



Global Green Growth Institute
Fifth Session of the Assembly &
Ninth Session of the Council (Joint Session)
September 9, 2016, Jeju, Republic of Korea

**Decision on the Work Program and Budget for
the Period January 1, 2017 – December 31, 2018**

The Council,

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

Recalling the Decision of the Council on the GGGI Strategic Plan for 2015-2020 [C/6/DC/4], adopted at its Sixth Session on November 18, 2014;

Recalling the Decision of the Council on the GGGI Corporate Results Framework for 2015-2020 [C/8/DC/1 Annex 2], adopted at its Eighth Session on November 19, 2015;

Recalling Article 8(5)(c) of the Agreement on the Establishment of the GGGI, that the functions of the Council include approving the annual work program and budget (WPB);

Recalling Regulation 3.2 of the Financial Regulations [C/8/DC/5], adopted at the Fourth Session of the Assembly and Eighth Session of the Council (Joint Session) on November 19, 2016, regarding the presentation, content, and methodology of the WPB, including that the budget estimates should cover a financial period of two calendar years;

Recalling Regulation 3.4 of the Financial Regulations [C/8/DC/5] regarding the preparation and submission of the WPB, including that the Management and Program Sub-Committee (MPSC) shall report to the Council on the draft WPB estimates proposed by the Director-General;

Recalling the Biennium Planning Directions and Budgeting Framework 2017-2018 prepared by the Director-General [MPSC/2016/2/Annex 1], presented to the MPSC on July 1, 2016;

Recognizing the projected budget surplus of core resources from the WPB for the 2015-2016 biennium of USD 24,000,000 and the projected funding gap of USD 15,000,000 for the programmatic activities planned for the period January 1, 2017-December 31, 2018;

Consistent with GGGI's Disclosure Policy [C/5/DC/2], this document's classification will be changed from "Official Use" to "General Distribution" and it will be disclosed on the GGGI Website upon its approval by the Council.

Further recognizing that funding agreements with several core contributors expire at the end of the 2015-2016 biennium and discussions on renewals or extensions of such agreements have not been concluded;

Noting Regulation 5.5 of the Financial Regulations [C/8/DC/5] providing that any cash remaining in the General Fund which has not been used during a financial period shall be treated as cash surplus for the next financial period;

Further noting Regulation 3.3 of the Financial Regulations [C/8/DC/5] authorizing the Director-General to approve additions to the portfolio of projects and scoping exercises that can be accomplished within the approved Budget for the financial period and are aligned with GGGI's strategy;

Desirous of having financial resources available to fund new project opportunities and scoping exercises that may develop over the course of the biennium, particular in relation to scaling up GGGI's work in the areas of development of bankable projects and development and strengthening of national financing vehicles;

Noting the recommendation of the MPSC regarding the draft WPB for the period January 1, 2017-December 31, 2018 [MPSC/2016/4/6], following the discussions at its Fourth Meeting on July 1, 2016;

Approves,

1. the WPB for the period January 1, 2017-December 31, 2018, as attached in the Annex;
2. a carryover of USD 15,000,000 from the projected budget surplus from the WPB for the 2015-2016 biennium to cover any shortfalls in core contributions as compared to the projected contributions as in the attached WPB for the period January 1, 2017-December 31, 2018; and
3. a carryover of USD 9,000,000 from the projected budget surplus from the WPB for the 2015-2016 biennium to be used within the mandate provided to the Director-General in the attached WPB for the period from January 1, 2017-December 31, 2018.

/End



Global
Green Growth
Institute

SUMMARY PLAN

Draft Work Program and Budget (WPB) 2017-18

Accelerating Implementation and Galvanizing Investment
September 2016



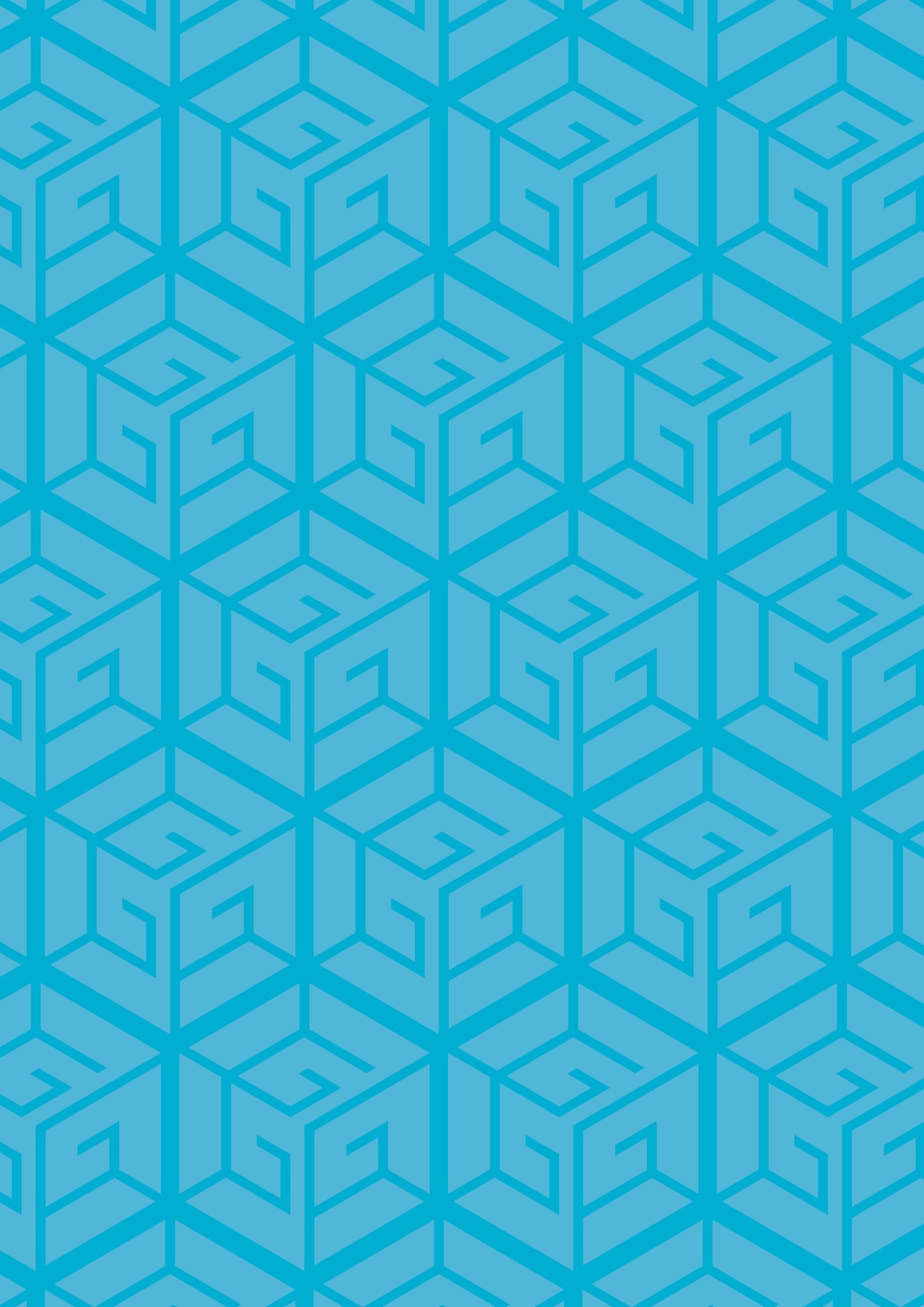


Table of Contents

6	INTRODUCTION	25	SECTION VI. INVESTMENT AND POLICY SOLUTIONS SUPPORTING IN-COUNTRY AND GLOBAL DELIVERY
7	SECTION I. 2017-18 WPB PRINCIPLES		National Financing Vehicles (NFVs)
8	SECTION II. BUDGETARY SUMMARY COMPARISON		Learning and sharing green growth solutions for transformative change
	Programmatic		Green Growth Performance Measurement (GGPM)
	Non-programmatic		Green Growth Certification Standard
13	SECTION III. SERVICE OFFERINGS		Pilot testing Private Sector Engagement Plan
	The Value Chain Approach: Moving towards the right	29	SECTION VII. VALUE FOR MONEY
18	SECTION IV. CROSS-CUTTING THEMES		Organizational accountability
	Integrating Safeguards, Poverty Reduction and Social Inclusion (SPRSI)		Improving Return on Investment
	Ensuring synergy with national and international efforts		Communications
20	SECTION V. IN-COUNTRY DELIVERY	31	CONCLUDING REFLECTIONS
	Balancing focus between LDCs and MICs		
	Increasing focus on Member LDCs and MICs		

Table of Figures

- 10** Figure 1: Making an impact on greening growth: GGGI's proposal
- 13** Figure 2: WPB 2017-18 against the three Corporate Results Framework (CRF) outcomes
- 14** Figure 3: The value chain
- 14** Figure 4: Moving to the right-hand side
- 15** Figure 5: GGGI's service offerings along the value chain
- 16** Figure 6: A diversity of projects across the CRF
- 20** Figure 7: Progress on 2020 targets: Balance between LDCs and MICs
- 21** Figure 8: Progress on 2020 targets: Focusing on Members
- 22** Figure 9: Map of GGGI's in-country services
- 30** Figure 10: Progress on 2020 targets: Management and Administration (M&A) and Other Non-Programmatic Spending



INTRODUCTION

The Summary Plan provides a high-level overview of the draft Work Program and Budget (WPB) 2017-18 edition.

SECTION I provides guiding directions for the reader by laying out the context under which the WPB was designed. SECTION II offers a candid look at GGGI's program priorities through budgetary highlights. SECTION III covers the programming principles that underline the WPB and offers an overview of services offered.

SECTION IV articulates GGGI's approach to cross-cutting issues, particularly looking at social and environmental vulnerabilities, and contributions to the global development agenda.

Subsequently, SECTION V and SECTION VI provide deeper overviews of GGGI services for the coming biennium, addressing national and global services, and special projects designed by GGGI to stimulate innovations in green growth.

Finally, SECTION VII discusses measures that will be taken to ensure value for money, principally through efficient and results-based budget management.

SECTION I.

WPB 2017-18 PRINCIPLES

The WPB 2017-18 is drafted at a formative time for GGGI. The organization was established in 2012 by a small 18-Member constituency. In four short years, GGGI has grown to 26 Members in 2016. The organization is positioned to deliver a portfolio of approximately 163 outputs and 33 projects in 25 countries, with a core and earmarked budget of \$112 million in 2017-18.

As GGGI continues to grow, the WPB 2017-18 reflects five core principles of cohesion: **convergence, relevance, engagement, continuity, and coherence.**

Convergence: GGGI operates on the philosophy that economic, social, and environmental development goals are strongly interconnected. The programmatic approach taken by this WPB reflects the interdependence of these goals, and demonstrates them through in-country and global programming approach. In particular, as discussed in Section IV, programs are cohesively framed within the converging areas of the 2030 Development Agenda, the Paris Agreement on Climate Change, particularly in relation to the Sustainable Development Goals (SDGs), and Nationally Determined Contributions (NDCs). In the next biennium, GGGI will continue to ensure the integration of SDGs and NDCs, as part of broader policy context, while making a conscious effort not to overstretch GGGI resources.

Relevance: The WPB focuses on ensuring relevance of programs to partner needs and development ambitions. This tailored approach contributes toward systematic and sustainable country programming that is aligned with national priorities, planning cycles, and processes.

Engagement: The WPB design process is demand-driven, underpinned by substantive in-country stakeholder engagement to ensure partner ownership of programs. Accordingly, the resulting programs reflect internal and external consultations that involved GGGI staff and high-level meetings between the Director-General and partner governments, Member countries, bilateral donors, and multilateral development partners.

Continuity: In line with GGGI's structured expansion, programs proposed in the WPB 2017-18 build on previous strategies and results. This ensures GGGI's structured development around strategic outcomes. By designing programs in continuity with GGGI's past, the WPB aims to accelerate the momentum of previous accomplishments and achieve compounding results.

Coherence: The WPB is designed to align with GGGI's Strategic Plan 2015-2020. It builds on the "ONE GGGI" delivery model, which offers integrated services along the value chain. This entails systematic efforts for developing internal capacity, while leveraging GGGI's operations to maximize impact.

SECTION II.

BUDGETARY SUMMARY

This section outlines the programmatic and non-programmatic aspects of GGGI's 2017-18 portfolio.

The total operational budget for the next WPB is \$112 million through which GGGI will deliver 163 outputs in 33 projects across 25 countries. The total budget includes core and earmarked funds.

Programmatic¹

A budget of \$31.2 million, or 70% of the total core budget, will be allocated to in-country and global programs in 2017, and \$31.6 million, or 70%, in 2018.

In addition to increasing programmatic allocations, this WPB reflects a significant increase in in-country programming. As a result, \$20.1 million and \$20.6 million of the core budget will be allocated to in-country programming in 2017 and 2018, respectively. This is in comparison to \$11.7 million allocated in 2016.

GGGI's strategic focus on Member countries has resulted in core country budget allocations to Members twice that of non-Member countries. In 2017, the budget for Members is \$13 million, while the budget for non-Members is \$7 million. Similar levels are reflected in the 2018 budget.

\$4.5 million of the total core budget is proposed to be allocated to an envelope budget, building on the successful trial of the envelope concept² in 2016. This envelope budget will be utilized to:

- **Develop bankable projects** based on NDC assessments, emerging opportunities, and needs of partner countries; and
- **Develop National Financing Vehicles (NFVs).**

The envelope budget will provide flexibility in rapidly deploying technical assistance resources on a demand basis and enable GGGI to offer more accurate cost estimates as and when pre-feasibility and feasibility studies are completed.

¹ Programmatic costs include Green Growth Planning and Implementation (GGP&I), Knowledge Solutions Division (KSD), Impact and Evaluation Unit (IEU), and an envelope budget for bankable projects and NFVs.

² The envelope budget concept was first approved by the Council in November 2015, as part of the revised budget of 2015-16. A total of \$2 million was allocated for NFVs and bankable projects.

The envelope budget will be utilized to bring temporary experts on board to respond to specific needs. Budget utilization under this envelope will follow GGGI's financial regulations and its activities will be regularly reported to the Council, among them:

- Description of the project based on a Project Concept Note, its outcomes, and outputs;
- Economic justification of the project; and
- The indicative completion date.

Approval from the Council may be sought, if a single project approval is greater than \$ 0.5 million.

Non-programmatic³

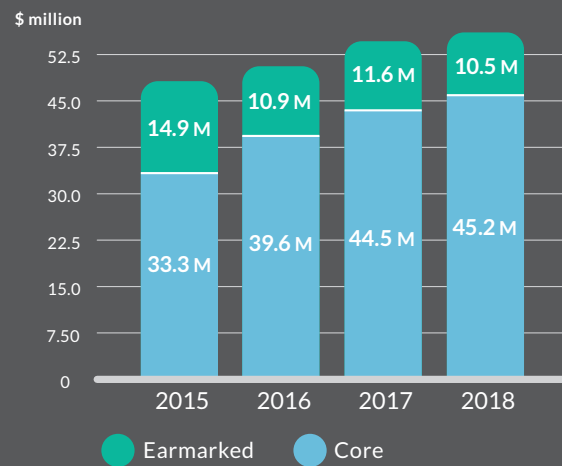
Non-programmatic cost for the coming biennium amounts to \$13.4 million in 2017 and 13.6 million in 2018, representing a decrease from \$14.6 million in 2016.

Upon the approval of the WPB, the 2020 target of capping non-programmatic cost to 30% will be achieved by 2017. This represents a significant drop in non-programmatic cost from 37% in 2016 and 41% in 2015.

³ Non-programmatic costs include, M&A, Governance, Capital Shared Costs, Office of Internal Audit and Integrity (OIAI), and the Office of the Director General (including, Strategy and Donor Relations, and Communications).

