110	512,470			529,110	512,470
Green Growth Planning & Implementation (GGPI) Total		2,375,227	1,881,309	23,220	23,213	2,398,446	1,904,522	
Investment and Policy Solutions	GIS		271,472,955	2,470,161	367,500	298,049	3,082,230	2,768,210
	IPSD		110,310,768	761,542			1,103,108	761,542
	PS		105,834,12	93,805	45,252		151,086	93,805
Investment and Policy Solutions Total		3,923,671	3,325,508	412,752	298,049	4,336,423	3,623,557	
Office of Director General (ODG)		4,575,591	3,698,567	91,966	88,992	4,667,557	3,787,559	
Operations Enabling	Capital		2,035,856	1,459,800			2,035,856	1,459,800
	CSC		3,167,823	2,198,925			3,167,823	2,198,925
	IEU		1,159,451	1,037,922			1,159,451	1,037,922
	OED		4,296,078	3,795,031	50,526	50,551	4,346,604	3,845,581
Operations Enabling Total		10,659,208	8,491,678	50,526	50,551	10,709,734	8,542,228	
TL		2,682,669	1,883,751	28,595	28,158	2,711,264	1,911,909	
Grand Total		46,568,873	37,255,907	10,312,858	6,859,827	56,881,731	44,115,733	

¹² The figures in Annex 2 are indicative and will be finalized as part of the 2017 audited financial statements.

Annex 4 – WPB 2017-2018 Projects List

	Country	Name of Project
Green Growth Planning and Implementation Division (GGPI)		
1	Cambodia	Green Growth Policy Alignment and Investment Prioritization Within Cambodia’s National Development Plan in the Period 2019-2023
2	Cambodia	Green Urban Development Program
3	China	Global and Regional Knowledge Sharing
4	Colombia	Policy and Investment Development to Advance Colombia’s Long-Term Green Growth Objectives
5	Ethiopia	Country Program Proposal 2017-2018
6	Fiji	Supporting the Implementation of the Green Growth Framework for Fiji - Phase 2
7	Global	Development of GHGs Monitoring, Reporting and Verification (MRV)
8	Global	Pacific Regional Project for Green Growth
9	Hungary	Balkan regional multi donor trust fund
10	India	Green Growth through INDC
11	Indonesia	Phase II of the Indonesia Green Growth Program
12	Jordan	Implementation Support for the National Green Growth Plan of Jordan
13	Kiribati	Green and Climate Resilient Island Development
14	Lao PDR	National and Subnational Planning, Financing and Budgeting for Green Growth
15	Mexico	State of Sonora Green Growth Plan
16	Mexico	Improving Public Transportation Systems in Mexico
17	Mongolia	Transition to Green Development - Phase 2
18	Morocco	Green Cities and Territories
19	Mozambique	Scaling up Pro-poor Renewable Energy in Mozambique
20	Myanmar	Implementation of the INDC
21	Nepal	Nepal - Implementation of the Nationally Determined Contribution of Nepal
22	Peru	Implementation Phase of Peru’s National Eco-Efficiency Strategy
23	Peru	Identifying Synergies between Green Growth Actions Across National Strategies and Implementing Priority Options
24	Philippines	Climate Resilient Green Growth (CRGG) Project
25	Philippines	Support to the Operationalization of the People’s Survival Fund
26	Philippines	Mainstreaming Green Growth in Development Planning
27	Rwanda	Climate Resilient Green Cities

28	Rwanda	Technical Support to the Rwanda National Fund for Environment and Climate Change (FONERWA) Facility
29	Senegal	Green Growth Pathways in Senegal
30	Thailand	Accelerating Implementation of Thailand's Nationally Determined Contribution
31	Uganda	Unleashing the Potential of Uganda's Economy through Green Growth
32	United Arab Emirates	UAE Green Growth Initiative
33	Vanuatu	Mobilizing Finance for Green Energy Projects in Vanuatu
34	Vietnam	Enhanced Policy for Increased Green Finance in Vietnam
35	Vietnam	Scaling up Biomass Waste-to-Energy in Vietnam
36	Vietnam	Urban Green Growth Action, Phase II
Investment and Policy Solutions Division (IPSD)		
37	Cambodia	Kep Solar Development Project
38	Costa Rica	Capital enhancement for sustainable development through the Environmental Bank Foundation (FUNBAM)
39	Global	Global National Financing Vehicle (NFV)
40	Global	NDC Collaborative
41	Global	BMZ GreenInvest Project
42	India, Senegal	Water sector Projects
43	Mongolia	Mongolia GCF Readiness
44	Thailand	The Thai Auto Parts Supply Chain Development through Energy Efficiency (TAPEE) Program
45	Vanuatu	Vanuatu GCF Readiness
Thought Leadership Division (TL)		
46	Global	Green Growth Performance Measurement (GGPM)
47	Global	Green Growth Knowledge Platform
48	Green	Green Win
49	Global	Research and Analysis