Figure 1: Making an Impact on greening growth: GGGI's Proposal

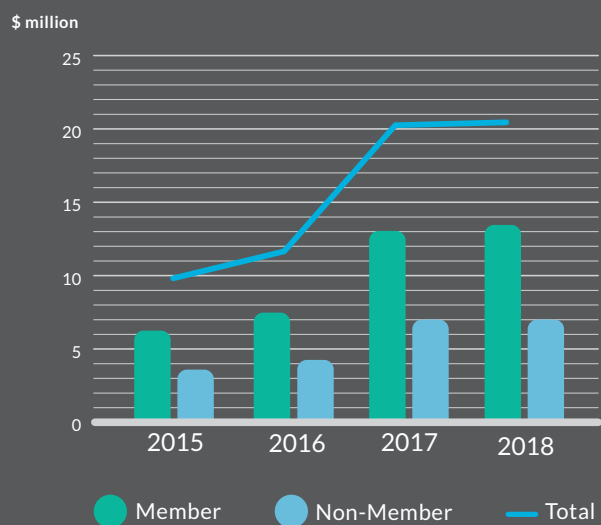
We will deliver **163** outputs with an investment of **\$ 112 million**



We will deliver **33** Projects in **25** Countries across



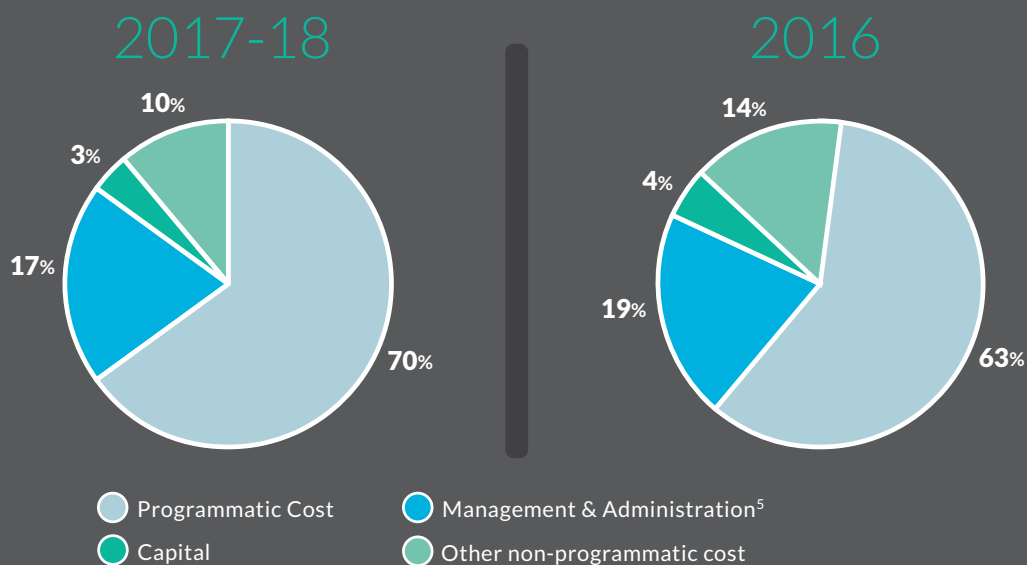
We will **double** our core budget for **in-country** programs in **Member** countries compared to Non-Members



Budget Headlines⁴

(Unit: USD)		2015	2016	2017	2018
PROGRAMMATIC COST	In-country and Global	18,581,375.97	23,890,718.60	25,664,908.34	26,125,113.88
	Impact & Evaluation	1,209,653.00	1,107,016.16	990,358.20	1,012,637.56
	Envelope for Bankable Projects & NFV			4,500,000.00	4,500,000.00
	Sub Total	19,791,028.97	24,997,734.76	31,155,266.54	31,637,751.44
NON PROGRAMMATIC COST	Management & Administration ⁵	6,824,792.51	7,344,465.34	7,469,844.53	7,563,915.69
	Capital	1,120,454.24	1,600,000.00	1,516,441.92	1,515,638.42
	Other Non-programmatic Cost ⁶	5,598,401.59	5,706,722.24	4,392,466.55	4,510,501.76
	Sub Total	13,543,648.34	14,651,187.58	13,378,753.00	13,590,055.87
Total Core budget		33,334,677.31	39,648,922.34	44,534,019.55	45,227,807.31

Savings from overhead reductions will be channeled to support in-country programs and global projects and services. With **7% reduction**, compared to 2016, non-programmatic cost will be brought down to **30%** of overall budget, enabling an early achievement of the 2020 target.



⁴ 2015 and 2016 figures are based on approved budget by the Council in November, 2014.

⁵ Management and Administration costs include finance, legal, human resources, procurement, corporate services (such as ICT and facilities), and corporate shared costs.

⁶ Other non-programmatic cost includes Strategy, Policy and Communications 2015-16, Office of the Director General (ODG), Office of Internal Audit and Integrity (OIAI) and Governance.



SECTION III.

SERVICE OFFERINGS

Service offerings presented in the draft WPB 2017-18 are directly guided by GGGI's Corporate Results Framework (CRF), which articulates three strategic outcomes:

- Strengthened national, subnational, and local green growth planning, financing and institutional frameworks;
- Increased green investment flows; and
- Improved multi-directional knowledge sharing and learning between South-South and South-North-South countries on green growth.

Based on demand, GGGI has increased the number of targets on all three strategic outcomes in the coming biennium (Figure 2): GGGI has programmed 91 targets under Outcome 1; 60 targets for converting policies and plans to implementable actions; and 20 targets for creating an enabling environment for investments under Outcome 2. 55% of capacity building events in the coming biennium will facilitate knowledge sharing between countries in line with Outcome 3.

Figure 2: WPB 2017-2018 against the three Corporate Results Framework (CRF) outcomes

Outcome	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
Outputs	Demand-driven technical advisory, knowledge development, and private sector solutions offered on the ground for pro-poor green growth interventions	Inclusive green growth plans, strategies and investment plans are converted into implementable actions	Support provided in creating an enabling environment for public and private sector investment in green growth
Indicators	Number of advisory outputs that inform the development of government green growth policies	Number of advisory outputs that inform decisions on green growth investment	Proportion of capacity development activities that share experiences and lessons from GGGI countries
Targets	2015-16: 69 2017-18: 91	2015-16: 31 2017-18: 60	2015-16: 40% 2017-18: 55%

The Value Chain Approach: Moving toward the right-hand side

In order to ensure standardized service offerings, the WPB is guided by a value chain approach. GGGI recognizes that development progress in countries is not discrete, rather it follows a continuum. In 2015, GGGI operationalized this continuum through its value chain, articulating the general green growth trajectory of countries (Figure 3). In 2017-18, GGGI will be expanding its service offering along the value chain to adapt to the changing demands of green growth.

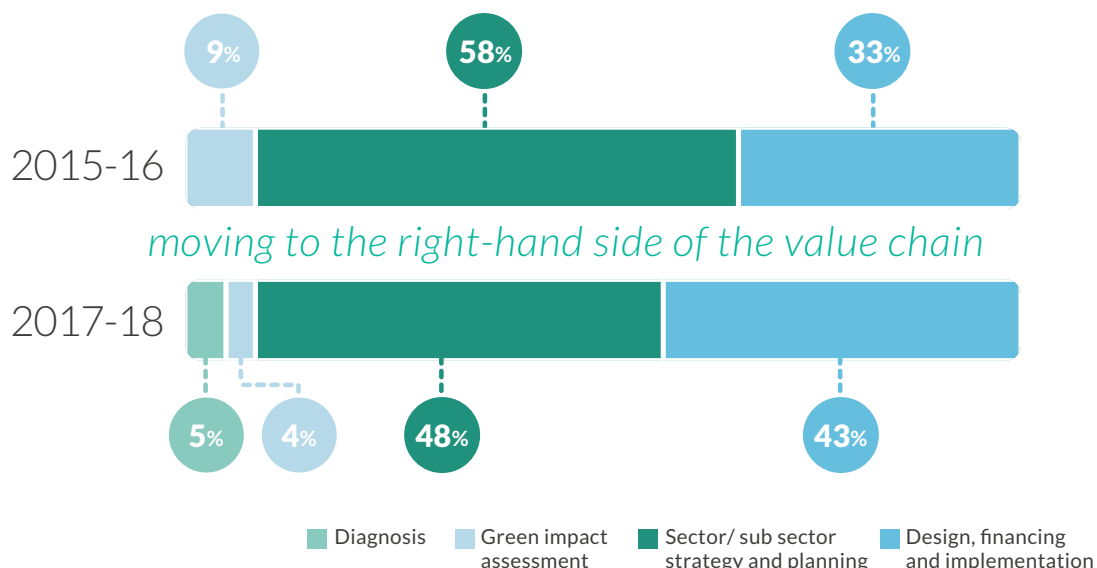
Figure 3: The value chain



The value chain is closely linked to GGGI's CRF. Its first strategic outcome on green growth policies reflects the left-hand side of the value chain, while the second strategic outcome on mobilizing finance reflects the right-hand side. The third strategic outcome of knowledge sharing is cross-cutting across the whole value chain.

A key outcome of the value chain is the natural progression of previous WPB programs toward financing and implementation. As the left-hand side of Figure 4⁷ shows, GGGI's service offerings have diversified as new Least Developed Countries (LDCs) portfolios begin the journey; and the right-hand side shows an increase as a number of projects naturally evolve along the continuum. The percentage of outputs on this side of the continuum will be increasing from **33%** in 2015-16 to **43%** in 2017-18.

Figure 4: Moving to the right-hand side

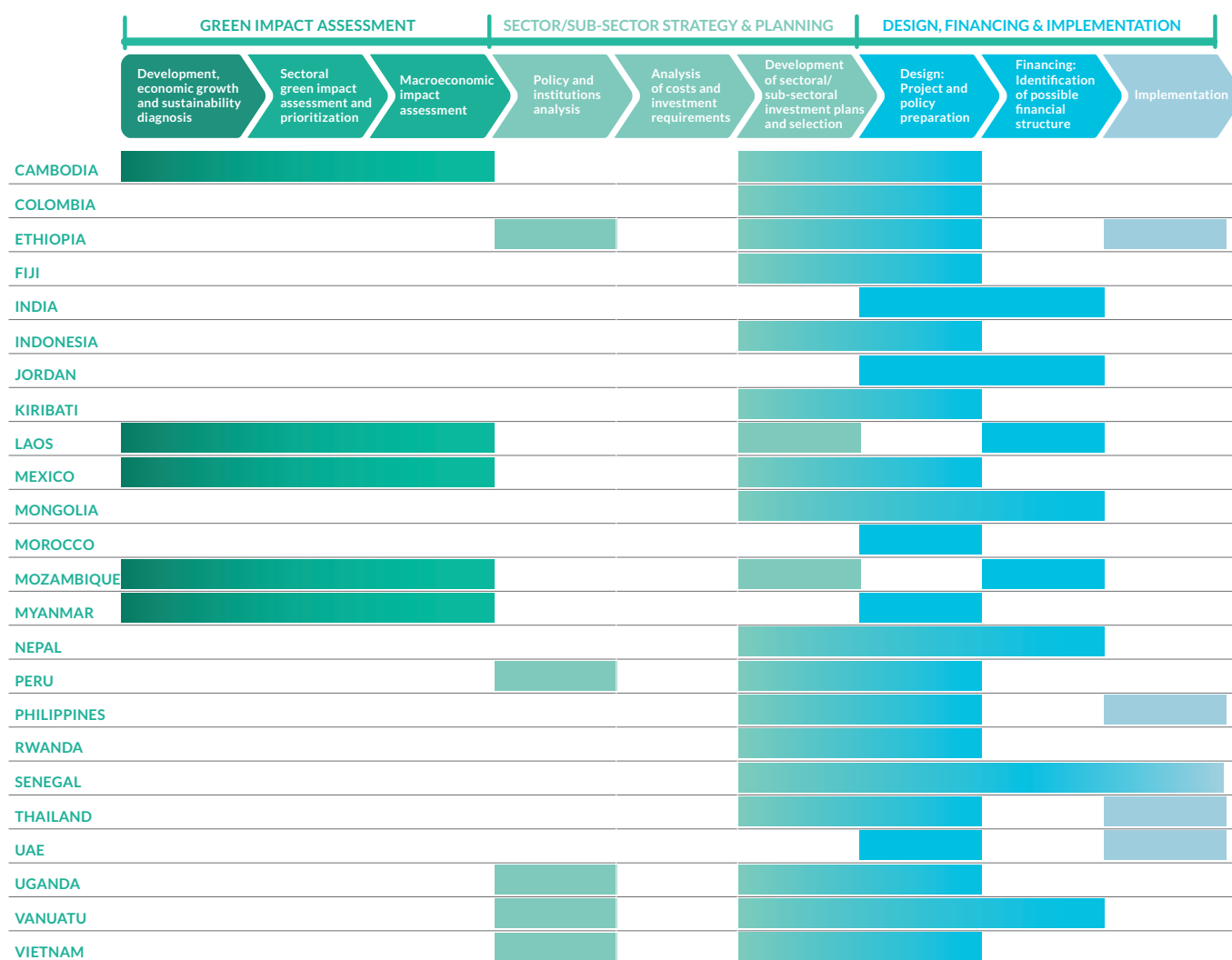


⁷ GGP&I outputs only for better comparison between 2015-16 and 2017-18.

As GGGI moves further towards the right-hand side, it is ensuring that new in-house skill sets that correspond to service offerings are in place. By the end of 2016, GGGI will have four thematic leads in place. By 2017, six investment specialists will be recruited at various levels, bringing their total number to 20.

The following pages highlight the diversity of programs GGGI is able to ensure through these service offerings. The first is a compendium of services along the value chain, followed by selected highlights of country services along the CRF.

Figure 5: GGGI's service offerings along the value chain⁸



⁸ Though not reflected in the table, GGGI is also implementing integrated knowledge sharing and capacity building services in China.

Figure 6: A diversity of projects across the CRF

2017-18 In-Country Examples of Delivering on Outcome 1: Strengthened national, sub-national, local green growth policy planning, financing, and institutional frameworks

- GGGI will provide technical assistance to the Government of **Myanmar** to develop an institutional framework for implementing its Nationally Determined Contribution (NDC) through a green growth pathway. This addresses the country's growing energy demands, and ensures that inclusive growth and environmental sustainability objectives are aligned and incorporated.
- GGGI will support the Government in **Cambodia** to develop a national strategic plan for green secondary cities to tackle urbanization pressures. This work builds directly on the previous experiences of developing a green city strategic plan in Phnom Penh, and will lead to the prioritization of green investment opportunities in secondary cities.
- In the **Philippines**, GGGI will build on the provincial Climate Resilient Green Growth (CRGG) strategies developed in 2016 to incorporate CRGG analyses in the development plans of participating provinces. The work is intended to scale up municipal implementation to a larger level of coverage. It also promotes the replication of CRGG planning approaches in other provinces.
- GGGI will develop an NDC Action Plan for **Thailand's** industrial sector with specific implementable actions for the country to deliver its sectoral NDC commitments. The work will build on the industry's greenhouse reduction roadmap, developed by GGGI from 2015-16.

2017-18 In-Country Examples of Delivering on Outcome 2: Increased green investment flows

- GGGI is increasing technical support to **Rwanda's** National Fund for Environment and Climate Change (FONERWA) in line with the business plan, which underscores the role of a Technical Support Facility in mobilizing resources for FONERWA and facilitating access to international climate finance to scaled up resource mobilization.
- GGGI provided technical assistance to the development of a National Energy Roadmap, which identified the establishment of a National Green Energy Fund (NGEF) in **Vanuatu**. Over the next biennium, GGGI will continue to deliver technical assistance for operationalizing the NGEF and creating an initial pipeline of green energy projects.
- In **Mongolia**, GGGI will build on achievements in 2015-16 in the first stages of developing a Green Credit Fund by expanding its operational arrangements and initiating the start-up phase. GGGI has also initiated the design of bankable projects and preparation of education buildings, waste-to-energy, and heating systems, of which a selection will be advanced to bankability assessment and go-to-market.
- The **Vietnam** program will build on GGGI's work with the Ministry of Planning and Investment to develop and institutionalize Investment Guidelines for Green Growth. This will provide an analytical framework to assist the government in screening and prioritizing investment options in line with the Vietnam Green Growth Strategy.

2017-18 In-Country Examples of Delivering on Outcome 3: Improved multi-directional knowledge sharing and learning between countries on green growth

- Building on the National Green City Roadmap to be completed by the end of 2016 in **Uganda**, GGGI will continue to strengthen the technical capacity of policymakers and relevant ministries to integrate green growth into the planning and budgeting processes at national, sectoral, and provincial levels. This will be done by delivering a capacity development plan adapted to the Ugandan context. The plan will include joint training and exchange programs, and best practice cases in the areas of green urban development and renewable energy.
- GGGI will support the Government of **Mozambique** in achieving its NDC, through improved implementation of renewable energy-based Sustainable Community Energy Plans and design of a financing instrument aimed at scaling up pro-poor renewable energy. GGGI will engage in South-South knowledge transfer between regional peers in Ethiopia, Rwanda and Uganda to share and apply best practices on community energy planning and renewable energy investments, incentives, policies, and schemes.
- In **India**, knowledge sharing will focus on the country's experience in renewable energy policy formulation, target setting, and regulatory incentives, financing, and market mechanisms. GGGI will strategically align South-South cooperation with India's recent efforts to disseminate success stories, expertise, and technologies with other developing countries facing similar developmental challenges, and to learn from their experience.

In collaboration with partners in **China**, GGGI will
- engage Chinese experts in the development of joint studies to identify, compile, and disseminate successful Chinese green growth practices for possible replication within the framework of South-South cooperation.

SECTION IV.

CROSS-CUTTING THEMES

GGGI recognizes its significant role in recasting the development agenda to include marginalized communities. By focusing on specific solutions for environmental and social vulnerabilities, GGGI is effectively setting the framework for inclusive green transformation.

Integrating Safeguards, Poverty Reduction and Social Inclusion (SPRSI)

Each project proposed in the draft WPB has fully integrated SPRSI considerations in the design, focusing on seven core areas: (i) Legal and Constitutional; (ii) Gender; (iii) Biodiversity and Natural Resources; (iv) Involuntary Resettlement; (v) Marginalized Groups, including indigenous people; (vi) Pollution and Climate Change; and (vii) Private Sector. Following detailed assessment, learnings are integrated into the project to ensure stronger considerations for SPRSI.

Ensuring Synergy with National and International Efforts

GGGI's mandate offers numerous opportunities for collaboration across the development spectrum. While focusing on in-country priorities, GGGI realizes the need to be responsive to global objectives. Therefore, the WPB 2017-18 adopts a cross-cutting approach to national and international cooperation efforts, specifically through the SDGs and NDCs.

During implementation, all projects will systematically ensure policy and strategic coherence with SDG objectives, indicators, and targets, as part of a broader policy work. Due to the integrated nature of the SDGs, GGGI projects indirectly contribute to all of the goals, and directly contribute to the following five goals:



In the long-term, GGGI's interventions contribute to the following SDGs:



GGGI's development efforts are also closely aligned to environmental sustainability through partner countries' NDCs. In some cases, GGGI has programmed specific outputs to help partners achieve their targets. For example:

In Rwanda, GGGI will continue to support the government's implementation of the Economic Development Poverty Reduction Strategy, and Green Growth and Climate Resilient Strategy that reflect mitigation targets and adaptation actions. Ongoing work in greening secondary cities and strengthening FONERWA also directly address national climate and development priorities.

In Colombia, GGGI's ongoing work in forestry and land use will contribute to the NDC targets of 20-30% reduction in GHG emissions by 2030, compared to business-as-usual (BAU).

While these cooperation agendas do not directly govern GGGI's operations, they provide guiding principles in ensuring that programs are designed with relevance to green growth's cross-cutting objectives.

SECTION V.

IN-COUNTRY DELIVERY

In line with GGGI's mission to deliver more for less, a key feature of GGGI's in-country operations is the pursuit to more effectively target Least Developed Countries (LDCs), Middle Income Countries (MICs) and Members.

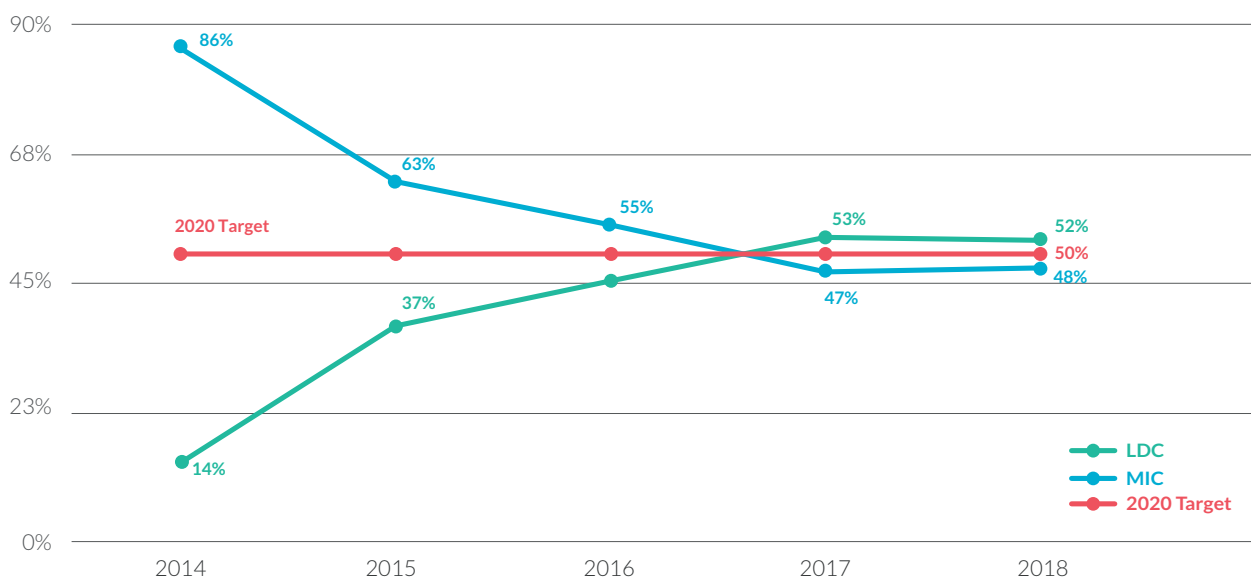
Balancing Focus between LDCs and MICs

In the coming biennium, GGGI will increase its investments in 11 LDCs. The percentage of core country budget allocated to LDCs will increase to 53% in 2017 and 52% in 2018, effectively exceeding 2020 corporate targets. Consequently, the proposed percentage core country budget allocated to 13 MIC programs will be 47% in 2017 and 48% in 2018, a substantial decrease from GGGI's historic allocations (Figure 7).

Despite scaling down investments in MICs, GGGI will continue to operate in MICs, particularly in terms of strengthening the impact of previous work. A number of MICs have demonstrated political will and leadership in green growth. GGGI is connecting their experiences through its integrated knowledge sharing and capacity building services to extend relevant information to stakeholders and encourage South-South cooperation.

Figure 7: Progress on 2020 targets: Balance between LDCs and MICs

Balance between core country budget allocated to LDCs and MICs



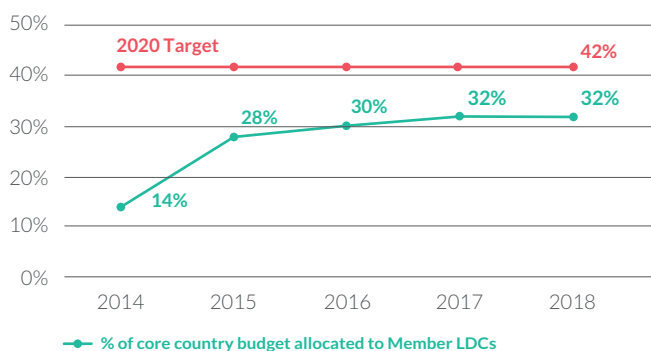
Increasing Focus on Member LDCs and MICs

As Figure 8 shows, GGGI is specifically increasing its focus on Member LDCs and MICs to secure greater benefits for long-term partners. The proportion of core country budget in **Member LDCs** is proposed to be **32% in 2017 and 2018**, compared to **30% in 2016**.

These proportional figures are likely to increase further should Nepal, Uganda, Myanmar, Laos PDR, and Mozambique become Members in 2017, which will bring GGGI much closer to the 42% target in Member LDCs by 2020. Similarly, once non-Member MIC countries, such as Peru and Colombia, become Members, the allocation to Member LDCs and MICs will bring GGGI closer to the 87% target by 2020.

Figure 8: Progress on 2020 targets: Focusing on Members

Core country budget allocated to Member LDCs



Core country budget allocated to Member LDCs and MICs

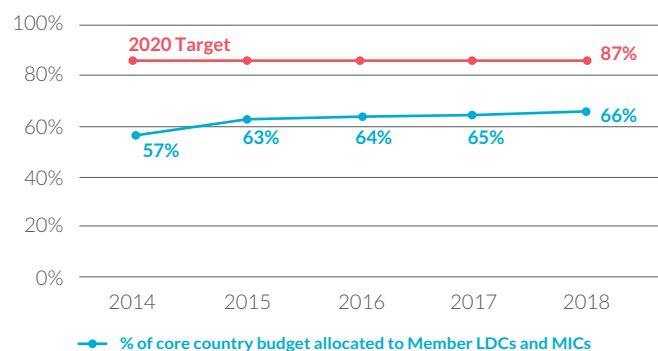


Figure 9

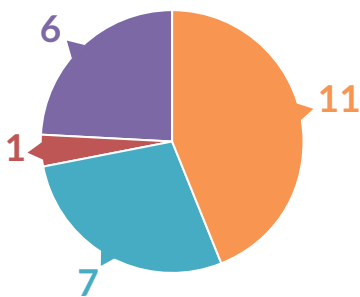
2017-18 Country Program Snapshot: **33 projects in 25 countries with 163 outputs**



Latin America

Member	Non Member
● Mexico	● Colombia
	● Peru

Number of Country Programs in 2017-18 across income classifications*



- LDC
- LMIC
- UMIC
- HIC

*Based on OECD classification

MENA

Member	Non Member
	● Morocco
● Jordan	
● UAE	

Asia Pacific

Member	Non Member
● Cambodia	● Lao PDR
● Kiribati	● Myanmar
● Vanuatu	● Nepal
● Fiji	● India
● Indonesia	
● Mongolia	
● Philippines	
● Vietnam	
● Thailand	● China

Sub Saharan Africa

Member	Non Member
● Ethiopia	● Mozambique
● Rwanda	● Uganda
● Senegal	



SECTION VI.

INVESTMENT AND POLICY SOLUTIONS SUPPORTING IN-COUNTRY AND GLOBAL DELIVERY

Over 2017-18, GGGI will reinforce efforts in the areas of policy and financing solutions to promote green investment at country and global levels. GGGI's investment services support countries by facilitating and designing mechanisms that can close the "financing gap" between financial institutions and projects. This entails developing and prioritizing green investment project pipelines, establishing NFVs, ensuring rewards that are commensurate with risks, and achieving financial closure. Concurrently, policy solutions services assess policy and regulatory barriers, and improve/align policies with green growth objectives by leveraging global knowledge and partnerships. The ultimate aim is to develop enabling institutional frameworks that are conducive for green investments.

To this end, GGGI will continue to strengthen in-house skill sets and delivery in both areas along its four thematic areas: energy, green cities, land use, and water. This will be undertaken while ensuring a systematic feedback loop between country programming and lessons learnt, and leveraging partnerships/networks and fostering South-South collaboration. GGGI's flagship offerings for the next biennium are: NFVs; Learning and sharing green growth solutions for transformative change; Green Growth Performance Measurement (GGPM); Green Growth Certification Standard; and Pilot Testing Private Sector Engagement Plan.

National Financing Vehicles (NFVs)

NFVs represent an important means for countries to streamline development financing through a single mechanism. Using these vehicles, governments are better able to blend diverse financing sources while ensuring alignment of financing outcomes with national priorities.

GGGI is carving out a niche in addressing the gap in green financing through the design and support of NFVs' implementation. In the coming biennium, using in-country budget, GGGI will help develop NFVs in Vanuatu, Rwanda, Jordan, Ethiopia and Mongolia.

This program is directly relevant to the Paris Declaration on Aid Effectiveness as it enhances efficiency, coherence, and ownership of development processes.

Learning and Sharing Green Growth Solutions for Transformative Change

As a knowledge-based organization, it is fundamental for GGGI to develop and deploy a systematic approach for the design and delivery of knowledge services. This will help ensure that the capabilities of developing countries to deliver on green growth are systematically improved. GGGI first determines in-country knowledge gaps against GGGI's value chain and thematic service offerings, and identifies those policy and investment solutions which are needed and relevant.

Leveraging global and country perspectives, GGGI then designs effective and relevant knowledge transfer work streams, namely South-South cooperation (SSC), Regional Policy Dialogues (RPD), and In-country Capacity Development (ICCD) to address gaps in skills and knowledge base. These are delivered to targeted audiences through country, regional, and global platforms, including the Green Growth Knowledge Platform (GGKP) and GGGI's Middle East and North Africa (MENA), Asia, and Latin America knowledge hubs.

The objective of GGGI's SSC program is to extract and share knowledge from large emerging economies and other pivotal countries – specifically, China, India, and the United Arab Emirates – who have developed “homegrown solutions” in advancing green growth. It focuses on themes across GGGI's value chain that are of common interest to MICs.

RPD, on the other hand, identifies, manages, and delivers policy-relevant knowledge for participant countries through the development and sharing of experiences and solutions in addressing common regional and/or thematic challenges. Analyzing knowledge exchange and learning outcomes, and distilling lessons learnt to inform and improve future design of GGGI's service offerings across the value chain, is an integral part of this service.

GGGI's ICCD programs equip participants from LDCs with the necessary knowledge and skills to independently implement green growth policies and strategies. Given the importance of reducing the reliance on externals, each of GGGI's LDC programs over the next biennium have incorporated capacity development elements which target key stakeholders.

Green Growth Performance Measurement (GGPM)

GGGI is developing a methodology for effectively capturing national-level trends in green growth, with in-depth analysis of underlying actions that support strong performance. GGPM aims to capture measurements of progress on green growth performance at the country level, drawing experiences from GGGI's Green Growth Potential Assessment tool and SSC program. The methodology will enhance evidence-driven approaches to the understanding and measuring green growth performance at the country level among policymakers and other stakeholders.

Green Growth Certification Standard

References to green growth are widely used to demonstrate a range of environmental, social and economic benefits. Nonetheless, there are various interpretations of what green growth constitutes, how it is implemented, and how it supports global targets. These interpretations, when operationalized by independent actors, do not necessarily contribute to a cohesive global effort nor sufficiently comply with national and international commitments.

Additionally, as methodologies are fairly new and their ability to contribute to green growth is in the process of being tested, investments in this emerging concept can be risky. Take for example the situation in China, which is rapidly overtaking the United States as the largest issuer of green bonds. Investor confidence is affected by a low regulatory environment. The uncertain environment affects the confidence of potential green growth investors who are concerned that, for example, green bonds are issued to coal projects. With such a proliferation of interpretations, predicting a return on investment is risky without a functional standard for measuring progress toward global targets.

Together with members of Inclusive Green Growth Partnership, in particular the African Development Bank, GGGI proposes to pilot test the concept of a certification program that validates green projects for effective and compliant contributions to green growth, and consequently, facilitate sources of innovative financing.

Pilot Testing the Private Sector Engagement Plan

GGGI has developed a private sector engagement plan to better apply the potential of private sector partnerships in all of GGGI's three strategic outcomes. The plan has been drafted with the recognition that governments need the private sector to mobilize large sums of capital to realize national development objectives. In turn, private sector entities can preserve and generate additional business value by engaging with the government on green growth opportunities.

A large number of private sector forums and networks already exist at global and national levels to help drive collective action toward the post-2015 development agenda and the achievement of NDCs. As such, GGGI does not seek to duplicate or increase the wide range of existing global private sector initiatives, but rather add value through GGGI's in-country presence.

Bringing together different stakeholders to work with the private sector is an emerging area of GGGI's work, particularly as GGGI further strengthens its positioning on the right-hand side of the value chain. Going forward, GGGI's private sector engagement approach will be to further build effective and targeted partnerships relevant to GGGI's in country operations. Different categories of green growth projects present different opportunities and challenges, when trying to attract private sector take-up and investments. Engagements will, therefore, be shaped accordingly. While fully adhering to GGGI's SPRSI assessment criteria, GGGI will select projects based on evidence of clear opportunity to achieve shared outcomes of government and private sector actors in ways that would not be possible if either partner worked apart. Without comprising GGGI's neutrality, continued engagement will focus on enabling policy environments, value creation, and bankable projects.

In order to test this new model of private partnerships, GGGI has selected a preliminary list of three Member countries to pilot private sector engagement as they represent a clear win-win situation: Mongolia, the Philippines, and Rwanda. The four phases of piloting GGGI's Private Sector Engagement Plan will mirror the successful LDC expansion plan: GGGI will initiate, design, and launch targeted private sector initiatives and, based on the evaluation of these pilots, GGGI will roll out engagements in other countries of operations.



SECTION VII.

VALUE FOR MONEY

GGGI strives to deliver the best value for money. These efforts are centered around two values: efficiency and return on donor investments.

Organizational accountability

In previous years, GGGI improved the efficiency of internal systems by strengthening organizational management policies and audits, implementing technological systems, increasing corporate support to programs and reducing bureaucratic costs. These efforts for corporate refinement have increased GGGI's integrity, and resulted in more effective delivery of organizational priorities.

One clear result of improved regulations in the upcoming biennium is the decentralization of certain functions. In previous years, GGGI centralized key functions to regulate organizational growth with coherent decision-making. However, by utilizing the checks and balances introduced through the reform process, GGGI is further decentralizing certain aspects of decision-making to country levels. This will allow programs to respond with greater agility, within stringent regulations.

GGGI is matching this corporate refinement with structural improvements. For example, the WPB 2017-18 represents the additional efficiency brought about by an HQ restructuring in 2016. The Office of the Director-General now consists of the Director-General, Strategy and Donor Relations, and Communications. The new structure has centralized decision-making flows to uphold better guidance, coordination, and strategy, thus improving cost efficiency across GGGI's global footprint.

Improving Return on Investment

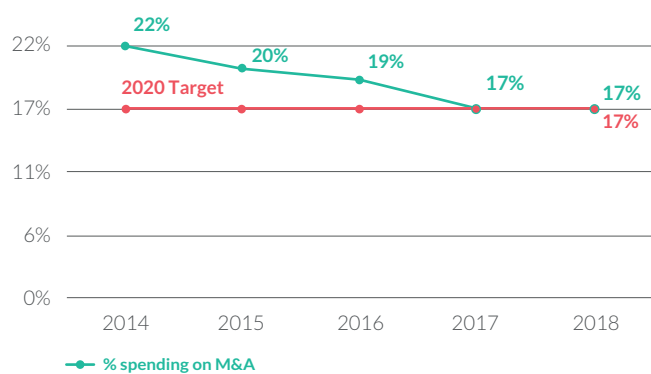
GGGI utilized the WPB process to integrate measures for improving return on investment. To this effect, GGGI has introduced an output-based budgeting technique for allocating resources. It has brought streamlined budgeting processes within a more consistent, program-oriented framework, allowing the organization to allocate resources with greater cost efficiency.

These measures have resulted in GGGI’s ability to allocate a greater portion of each dollar directly to program initiatives. As the following Figure 10⁹ shows, 70% of GGGI funding is directly linked to programs, and management and administration (M&A) costs will be as low as 17% of the core budget. This will allow greater returns on donor investments and is an assurance of GGGI’s value for money.

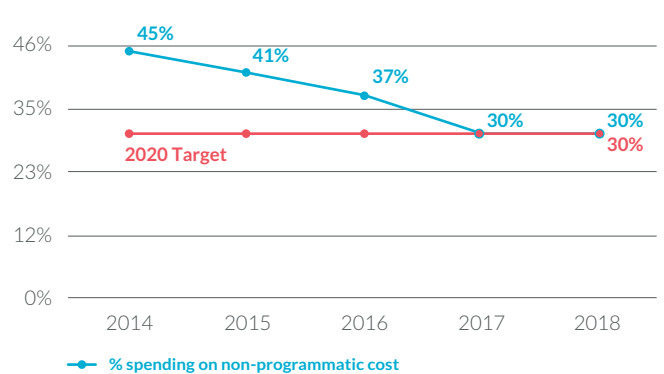
To ensure continued organizational value for money, GGGI is annually allocating up to 2% of project budgets towards independent evaluations. By way of systematic evaluations across the organization, GGGI hopes to identify further areas for strengthening performance.

Figure 10: Progress on 2020 targets: Management and Administration (M&A) and Other Non-Programmatic Spending

M&A spending



Non-programmatic spending



Communications

GGGI is improving its communications to better convey results and to support donors to illustrate the impact of the funding to their constituents. To ensure recognition of its vision, mission, programs, and services among target audiences, GGGI is in the process of finalizing a re-vamped **communications strategy** that will significantly enhance its ability to communicate value propositions, service offerings, and results. In order to support these undertakings, country programs have now budgeted up to 5% for communication efforts.

Overall, GGGI’s communications in the next biennium will be honed to create meaningful content that can be shared among its stakeholders, and geared to treat audiences as partners who can participate in the distribution of the content just as much as they enjoy its benefits.

⁹ M&A costs include legal, human resources, procurement, corporate services (such as ICT and facilities), and corporate shared costs.

Concluding Reflections

As GGGI enters its sixth year of operations as an international organization, the following biennium will test GGGI's ability to coordinate a demand-driven, structured expansion and deepening of programs. It represents the concerted shift towards convergence, relevance, engagement, continuity, and coherence. As such, the WPB 2017-18 provides a foundational guide that will be implemented as part of this process, and represents the concrete plans and strategies to be undertaken in order to sustain growth.



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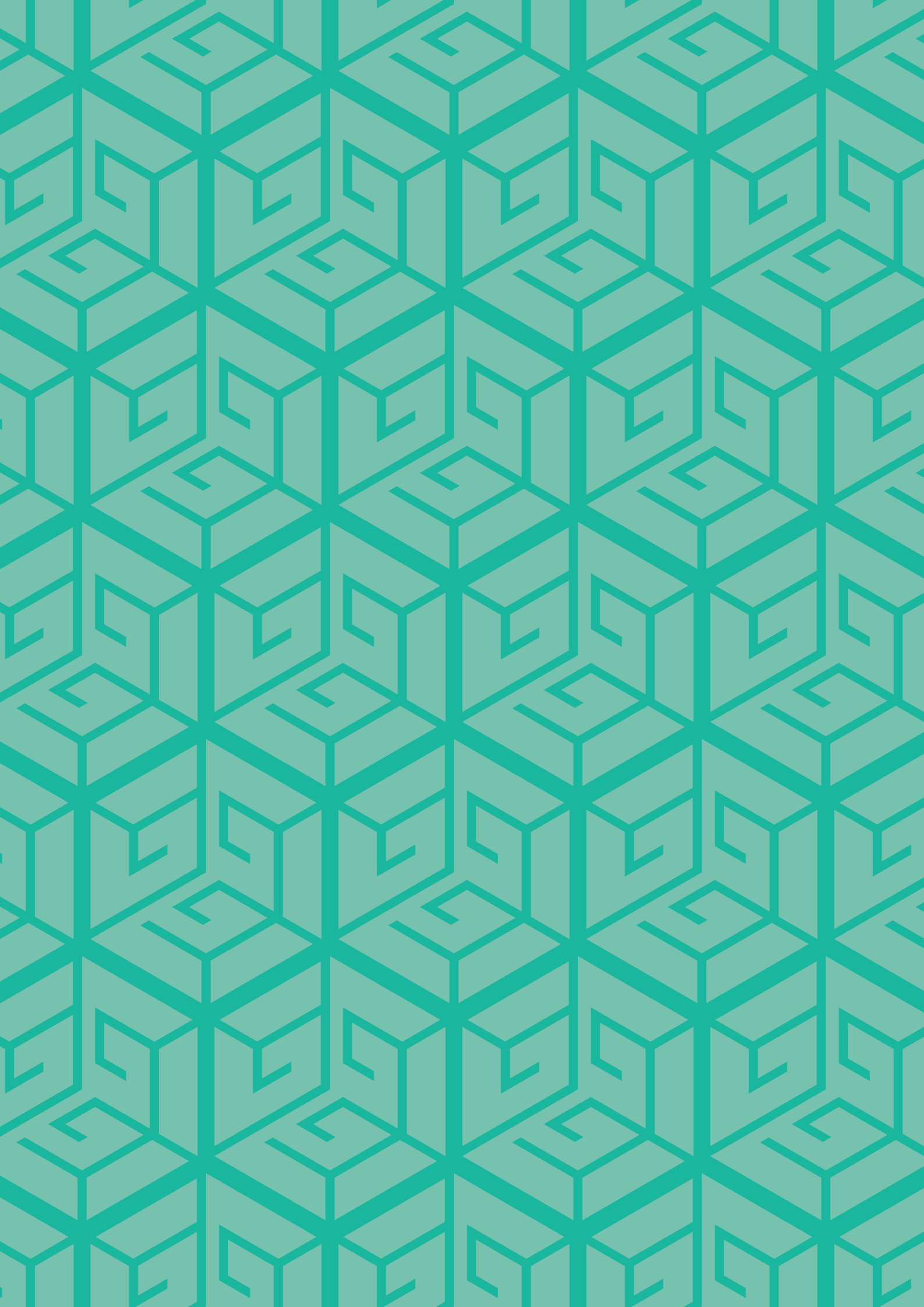
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DRAFT **WORK PROGRAM AND BUDGET** **(WPB) 2017- 18**

Accelerating Implementation
and Galvanizing Investment

September 2016

Consistent with GGGI's Disclosure Policy [C/5/DC/2], this document will be disclosed on the GGGI Website upon its approval by the Council, and its classification will be changed from "For Official Use" to "General Distribution".





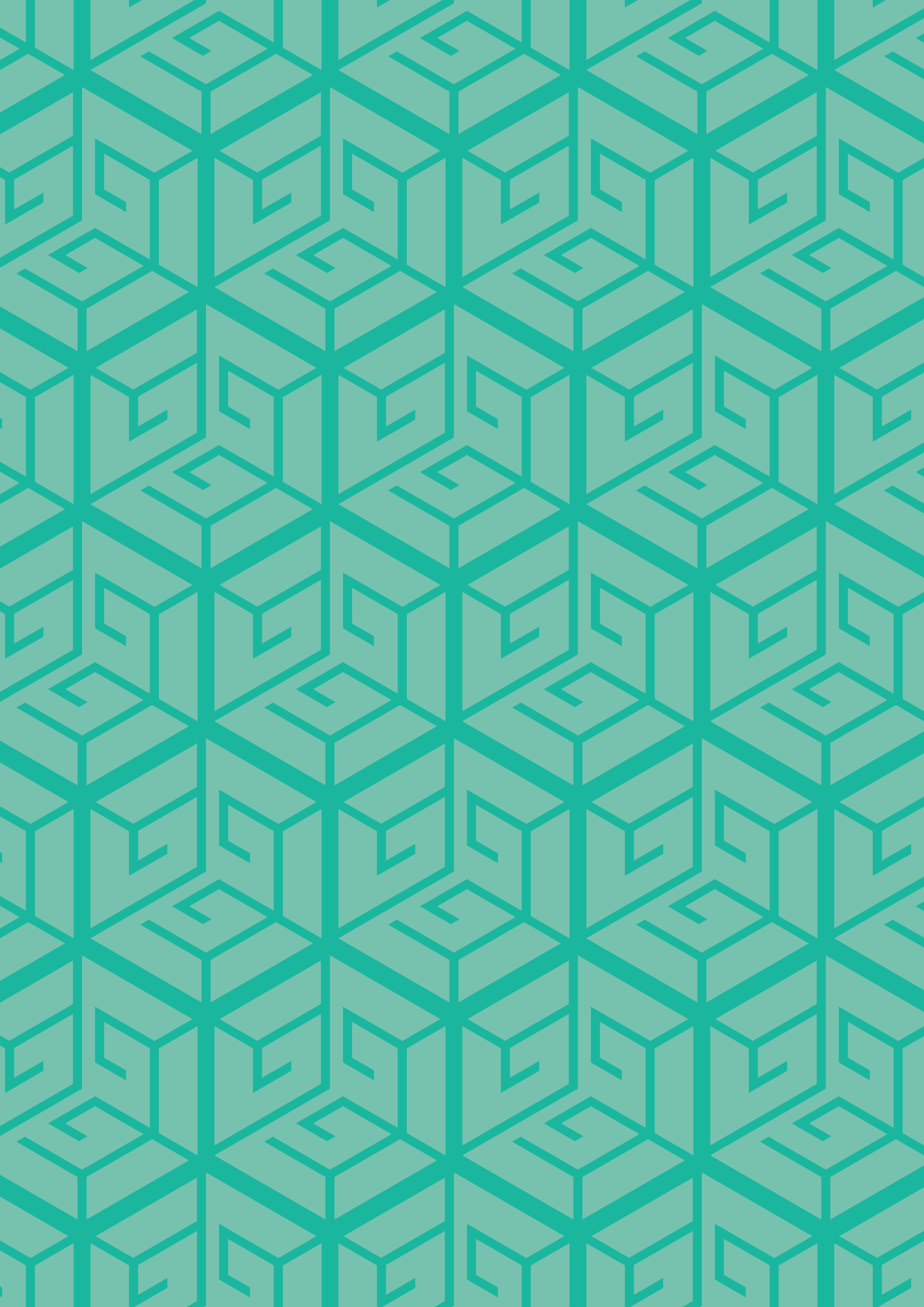


Table of Contents

Abbreviations	07
1. Introduction	11
2. In-Country Delivery	19
3. Least Developed Countries (LDCs)	25
3.1 Project briefs: Least Developed Countries (LDCs)	29
Cambodia	29
Ethiopia	36
Kiribati	40
Lao PDR	43
Mozambique	46
Myanmar	49
Nepal	52
Rwanda	55
Senegal	61
Uganda	64
Vanuatu	68
4. Lower, Upper Middle and High Income Countries	73
4.1 Project Briefs: Lower Middle Income Countries	76
Fiji	76
India	80
Indonesia	83
Mongolia	87
Morocco	91
Philippines	94
Viet Nam	105
4.2 Project Briefs: Upper Middle Income and High Income Countries	114
China	114
Colombia	118

Jordan	122
Mexico	126
Peru	132
Thailand	138
UAE	142

5. Investment and Policy Solutions Supporting In-Country and Global Delivery **145**

6. Office of the Director-General (ODG) **163**

7. Management and Governance (M&G) **175**

Abbreviations

ADB	Asian Development Bank
AFD	French Development Agency
AfDB	African Development Bank
ASEAN	Association of Southeast Asian Nations
BAU	Business-as-usual
CRGE	Climate Resilient Green Economy
CPI	Climate Policy Initiative
CPF	Country Planning Framework
CRF	Corporate Results Framework
DCG	Donor Consultative Group
DFAT	Australian Department of Foreign Affairs and Trade
DFID	UK Department for International Development
ERP	Enterprise Resource Planning
EIB	European Investment Bank
GCF	Green Climate Fund
GDP	Gross Domestic Product
GHG	Greenhouse Gas Emissions
GIS	Green Investment Services
GIZ	German Agency for International Cooperation
GGKP	Green Growth Knowledge Platform
GGPA	Green Growth Potential Assessment
GGP&I	Green Growth Planning and Implementation
HIC	High-Income Country
IDB	Inter-American Development Bank
IIED	International Institute for Environment and Development
IFC	International Finance Cooperation
IGGP	Inclusive Green Growth Partnership
IRENA	International Renewable Energy Agency
JICA	Japan International Cooperation Agency
KfW	German Development Bank
KS	Knowledge Services
KSD	Knowledge Solutions Division
LDC	Least Developed Country

LMIC	Lower Middle Income Country
M&G	Management and Governance
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MDB	Multilateral Development Bank
MIC	Middle-Income Country
MPSC	Management and Program Sub-Committee
MRV	Monitoring, Verification and Reporting
MtCO₂-eq	Metric tonnes CO ₂ -equivalent
NFV	National Financing Vehicle
NDC	Nationally Determined Contribution
NORAD	Norwegian Agency for Development Cooperation
ODA	Official Development Assistance
ODG	Office of the Director-General
OECD	Organization for Economic Cooperation and Development
OIAI	Office of Internal Audit and Integrity
PAGE	Partnership for Action on Green Economy
PRSI	Poverty Reduction and Social Inclusion
REDD+	Reducing Emissions from Deforestation and Forest Degradation
SDGs	Sustainable Development Goals
SEZ	Special Economic Zone
SPREP	Secretariat of the Pacific Regional Environment Program
SPRSI	Safeguards, Poverty Reduction and Social Inclusion
SSC	South-South Cooperation
UMIC	Upper Middle Income Country
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNEP	United Nations Environment Programme
UNESCAP	United Nations Economic and Social Commission for Asia and the Pacific
UNFCCC	United Nations Framework Convention on Climate Change
UN-Habitat	United Nations Human Settlements Programme
USAID	United States Agency for International Development
WB	World Bank
WBCSD	World Business Council for Sustainable Development
WPB	Work Program and Budget
WWF	World Wide Fund for Nature

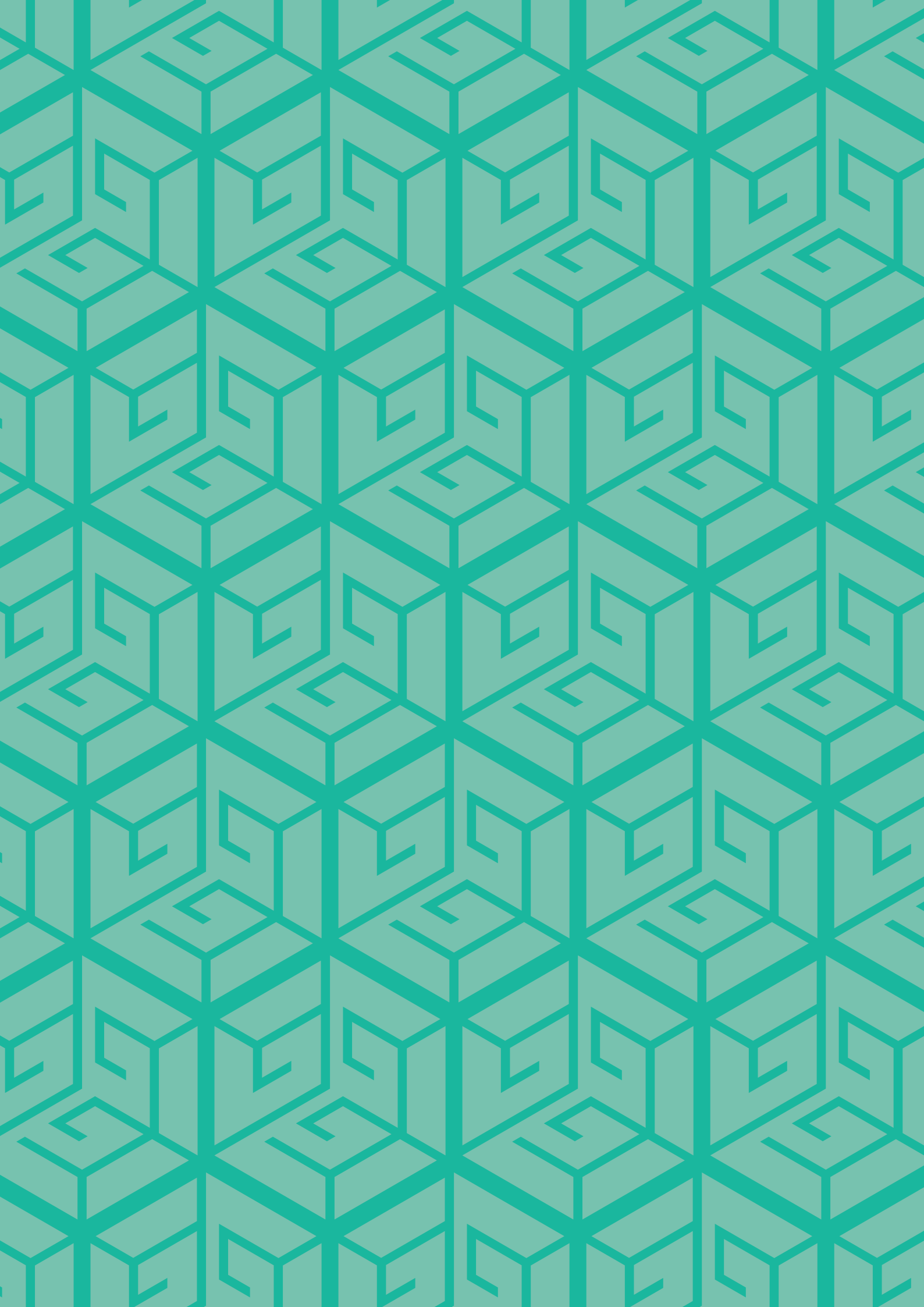
List of Figures and Tables

List of Figures

Figure 1	Core GGP&I Budget Allocation	20
Figure 2	Distribution of Project Outputs along the Value Chain	22
Figure 3	GGGI Investment Services	146
Figure 4	Standardized Process for NFV development	150
Figure 5	NFV In-Country and Global Programs	151
Figure 6	Objectives and Sample Activities of NFV Stages	151
Figure 7	Integrated Knowledge Sharing Approach	154
Figure 8	Six Green Categories and Six Assessment Criteria	174

List of Tables

Table 1	Progress in Achieving the Targets in the Strategic Plan	15
Table 2	Indicative Budget Overview	16
Table 3	GGGI Country Program Investment 2017-18	21
Table 4	Overview of Country Programs	23
Table 5	Budget of the Office of the Director-General	164
Table 6	Budget for Management and Governance	177



1. INTRODUCTION



1.1 Context

Over the first phase of the Strategic Plan 2015-20, GGGI established a programmatic and operational foundation for supporting partner countries in their transition to inclusive green growth. According to the Joint Donor Review (2015), GGGI is progressing well in operationalizing the Strategic Plan, displaying strong potential for yielding systemic achievements in economic and human development.

As GGGI moves into the second phase, staying on course by strengthening and aligning GGGI's Work Program and Budget (WPB) will be critical to the organization's long-term sustainability, relevance, and ability to contribute to the international development and climate change context. The Planning Directions and Budgeting Framework (see Annex 1) guided the preparation of the WPB for the 2017-18 period, accentuating four key principles:

Convergence: The WPB centers on GGGI's view that economic growth, poverty reduction, social inclusion, and environmental sustainability are mutually interdependent goals that underlie the green growth model. As the WPB is GGGI's operational mechanism to implement the Strategic Plan, the interdependence of these goals in achieving green growth will be demonstrated through its in-country and global programming.

GGGI aligns with key global trends that shape the international development, climate change, and Official Development Assistance (ODA) commitments. GGGI particularly focuses on contributing to converging areas of 2030 Development Agenda, the Paris Agreement, and the Addis Ababa Action Agenda within the frameworks of Sustainable Development Goals (SDGs) and the Nationally Determined Contributions (NDCs). This provides GGGI with opportunities to demonstrate clearly how green growth can achieve economic growth, poverty reduction, social inclusion, and environmental sustainability in developing countries.

Relevance: The WPB is underpinned by government demand and informed by relevant partner networks and project implementation experiences gained from in-country operations. This tailored approach contributes toward systematic and sustainable country programming that remains sensitive to national priorities, planning cycles, and processes. Aligning with development partners' activities and leveraging multi-stakeholder partnerships is essential to GGGI to ensure sustainable and cost-effective interventions. GGGI programs ensure national ownership and institutional strengthening for long-term impact – developing, rather than replacing, government capacities.

Engagement: Given GGGI's unique position, embedded in governments as a neutral and trusted advisor, it is crucial that the WPB is owned and validated by Members. The process is demand-driven within the parameters of GGGI's value chain and service offerings and underpinned by substantive in-country stakeholder consultations. Internal and external consultations involving GGGI Members, management team, staff, bilateral donors, multilateral development partners, as well as high-level meetings between the Director-General and partner governments, contributed to the design of this WPB.

Continuity: In order to follow through on its long-term commitments laid out by the Strategic Plan, GGGI's programming is anchored in its three strategic outcomes.¹ WPB 2017-18 builds on this strategy, as well as results achieved over 2015-16, in order to achieve compounding results in alignment and continuity with GGGI's programs. GGGI utilized its proven track record to encourage the uptake of green growth policies by partners, as well as mobilizing financing and developing institutional capacity to implement the adopted plans and strategies.

Coherence: The WPB provides the operational framework for the organization to take stock of the collective progress made towards its agreed 2020 targets. Accelerating the implementation of the Strategic Plan requires a continuous deepening of the ONE GGGI delivery model that fully aligns service offerings with the needs of GGGI's partner countries. This entails systematic efforts aimed at developing internal capacity and expertise while leveraging knowledge partnerships and networks to anchor GGGI's in-country delivery.

1.2 Overview of the Work Program and Budget (WPB) 2017-18

This WPB outlines GGGI's programmatic and financial plans for the 2017-18 period.

In line with GGGI's overall effort to ensure systematic, long-term and catalytic change toward green growth, the following strategic shifts feature prominently in the WPB 2017-18:

Accelerating implementation. Over 2015-16, GGGI has demonstrated success in delivering the three strategic outcomes by supporting governments in developing green growth plans, mobilizing resources and facilitating knowledge sharing among countries. GGGI recognizes that impact is only realized upon the implementation of policies and investment flow toward green growth initiatives. Therefore, over the next two years, the organization will prioritize the implementation of the green growth policies, plans, and strategies that it has helped develop, and build on the results achieved in the 2015-16 biennium.

Aligning and sequencing SDG/NDC implementation with national policy objectives represent a significant challenge for developing countries. Additionally, financing sustainable development remains one of the most compelling and contentious issues faced by developed and developing countries. GGGI is addressing these challenges through upstream green growth policy work, with strengthened emphasis on interventions that catalyze green investment flows. GGGI will continue to support integrating SDGs and NDCs into national, sub-national, and local policies and plans. Integrated policy work will accelerate implementation through complementary multi-sectoral approaches and prioritization of policy actions. WPB 2017-18 also aims to step up on innovation by incubating new initiatives based on the principles of viability, scalability, and transformational impact that accelerate the achievement of green growth.

Galvanizing investment. To ensure that green growth analysis leads to actionable plans that can be financed and implemented by public finance, multilateral financial institutions, and the private sector, GGGI will focus on delivering a limited number of transformative and ultimately bankable projects. With limited financial resources, GGGI's role is that of a facilitator instead of a financier. Proposed interventions are aimed at improving the enabling environment, including removing policy and market barriers and introducing mechanisms that drive demand and supply and promote private sector participation. Working together with other partners, GGGI will continue to galvanize investments for implementation through significant scaling up of a flagship service offering, such as by developing and strengthening National Financing Vehicles (NFVs) in countries of varying geographies and income categories, to provide a solid evidence base for replication.

Aligning delivery. Organizational integration underpins the efficiency and effectiveness of GGGI's efforts on the ground and in global projects. The realization of organizational outcomes requires an integrated ONE GGGI that fully aligns service offerings at the country level. The implementation of an integrated and output-based budgeting process is intended to strengthen WPB that reflects GGGI's shared goals, priorities, and operating procedures.

¹ The three Strategic Outcomes of GGGI are:

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

GGGI's output-based budget allocates costs based on outputs of a country project, as opposed to the previous biennium, where budgets were allocated per project outcomes. The budgeting approach is expected to significantly improve the integration and alignment of efforts for strengthened in-country delivery. Specifically, the integrated budget implies that both Green Growth Planning and Implementation (GGP&I) and Knowledge Solutions Division (KSD) contribute outputs toward one country program, and that all in-country activities contribute to a single, global ONE-GGGI model.

Converging for national ownership. The SDGs and NDCs lay out the global aspirations and framework underlying international development efforts for the next 15 years. Given GGGI's unique position embedded in government as neutral and trusted advisor, GGGI is well positioned to contribute to the needs of developing countries to establish the necessary policy, capital, and financing architecture to make progress on the SDGs, as part of its boarder policy level work. Therefore, without stretching resources too thinly, supporting the integration of SDGs and NDCs into national, sub-national, and local plans, as well as into a selected number of programs (e.g. Peru, Philippines) is a strategic intervention to align global- and country-level actions for maximum impact.

All of GGGI's proposed projects in 2017-18 have been designed in consultation with the partner countries and to contribute directly or indirectly toward specific indicators within the 17 SDGs, with the relevant countries' NDCs in mind. Country program outputs directly contribute to five of the 17 SDGs. The projects mostly contribute directly toward achieving targets related to the following SDGs: SDG 7 – Affordable and Clean Energy; SDG 11 – Sustainable Cities and Communities; SDG 12 – Responsible Consumption; SDG 13 – Climate Action; and SDG 17 – Partnerships for the Goals. Many of the other SDGs, such as SDG 1 – No Poverty, SDG 3 – Good Health and Well-being, and SDG 8 – Decent Work and Economic Growth, are longer-term outcomes of GGGI country program outputs. This is a compelling reflection of GGGI's commitment to align green growth initiatives with the broader international sustainable development agenda.

Delivering value for money. WPB 2017-18 reflects clear commitments to, (i) results-based planning and budgeting, and (ii) cost efficiency of internal support functions in relation to human resources, legal, finance, and facilities. As GGGI continues to champion the global green growth agenda, it is essential that the organization is supported by strategic planning, internal and external communications, and targeted resource mobilization efforts. These needs continue to be served by the non-programmatic functions of GGGI where cost-saving measures have already been incorporated. Over 2017-18, GGGI will be stepping up communication efforts and conducting evaluations of projects that have reached maturity.

Developed with these priorities in mind, the WPB 2017-18 proposes a core budget of \$44.53 million in 2017 and \$45.23 million in 2018. This includes a budgetary envelope of \$4.5 million per year to scale up GGGI's efforts on National Financing Vehicles (NFVs) and bankable projects. The core budget will be supplemented by earmarked funding of \$11.57 million in 2017 and \$10.50 million in 2018.

As seen from Table 1, the proposed WPB budget brings GGGI closer to, and in some cases exceeds, its 2020 targets for a balance between the proposed expenditure of Least Developing Countries (LDCs) and Middle-Income Countries (MICs), Member and non-Member countries, programmatic and non-programmatic spending, and management and administration (M&A) (i.e. overheads) cost.

Table 1: Progress in Achieving the Targets in the Strategic Plan (in %)

Targets in the Strategic Plan	2015	2016	2017	2018	2020
% of core country program budget allocated to Member LDCs	28	30	32	32	42
% of core country budget allocated to LDCs	37	45	53	52	50
% of core country budget allocated to MICs	63	55	47	48	50
% of core country budget allocated to Member LDCs and MICs	63	64	65	66	87
% of spending on M&A	20	19	17	17	17
% of spending on non-programmatic cost	41	37	30	30	30

The WPB is structured according to programmatic and non-programmatic aspects. The programmatic aspect includes in-country activities, global programs, poverty reduction and social inclusion initiatives that contribute directly to GGGI's three strategic outcomes. The non-programmatic aspects include the newly-structured Office of the Director-General (ODG), which encompasses strategy, donor relations and communications activities, and Management and Governance (M&G), which guides, supports and enables the supporting administrative functions of programmatic divisions. As a share of the total core budget, non-programmatic costs continue to decrease to 30% in 2017-2018, down from 41% and 37% in 2015 and 2016, respectively.

An overview of the key elements of the WPBs for country and global projects are provided in Table 2.

Table 2: Indicative budget overview² (note that in Project Briefings numbers have been rounded up to the nearest 1000)

In Country	Member	Core					Earmarked					Total		
		2015	2016	2017	2018	2015	2016	2017	2018	2015	2016	2017	2018	
	LDC	2,744,929.34	3,535,226.00	6,402,430.29	6,577,727.65	4,643,701.67	2,117,793.52	3,552,953.22	2,645,764.66	7,388,631.01	5,653,019.52	9,955,383.51	9,223,492.31	
	LMIC	2,938,163.28	3,367,830.00	5,067,393.60	5,480,202.07	3,819,927.95	4,428,018.48	5,120,581.64	5,098,712.57	6,758,091.23	7,795,848.48	10,187,975.24	10,578,914.64	
	UMIC	491,330.00	550,660.00	1,575,753.36	1,534,726.01	687,846.38	1,053,414.24	366,511.11	300,272.11	1,179,176.38	1,604,074.24	1,942,264.47	1,834,998.12	
	HIC					1,254,394.45	1,630,867.00	1,747,104.00	1,743,368.00	1,254,394.45	1,630,867.00	1,747,104.00	1,743,368.00	
	Member Total	6,174,422.62	7,453,716.00	13,045,577.25	13,592,655.73	10,405,870.45	9,230,093.24	10,787,149.98	9,788,117.33	16,580,293.07	16,683,809.24	23,832,727.23	23,380,773.06	
	Non-Member	867,000.00	1,739,586.00	4,282,052.27	4,129,272.41					867,000.00	1,739,586.00	4,282,052.27	4,129,272.41	
	LMIC	1,414,063.64	507,000.00	673,778.44	697,446.64	360,018.00	344,765.44	459,182.00	365,462.00	1,774,081.64	851,765.44	1,132,960.44	1,062,908.64	
	UMIC	1,365,063.08	1,955,374.24	2,100,962.05	2,138,002.50	1,644,659.10	1,99,892.57			3,009,722.18	2,155,266.81	2,100,962.05	2,138,002.50	
	Non-Member Total	3,646,126.72	4,201,960.24	7,056,792.76	6,964,721.55	2,004,677.10	544,658.01	459,182.00	365,462.00	5,650,803.82	4,746,618.25	7,515,974.76	7,330,183.55	
In Country Total		9,820,549.34	11,655,676.24	20,102,370.01	20,557,377.28	12,410,547.55	9,774,751.25	11,246,331.98	10,153,579.33	22,231,096.89	21,430,427.49	31,348,701.99	30,710,956.61	
						130,520.00				130,520.00				
GGPI	Country Selection									90,000.00	635,015.92	443,355.53	556,299.98	
	SPRSI	90,000.00	635,015.92	443,355.53	556,299.98									
	PDU			447,297.53	769,714.90							447,297.53	769,714.90	
	ADG GGPI	1,179,374.97	1,281,586.00	730,744.03	762,200.62					1,179,374.97	1,281,586.00	730,744.03	762,200.62	
GGPI Total		11,089,924.31	13,572,278.16	21,723,767.10	22,645,592.78	12,541,067.55	9,774,751.25	11,246,331.98	10,153,579.33	23,630,991.86	23,347,029.41	32,970,099.08	32,799,172.12	
KSD	GIS	3,344,115.59	3,303,018.08			280,249.00	217,587.40			3,624,364.59	3,520,605.48			
	KS	2,478,335.99	3,395,670.44			1,302,688.51	891,407.00			3,781,024.50	4,287,077.44			
	GIS Global		690,000.00	1,275,476.76	589,686.96						690,000.00	1,275,476.76	589,686.96	
	KS Global	1,205,000.00	2,150,050.00	1,148,497.52	979,468.32	109,861.00	35,962.50	321,323.42	348,887.38	1,314,861.00	2,186,012.50	1,469,820.94	1,328,355.70	
	ADG KSD	464,000.08	779,701.92	1,517,166.96	1,910,365.82					464,000.08	779,701.92	1,517,166.96	1,910,365.82	
KSD Total		7,491,451.66	10,318,440.44	3,941,141.24	3,479,521.10	1,692,798.51	1,144,956.90	321,323.42	348,887.38	9,184,250.17	11,463,397.34	4,262,464.66	3,828,408.48	
ODG	ODG	1,584,000.00	1,631,520.00	882,181.12	925,454.08					1,584,000.00	1,631,520.00	882,181.12	925,454.08	
	Strategy and Commu- nications	3,534,663.59	3,640,705.40	2,167,388.52	2,161,507.16					3,534,663.59	3,640,705.40	2,167,388.52	2,161,507.16	
ODG Total		5,118,663.59	5,272,225.40	3,049,569.64	3,086,961.24	0.00	0.00	0.00	0.00	5,118,663.59	5,272,225.40	3,049,569.64	3,086,961.24	
IEU		1,209,653.00	1,107,016.16	990,358.20	1,012,637.56					1,209,653.00	1,107,016.16	990,358.20	1,012,637.56	
M&G	Governance			866,601.57	866,616.08							866,601.57	866,616.08	
	M&A	6,824,792.51	4,613,510.14	4,274,721.30	4,436,292.72	711,457.00				7,536,249.51	4,613,510.14	4,274,721.30	4,436,292.72	
OIAI		479,738.00	434,496.84	476,295.34	556,924.44					479,738.00	434,496.84	476,295.34	556,924.44	
Capital		1,120,454.24	1,600,000.00	1,516,441.92	1,515,638.42					1,120,454.24	1,600,000.00	1,516,441.92	1,515,638.42	
CSC			2,730,955.20	3,195,123.23	3,127,622.97						2,730,955.20	3,195,123.23	3,127,622.97	
Sub-Total		33,334,677.31	39,648,922.34	40,034,019.55	40,727,807.31	14,945,323.06	10,919,708.15	11,567,655.40	10,502,466.71	48,280,000.37	50,568,630.49	51,601,674.94	51,230,274.02	
Envelop for Bankable Projects and NFV				4,500,000.00	4,500,000.00							4,500,000.00	4,500,000.00	
Grand Total		33,334,677.31	39,648,922.34	44,534,019.55	45,227,807.31	14,945,323.06	10,919,708.15	11,567,655.40	10,502,466.71	48,280,000.37	50,568,630.49	56,101,674.94	55,730,274.02	

2 2015 and 2016 figures are based on the originally approved budget of 2015-16.

1.3 Country Programs

GGGI delivers direct services to partner countries through two divisions: GGP&I and KSD. GGP&I is the in-country delivery mechanism for GGGI, which supports partner countries to achieve development priorities through evidence-based green growth planning and implementation. KSD provides three core services at the programmatic level: investment solutions, policy solutions, and knowledge sharing and capacity development. As of 2017, KSD support to partner countries will be fully integrated at the country level to ensure a ONE GGGI approach.

Subject to the approval of the WPB 2017-18, GGGI will deliver 33 projects in 25 countries across Asia and the Pacific, the Middle East, and Africa and Latin America.

The WPB 2017-18 proposes a total core country budget of \$20.10 million in 2017, and \$20.56 million in 2018, an increase from a budget of \$11.66 million³. The increase is a result of the integrated and output-based budgeting approach, which will now also include KSD services. This will enhance coherence of divisional resources allocated within country programs.

All projects in the proposed WPB 2017-18 are fully aligned with GGGI's three strategic outcomes:

- Outcome 1: Strengthened national, sub-national, local green growth policy planning, financing and institutional frameworks;
- Outcome 2: Increased green investment flows; and
- Outcome 3: Improved multi-directional knowledge sharing and learning between countries on green growth.

1.4 Global Delivery

Given the focus on in-country delivery, GGGI will deliver a limited number of unique and high-impact global products and services. These have been developed based on the following five principles:

- a. Significance in enhancing GGGI's relevance and visibility;
- b. Clear demonstrated needs;
- c. Potential for scaling up;
- d. Reinforcing in-country delivery; and
- e. Building on strategic partnerships.

Funded by core budget, GGGI will undertake the following global projects in 2017-18:

- i. National Financing Vehicles (NFVs):** Although always adapted to a specific context, GGGI's standardized model for designing and operating NFVs has four stages: i) Assessment; ii) Business Plan/Concept; iii) Design; and iv) Operations. In addition to establishing/strengthening four NFVs in Rwanda, Vanuatu, Mongolia and Jordan, budget of which have been integrated at the country level, this project will focus on needs from two additional Member countries.
- ii. Learning and sharing green growth solutions for transformative change:** The efficacy of GGGI's green growth programming is anchored by a set of service offerings. These are underpinned by the manner in which knowledge is captured, synthesized, and integrated in its operations. The design and delivery of knowledge through South-South cooperation, regional policy dialogues, and in-country capacity development mechanisms are an integral cross-cutting part of the WPB 2017-18. These services will be orchestrated by a centralized function to manage and coordinate the flow of knowledge. Knowledge will be collected, analyzed, and standardized across GGGI's value chain and service offerings for evidence-based lessons and delivered through GGGI's Asia, Latin America and Middle East and North Africa knowledge hubs. Knowledge will also be extracted from global knowledge networks and tools, such as Green

³ Allocated only by GGP&I division in 2016

Growth Knowledge Platform (GGKP), Green Growth Best Practices (GGBP), flagship initiatives, and stories of change. Large emerging economies where GGGI has operations, including China, India, Indonesia, Mexico, Colombia, as well as developed countries such as the United Arab Emirates (UAE), have expressed both need and interest in sharing their green growth and development experiences with Southern countries for mutual benefits through “horizontal partnerships”. As a result, these countries have been prioritized in the next biennium for South-South cooperation. LDCs, on the other hand, have been prioritized for integrated capacity development program where service offering from GGGI is much more targeted and context specific.

- iii. **Green Growth Performance Measurement:** GGGI will develop a methodology to effectively capture national-level trends in green growth, with in-depth analysis of underlying actions that support strong performance.

Document overview:

Section 2 is an overview of In-country Delivery in the WPB 2017-18. The section highlights key trends compared to objectives. The budget by country is also provided.

Sections 3 and 4 provide a detailed analysis of GGGI’s WPB 2017-18 portfolio in LDCs and MICs, respectively. Project briefs, providing the rationale and planned results for each program, are provided in these sections.

Section 5 shows how the Investment and Policy Solutions work of GGGI supports and complements in-country delivery. Project briefs are provided for the global projects.

Sections 6 and 7 describe the activities that GGGI’s non-programmatic divisions plan to carry out and the expected results for the 2017-18 period. The ODG and the M&G division are covered in Sections 6 and 7, respectively.

Guide to reading the Project Briefs:

Each project brief has been structured to show the contributions the project will make to the sustainable development agenda and national development priorities, and to provide a detailed description of planned results. A brief description of each of the elements of the project brief is provided below:

- **Overview:** A high-level snapshot of the project, including the project title, details on country income status, membership status, and source of funding and the total project budget (roundup figures). *Three key government partners are listed. A full list of all government stakeholders and stakeholders from other sectors is also provided in the body of the brief.*
- **Relevant SDGs:** A list of up to three specific SDG targets where the project will make the most direct, and significant contribution.
- **Relevant aspect(s) of NDC:** Excerpts from the country NDC commitments that the project is targeted to support achieve.
- **Project rationale:** A description of the country context and national development priorities creating the need for the project.
- **Building on 2015-16 work:** A description of how the WPB 2017-18 builds on results achieved in 2015-16.
- **Delivery Strategy:** This part consists of the following elements:
 - List of project outputs for 2017-18;
 - List of project outcomes for 2017-18;
 - Detailed description of planned results by output; and
 - Description of the key project stakeholders, including government counterparts, implementing agencies and other public institutions, multilateral and bilateral development partners, civil society groups and private sector stakeholders.

The Biennium Planning Directions and Budgeting Framework 2017-18 is provided in **Annex 1**.

Detailed budgets for all projects proposed for the 2017-18 WPB are provided in **Annex 2**.

Financial planning for the 2017-18 WPB is provided in **Annex 3**.

The staffing plan for 2017-18 is provided in **Annex 4**.

The Corporate Results Framework 2017-18 is provided in **Annex 5**.

2. In-Country Delivery



Building on the results of WPB 2015-16, GGGI’s delivery approach will concentrate on reinforcing the principles of integration and consolidation. GGGI will focus on maximizing impact within a carefully selected number of programs, and move existing programs to implementation phase. Contribution to the three strategic outcomes in GGGI’s Corporate Results Framework (CRF) remains a cornerstone of in-country programs. GGGI’s in-country implementation of the WPB is constructed around the following core approaches:

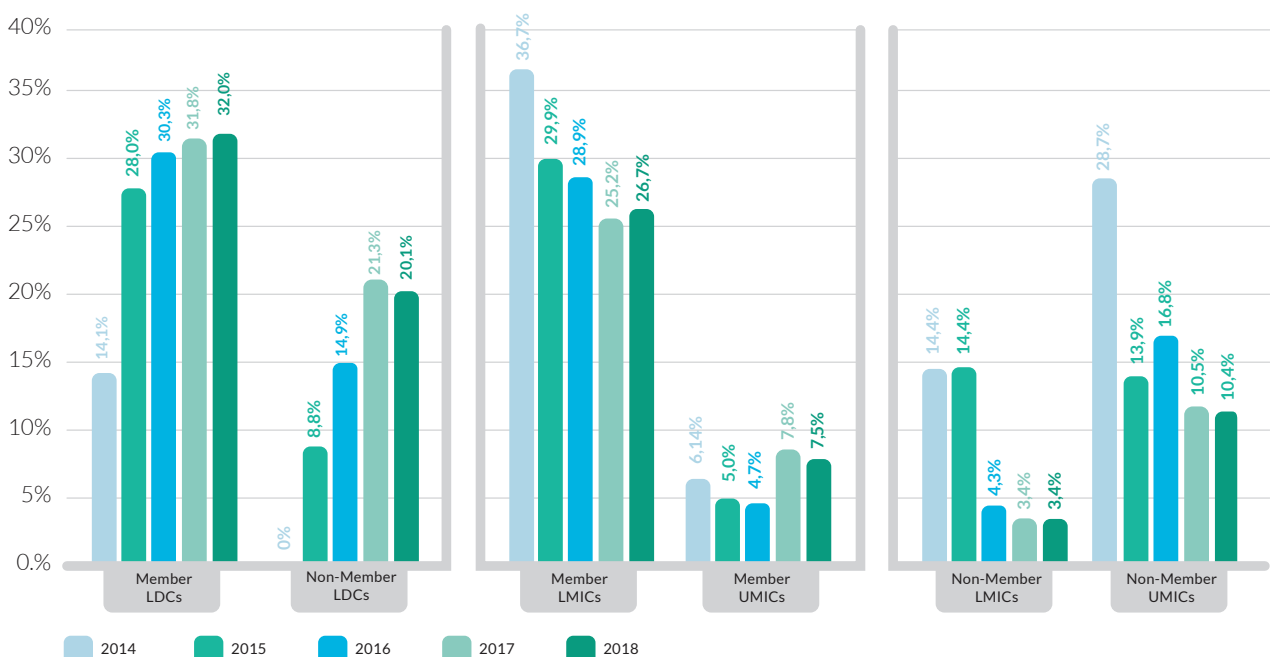
i. Balanced approach to Least Developed Countries (LDCs) and Middle Income Countries (MICs)

Approximately 53% of GGGI’s core country budget (both GGP&I and KSD) will be allocated to LDCs in 2017 and 52% in 2018. Between 65% and 66% of core resources will be allocated to Member LDCs and MICs in 2017 and 2018 respectively, remaining steady from 2016. The proportion of core country budget allocated to non-Member LDCs has increased visibly (as shown in the Figure 1). This is due to the scale-up of LDC programs over 2015-16, where membership discussions are underway. It is expected that a number of current non-Member LDCs, such as Uganda, Nepal, Lao PDR, Myanmar and Mozambique, will likely become Members by 2017, thus bringing GGGI closer to the 2020 target of investing 42% of core country budget in Member LDCs.

Considering that MICs represent 55% of global GHG emissions, they play a key role in the context of climate change mitigation, which has a significant impact on the well-being of the poor and vulnerable. In the next biennium, GGGI will therefore focus engagement in Member MICs toward contributing to the implementation of their NDCs. Concurrently, in non-Member MICs, the focus will be on South-South cooperation mechanisms.

In line with the target for 2020, Figure 1 shows that the proportion of core budget allocated to lower and upper non-Member MICs is steadily decreasing. This trend is likely to improve further, as membership processes in Peru and Colombia are at advanced stages and membership discussions are advancing in other non-Member MICs.

Figure 1: Core GGP&I Budget Allocation



*2014-16 budget: not including the budget from KSD

ii. Deepening LDC programming and strengthening South-South Cooperation in MIC programming

The Strategic Plan emphasizes the need to demonstrate green growth benefits for the poor and most vulnerable. Given that 47% of the population in LDCs still live in extreme poverty, this strategy is exceedingly crucial. GGGI has successfully executed the LDC Expansion Plan initiated in 2015 and has clearly ensured the strategic shift by devoting 14% of total core resources in 2014, 45% in 2016, and 52% by the end of 2018.

Over 2017-18, GGGI will have 13 delivery projects in LDCs, an increase from eight in 2016. This is due to the progress of four scoping projects in Lao PDR, Myanmar, Mozambique, and Kiribati toward the delivery phase over 2017-18. Current programs with full delivery projects are required to develop a Country Planning Framework (CPF) by the end of 2016. The purpose of the CPFs is to guide strategic country planning over a medium-term horizon. Projects that are undergoing scoping work and enter delivery phase in 2017 will be expected to complete the CPF process by mid-2017.

Given the strategic importance of maintaining a broad green growth evidence base that encompasses large emerging economies while avoiding resource fragmentation, GGGI will strengthen the design and delivery of knowledge exchange through South-South cooperation. Over 2017-18, global delivery will centrally manage the design, coordination, and delivery of GGGI's South-South programming in at least five MICs – China, India, Indonesia, Mexico, and Peru – with a focus on designing a collaborative environment whereby participating countries can integrate knowledge and peer learning on topics of common interest delivered through a combination of knowledge instruments and products.

iii. Mainstreaming social inclusion, poverty reduction, and gender

Based on GGGI's social and environmental safeguards policy, links between poverty reduction, social inclusion, and green growth will continue to be strengthened. Each project proposed in the WPB has fully integrated a Safeguards, Poverty Reduction and Social Inclusion (SPRSI) contributions in the design focusing on seven core areas: (i) Legal and Constitutional; (ii) Gender; (iii) Biodiversity and Natural Resources; (iv) Involuntary Resettlement; (v) Marginalized Groups; including indigenous peoples; (vi) Pollution and Climate Change; and (vii) Private Sector. Following the assessment, learnings are integrated into the project to ensure a growing consideration for SPRSI.

Over 2015-16, GGGI mainstreamed these cross-cutting themes in all seven CPFs prepared in quarter one of 2016. The preparation process for WPB 2017-18 incorporated guidelines on social inclusion, poverty reduction, and gender elements in the project design. This ensures promoting pro-poor and socially inclusive interventions in GGGI's work.

WPB 2017-18 proposes a total core country budget of \$20.10 million in 2017, and \$20.56 million in 2018, an increase from a budget of \$11.66 million allocated in 2016. The in-country budget represents half of the total core budget proposed. The level of investment from GGGI is detailed in Table 3.

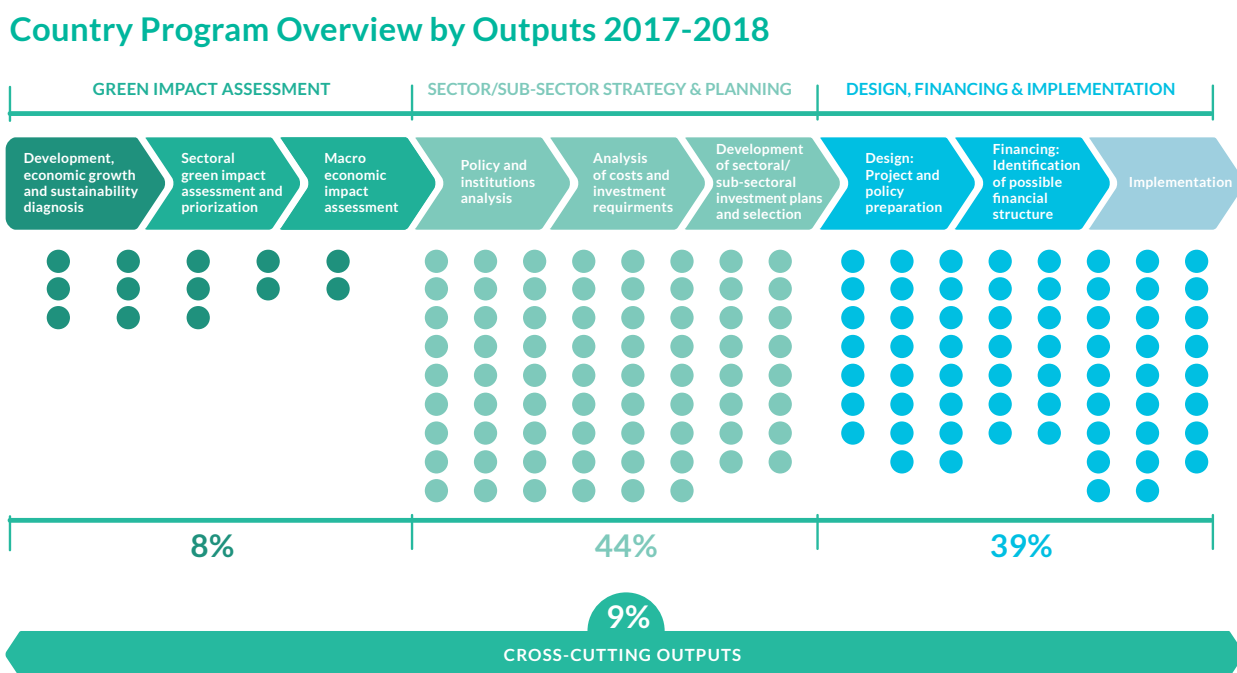
Table 3: GGGI core country program investment 2017-18 (in \$)

		2017		2018		2017	2018
		GGPI	KSD	GGPI	KSD	Total	Total
Member	LDC	4,076,379.37	2,326,050.92	4,464,746.83	2,112,980.82	6,402,430.29	6,577,727.65
	LMIC	3,372,495.65	1,694,897.95	3,493,860.43	1,986,341.64	5,067,393.60	5,480,202.07
	UMIC	1,144,569.88	431,183.48	1,121,226.25	413,499.76	1,575,753.36	1,534,726.01
Non-Member	LDC	2,497,630.25	1,784,422.02	2,491,409.13	1,637,863.28	4,282,052.27	4,129,272.41
	LMIC	583,512.24	90,266.20	619,772.28	77,674.36	673,778.44	697,446.64
	UMIC	1,540,813.03	560,149.02	1,548,245.04	589,757.46	2,100,962.05	2,138,002.50
Total Country Programs		13,215,400.42	6,886,969.59	13,739,259.96	6,818,117.32	20,102,370.01	20,557,377.28

Over 2017-18, GGGI will deliver bankable projects that provide green growth benefits, as well as viable investment opportunities. The shift to supporting implementation is reflected in GGGI's value chain, where the bulk of outputs sit firmly 'to the right' of the value chain. This is a signal of the natural evolution of GGGI's prior work. Ensuring uptake of policies by partner governments and increasing resources remain the utmost priority for breaking new ground in programming.

As shown in Figure 2, for the next biennium, 8% of total project outputs relate to Green Impact Assessment. Country programmatic work will largely build on such outputs delivered either in previous work programs or by other development partners. Approximately 42% of project outputs are classified as Sectoral/Sub-Sectoral Strategy and Planning, and 39% of total project outputs fall under the Design, Financing and Implementation category. The remainder of outputs cut across the various elements of the value chain.

Figure 2: Distribution of project outputs along the value chain*



*Approximate representation of outputs to be delivered against the value chain in 2017-18.

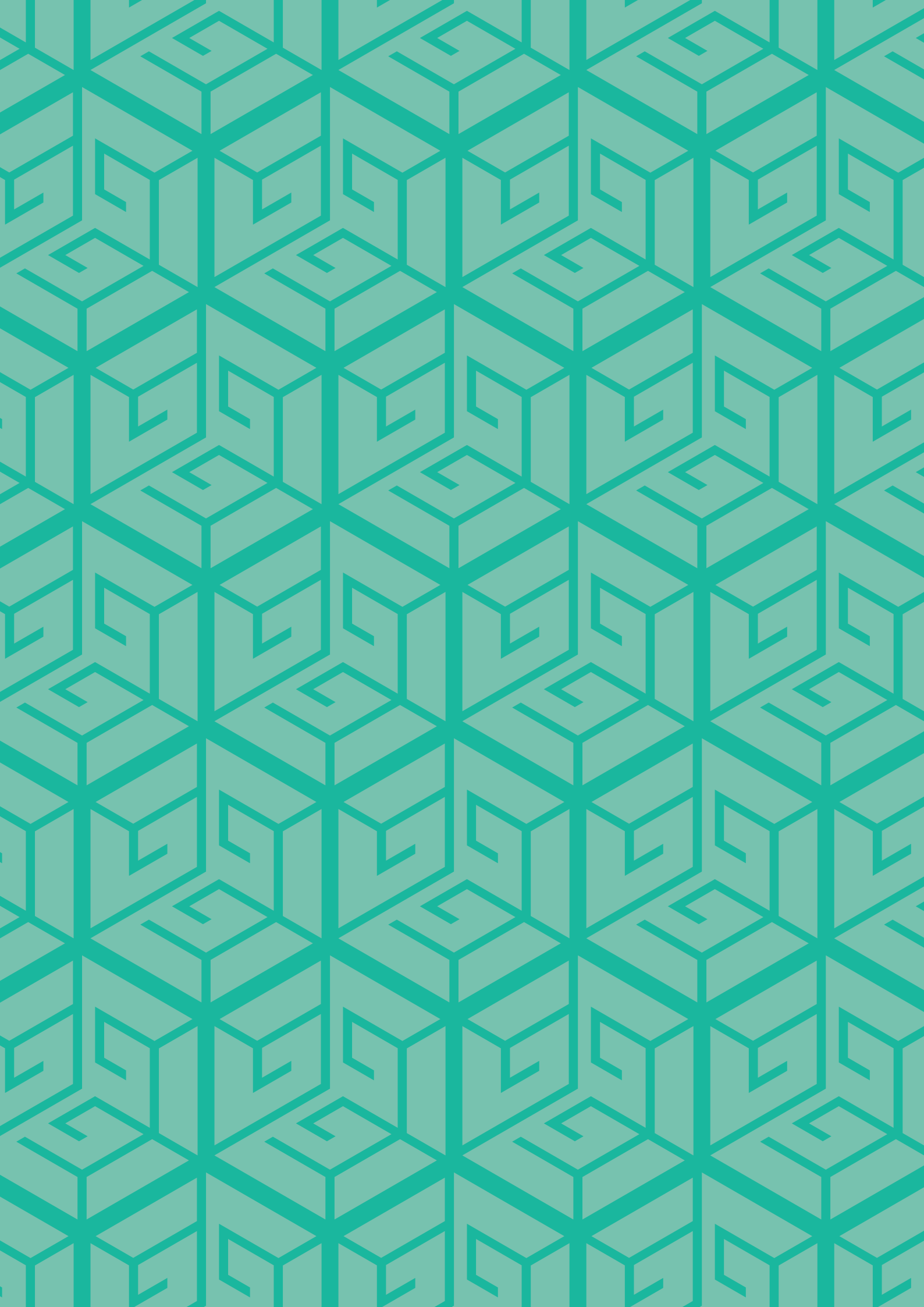
GGGI will design and coordinate technical assistance to develop and strengthen green growth investment programs in alignment with country NDCs, other national strategies, and emerging opportunities. In particular, over 60 outputs (39% of the deliverables) are aimed at bolstering sectoral green growth investment programs and mobilizing international and domestic climate finance. More specifically, GGGI will deliver technical support towards the strengthening of in-country NFVs in five countries - Ethiopia, Jordan, Mongolia, Rwanda, and Vanuatu - and the delivery of approximately 27 outputs, thus directly contributing to the policy and market instruments, or financial structures to mobilize appropriate sources of capital.

A snapshot of the number of Country Programs in 2017 and 2018 across income classifications is provided in Table 4. In 2017-18, as indicated earlier, GGGI will be implementing 33 projects in 25 countries, 11 of whom are classified as LDCs, 13 MICs and one high-income country.

Table 4: Overview of country programs (in \$)

No. of Countries	Income level	Membership		Funding Source and Amount					
		Membership	Non-Member	Core		Earmarked		Earmark Donor	
				2017	2018	2017	2018		
1	LDC (11)	Cambodia		1,513,761.48	1,607,909.76				
2		Ethiopia				3,552,953.22	2,645,764.66	Norway*	
3		Kiribati		303,502.12	349,670.68				
4		Rwanda		2,356,138.10	2,419,835.76				
5		Senegal		1,202,072.77	1,225,678.88				
6		Vanuatu		1,026,955.82	974,632.57				
7			Lao PDR		879,200.83	788,054.47			
8			Mozambique		895,282.64	772,487.70			
9			Myanmar		687,913.45	567,192.66			
10			Nepal		591,922.33	614,610.37			
11			Uganda		1,227,733.02	1,386,927.21			
12	LMIC (7)	Fiji		849,547.91	1,179,429.09				
13		Indonesia				5,120,581.64	5,098,712.57	Norway	
14		Mongolia		1,111,671.21	1,062,843.34				
15		Philippines		1,907,400.92	1,938,762.03				
16		Vietnam		1,198,773.56	1,299,167.61				
17			India		673,778.44	697,446.64			
18			Morocco				459,182.00	365,462.00	UAE*
19	UMIC (6)	Jordan		747,566.30	716,827.12				
20		Mexico		504,782.72	534,640.49				
21		Thailand		323,404.34	283,258.40	366,511.11	300,272.11	TBC	
22			China		735,649.52	761,346.52			
23			Colombia		700,796.34	755,304.46			
24			Peru		664,516.19	621,351.52			
25	HIC (1)	UAE				1,747,104.00	1,743,368.00	UAE*	
Grand Total				20,102,370.01	20,557,377.28	11,246,331.98	10,153,579.33		

*Subject to confirmation by the donors.



3. Least Developed Countries (LDCs)



The LDCs represent about one eighth of the world's population, but account for less than 2% of the world GDP and 1% of global trade in goods. Over the period of 2010-2050, while the global population is expected to grow less than 40%, the population of LDCs is expected to double.⁴ The LDC experience with the Millennium Development Goals (MDGs) has shown that efforts to reduce poverty and improve social conditions cannot be sustained without rapid and inclusive economic progress. GGGI is thus committed to championing green growth as a practical response in achieving poverty reduction, social inclusion, and environmental sustainability by reinforcing its LDC programming. By 2020, GGGI targets programming 50% of core country budget in LDCs.

Upon approval of the WPB 2017-18, core budgetary allocations for LDCs – Cambodia, Kiribati, Lao PDR, Mozambique, Myanmar, Nepal, Rwanda, Senegal, Uganda, and Vanuatu – will total \$10.68 million in 2017 and \$10.71 million in 2018. This reflects a significant budgetary shift from 37% of core country budget allocated to LDCs in 2015 to 53% in 2017 and 52% in 2018.

- The proportion of core country budget allocated to Member LDCs (e.g. Cambodia, Kiribati, Rwanda, Senegal and Vanuatu) is 32% in 2017-2018, compared to 30% in 2016. Membership discussions in Uganda, Nepal, Myanmar, and Lao PDR are well underway and it is likely that these countries will become Members by 2017. This will essentially move GGGI closer to its corporate target of 42% target in Member LDCs by 2020.
- Resource mobilization effort is also underway in Ethiopia to secure further earmarked funding to scale up GGGI's program there. GGGI has proposed earmarked funding of \$3.55 million in 2017 and \$2.65 million in 2018.

Over 2017-18, GGP&I will continue to implement existing LDC programs in Cambodia, Ethiopia, Rwanda, Senegal, Uganda, and Vanuatu. Ensuring continuity in ongoing programs by capitalizing on the results achieved in 2015-16 is crucial to demonstrating the full cycle of green growth transformation. The second phase of implementing the Strategic Plan, therefore, corresponds to a noticeable acceleration in the implementation of green growth policies and plans adopted by partner governments with GGGI's assistance.

In particular, GGGI is gaining strong momentum in the thematic and cross-cutting area of 'Green Cities' in LDCs. This offers a platform for the cross-fertilization of green urbanization experiences through capacity development and South-South cooperation mechanisms. 'Energy' is also emerging as a key focus in Mozambique and Vanuatu. Over 2017-18, there will be concerted push to implement policies and plans, as well as to identify, prioritize, and develop investment programs/projects. The key highlights of GGGI's work in LDCs that exemplify a significant shift to the right-hand side of GGGI's Value Chain are as follows:

- In Rwanda, GGGI supported the development of the National Roadmap for Green Secondary Cities Development which was endorsed in 2016. Implementation of the Roadmap will necessitate the integration of its recommendations into the urbanization sector action and district development plans, and the identification, design and development of high-priority projects for funding. This features prominently in the proposed work program for 2017-18.
- In Cambodia, GGGI supported the development of the Green City Strategic Plan of its capital, Phnom Penh, which led to an assessment of public and private financing options required for green urban project development. Over 2017-18, GGGI will respond to government demand to support the development of a national strategic plan for green secondary cities that will tackle urbanization pressures in secondary cities. The proposed

⁴ UNOHRLLS, <http://unohrlls.org/about-ldcs/facts-and-figures-2/>

work builds directly on the lessons learnt from 2015-16 and will lead to prioritization of green investment opportunities in secondary cities.

- In Senegal, GGGI will continue to support the government in the application of green city guidelines and roadmap. This offers an opportunity to test the guidelines and to provide recommendations on key actions needed to fortify the evidence base in scaling up sustainable urbanization.
- In Uganda, GGGI is supporting the government in the development of a National Green Growth Implementation Roadmap, a National Green City Implementation Roadmap, and action plans. Over 2017-18, GGGI will support the government to implement the roadmaps by developing green city guidelines for three secondary cities. The development of a priority waste-to-energy investment proposal for the capital city of Kampala will also be an important step for the translation of the roadmap into concrete implementation and investment opportunities.
- Lao PDR will graduate from scoping to delivery over 2017-18. Based on the government's priority to accelerate urban green growth development, GGGI will assist in green city planning at the national and urban levels and deliver a green urban development pilot project in Vientiane.

Critical to accelerating implementation is the mobilization of public and private sources of investment. This calls for innovative green investment services that are coherently linked with strategic support to inclusive policies, strategies and plans adopted. Over 2017-18, GGGI is scaling up a flagship service offering – the development and strengthening of NFVs – in three LDCs:

- In Ethiopia, GGGI supported the Ministry of Finance and Economic Cooperation in gaining accreditation to the Green Climate Fund in 2016 via the Climate Resilient Green Economy (CRGE) Facility. Over 2017-18, while GGGI will continue to deliver policy assistance, i.e. align CRGE objectives with the second phase of the Ethiopia's Growth and Transformation Plan (GTP-II 2016-2020), GGGI will also conduct an analysis of the priority investment options across sectors and facilitate the development of investment proposals aimed at CRGE Facility financing, GCF financing, as well as private sector investment.
- In Vanuatu, GGGI has provided technical assistance in the National Energy Roadmap, which was endorsed by the government, and identified the establishment of a National Green Energy Fund (NGEF). Over 2017-18, GGGI will deliver strategic technical assistance in the operationalization of the NGEF and the creation of an initial pipeline of projects.
- In Rwanda, GGGI's work with the National Fund for Environment and Climate Change (FONERWA) Secretariat will deliver a business plan in 2016. The plan underscores the strategic role of the Technical Support Facility in generating pipeline of bankable projects and in facilitating access to international climate finance, as well as in strengthening the Secretariat's capacity for Fund management.

Given that implementation of the SDGs and NDCs will remain central to the international development agenda over the next decade, GGGI aims for the achievement of these goals in an integrated and coordinated manner at the country level through complementary multi-sectoral green growth approaches. While all of GGGI's LDC programming contributes to the relevant SDGs and respective countries' NDCs, the following projects include an explicit focus on NDC implementation and/or policy integration toward the realization of international commitments and green growth priorities:

- In Nepal, GGGI focused on aligning Nepal's policy frameworks over 2016, strengthening green growth related institutions, and assessing the potential of green growth across sectors. Over 2017-18, GGGI will focus on assisting the central government in sectoral NDC implementation, identifying financing options for sectoral plans developed, and developing municipal-level project proposals aligned to the NDC commitments.
- Myanmar will graduate from scoping to delivery over 2017-18. Based on initial needs identified from scoping which is underway, GGGI intends to support the government in developing an institutional framework for NDC implementation. The framework will help to determine a course of action on how the government will pursue a green growth climate resilient pathway, while addressing the country's energy needs. The work will entail assessments on investment needs, coordination arrangements and a detailed implementation plan.
- In Cambodia, GGGI is launching a new project in response to the government's request for support to incorporate green growth into the next phase of its development planning for the period 2019-2023. This represents an important window of opportunity to align and prioritize policy priorities to fast-track implementation of SDGs, NDCs, and green growth objectives.

As part of the efforts to strengthen GGGI's LDC programming, GGP&I has also incorporated a dedicated Program Development Unit to manage the expansion of demand-based LDC programming for pre-scoping efforts in a new round of LDC countries. The next phase of pre-scoping may entail a limited number of new countries. The previous "long list" of countries, for example, Bangladesh and Bhutan where initial dialogue has been established, will also be considered. However, to avoid resource fragmentation, this will be dependent on continued monitoring of GGGI's financial situation, availability of earmarked funding, and internal capacity to take on new programs. Progress in membership remains a priority for GGGI. GGGI will therefore only initiate scoping efforts upon clear indication of political buy-in and interest in membership.

3.1 Project briefs: Least Developed Countries (LDCs)

CAMBODIA Overview

TITLE	Cambodia Green Urban Development Program
COUNTRY	Cambodia
MEMBER	Member
INCOME LEVEL	Least Developed Country (LDC)
KEY PARTNERS	National Council for Sustainable Development, Ministry of Interior, Ministry of Land Management, Urban Planning and Construction
FUNDING SOURCE	Core

BUDGET		
	2017	2018
Total	\$820,000	\$817,000

Relevant SDGs



11.3

By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries



13.2

Integrate climate change measures into national policies, strategies and planning



17.9

Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South and triangular cooperation

Relevant aspect(s) of Cambodia's NDC

A reduction of 27% in emissions below a business as usual-scenario by 2030, with an additional target to increase forest cover to 60% of national land area by 2030. This is conditional upon international support.⁵

Project Rationale

Enhancing major cities' infrastructure is one of the top priorities of the Royal Government of Cambodia (RGC), as indicated in its Rectangular Strategy and NSDP 2014-2018. Cambodia's urban areas account for approximately 30% of the total population of 15 million and is expected to rise to an estimated 44% of the projected total population of around 18.4 million by 2030. Its capital, Phnom Penh, which has significantly shifted from a rural to an urban economy, houses approximately 41% of the country's urban population. In three years, by 2020, projections indicate that the urban population of Phnom Penh will increase by approximately 30%, or 5.6 million people. With the urban sector accounting for approximately half of Cambodia's gross national income (GNI), the potential for urban migration and development to create jobs and build upon the country's recent successes in reducing poverty represents an important opportunity to sustainable urban development.⁶

However, the rapid pace of unstructured urbanization is generating significant social, economic and environmental challenges in Cambodia. Phnom Penh is experiencing considerable urban growth stresses, including lack of power, informal settlements, deficient water supplies, wastewater treatment, urban flooding, air pollution, and municipal solid waste management. In particular, transport infrastructure development and traffic management measures have been outpaced by the rapid expansion of the ownership and use of private transport in the city, resulting in an exponential increase in traffic volumes, congestion, and road accidents.

Cambodia's secondary cities such as Battambang, Siem Reap, Sihanouk Ville, Kampot, and Kep are also undergoing rapid urban growth, but face a severe lack of systematic development planning and financial resources for green infrastructure and services. Battambang is the only city to have developed a detailed urban master plan. In Siem Reap, air pollution not only impacts the health of residents, but also accelerates the decay of historic temples – an important source of tourism revenue for Cambodia.

Green urban development interventions will be required to reap socio-economic benefits, through green job creation in the manufacturing sector (e.g. wastewater treatment, energy efficiency, pollution control); public health benefits, by reducing the urban hazards associated with deteriorating air quality, water pollution, unmanaged waste, and traffic congestion; and investments in green growth-related infrastructure in secondary cities along major economic corridors that will drive productivity, fluid labor markets, greater market access, and improved and equitable mobility.

Building on 2015-16 Work

This project will continue to build on GGGI's work in 2015-16 that resulted in a green city strategic planning methodology which is being piloted in the city of Phnom Penh, as well as the development of an investment action plan for a priority green city project, which includes the identification of public and private financing options and an assessment of interventions to target priority urban issues including poverty.

To address the aforementioned challenges, Cambodia's secondary cities urgently require comprehensive urban planning, green transport planning and mobilization of investment to deliver basic services, including wastewater treatment, renewable energy supply, waste management, and public transport. Designing and strengthening GGGI's interventions will be crucial to support the government in its planning, financing, and implementation of sustainable long-term urbanization initiatives.

5 UNFCCC, Cambodia's NDC, <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Cambodia/1/Cambodia's%20NDC%20to%20the%20UNFCCC.pdf>
6 GGGI Cambodia Country Planning Framework

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop National Strategic Plan for Green Secondary Cities and submit to government
- Develop a list of prioritized green growth investment opportunities in secondary cities for submission to potential funders
- Develop policy recommendations for green transport in Phnom Penh, building on the Green City Strategic Plan for Phnom Penh (2015-16)

PROJECT OUTCOMES FOR 2017-18:

- Government approves the National Strategic Plan for Green Secondary Cities for implementation
- Funding organizations endorse the list of prioritized green growth investment opportunities for further development into financing-ready projects
- Government approves the Phnom Penh green transport policy recommendations for implementation

Planned Results

The outcomes of the project are: the National Strategic Plan for Green Secondary Cities is approved by the government for implementation; prioritized green growth investment opportunities are endorsed by potential funders; and the green transport policy recommendations for Phnom Penh are approved. The project will adopt a holistic approach to green city development that explores adapting to climate change impacts and reducing emissions via proposed interventions that target wider benefits of green growth such as to job creation, the environment, and poverty alleviation. To achieve this, the project will focus on delivering the following key outputs:

National Strategic Plan for Green Secondary Cities developed. Drawing from the experience of the Phnom Penh Green City Strategic Plan and applying the methodology where relevant, GGGI will conduct an assessment of existing master plans and city-planning documents for secondary cities to identify gaps and policy recommendations. The assessment will also incorporate economic growth, poverty reduction, social inclusion, and environmental sustainability considerations. Building on the coordinating mechanisms established over the first phase of the program, GGGI will hold inclusive government-led dialogues involving development partners, civil society, private sector and academia, as well as relevant ministries, municipalities, and district authorities to ensure a participatory approach in developing the Strategic Plan for Green Secondary Cities.

Prioritized green growth investment projects for secondary cities, including considerations for micro, small, and medium-businesses, social inclusion and gender aspects. GGGI will collaborate with the RGC and the Asian Development Bank (ADB) to develop a pipeline of priority green investment options in secondary cities. This will entail identification of potential projects in the prioritized secondary cities through rapid green infrastructure review, relevant economic analyses as well as preliminary financial analysis for the development of an investment action plan for a priority sector, such as waste, transport, and energy. To ensure sustainability of the program and the long-term ability for government counterparts to prioritize, develop, and mobilize financing for green urban projects in secondary cities, GGGI will also focus its capacity development efforts in this area.

Green transport policy options and implementation plan developed for Phnom Penh aligned to the Green City Strategic Plan: The transport sector has been prioritized for reforms and investment projects in the Green City Strategic Plan for Phnom Penh. GGGI will establish a technical working group on Phnom Penh Green Transport Planning and Implementation and support the RGC to develop policy options and a detailed implementation plan aligned to the selected options. This work aims to shape policies and undertake detailed investment planning in the transport sector in Phnom Penh that aims to contribute to the reduction of traffic congestion and air pollution.

Key Stakeholders

- National Council for Sustainable Development, National Committee for Sub-National Democratic Development, Ministry of Interior, Ministry of Land Management, Urban Planning, and Construction;
- Bilateral development agencies, including Agence française de développement (AFD) and Japan International Cooperation Agency (JICA);
- Multilateral institutions including ADB, United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP), and United Nations Development Programme (UNDP); and
- NGOs and academia, including People in Need and the Cambodian Institute for Urban Studies.

Under the Inclusive Green Growth Partnership⁷, GGGI is partnering with the ADB in Cambodia by building on the ADB's work with the RGC in the urban sector to integrate green growth into secondary cities. GGGI's green city planning framework will be integrated into the ADB's Greater Mekong Sub-region Southern Economic Corridor Towns Development Project to ensure that the ADB infrastructure investments prioritize green city options.

A wide range of stakeholders was also engaged in the development of this program through Cambodia's CPF consultation process. GGGI will also continue to work with NCSD and its Department of Green Economy, who is providing in-kind contributions to the project through the provision of an office for GGGI staff and assigning its technical staff to the project.

Overview

TITLE	Green Growth Policy Alignment and Investment Prioritization Within Cambodia's National Development Plan in the period 2019-2023	
COUNTRY	Cambodia	
MEMBER	Member	
INCOME LEVEL	Least Developed Country (LDC)	
KEY PARTNERS	Ministry of Planning (MoP), Ministry of Economy and Finance (MoEF), Supreme National Economic Council (SNEC), National Council for Sustainable Development (NCSD)	
FUNDING SOURCE	Core	
BUDGET		
	2017	2018
Total	\$694,000	\$791,000

⁷ The Inclusive Green Growth Partnership is a new collaboration with top multilateral development banks and United Nations regional economic and social commissions, which was launched at COP-21 on 7 December 2015. This partnership will leverage GGGI's technical expertise to assist multilateral development banks and funds in identifying green growth opportunities and investments that promote inclusiveness, shared prosperity, and equitable growth that creates employment and raises the income for the world's poorest.

Relevant SDGS



13.2

Integrate climate change measures into national policies, strategies and planning



13.a

Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible



17.14

Enhance policy coherence for sustainable development

Relevant aspect(s) of Cambodia's NDC

Adapting to the current and future effects of climate change through an integrated, multi-sector approach that supports national development objectives. GHG mitigation contribution, conditional upon international support, including a reduction of 27% in emissions below a business-as-usual scenario by 2030, and an additional target to increase forest cover to 60% of national land area by 2030.⁸

Project Rationale

The current phase of Cambodia's National Strategic Development Plan (NSDP) and Rectangular Strategy will end in 2018. The Ministry of Planning (MoP) and the Ministry of Economy and Finance (MoEF) are leading the inter-ministerial process in the formulation of the new NSDP and Rectangular Strategy⁹. The Supreme National Economic Council (SNEC), chaired by MoEF, is the highest-level body mandated to provide the Prime Minister of Cambodia with the recommendations that lay the foundation for the high-level documents.

Achieving Cambodia's international commitments – articulated through the SDGs, NDC, as well as green growth commitments and reflected in the National Green Growth Roadmap (2010), National Green Growth Policy (2013) and National Green Growth Strategic Plan (2013-2030) – will necessitate consistent, aligned, and integrated policy setting and implementation within its domestic array of policies. The design of Cambodia's overarching planning document, which will be released in 2019, provides a window of opportunity to align and prioritize policy priorities and fast-track the achievement of key national development and green growth objectives.

Key challenges in this work will include ensuring that development of the NSDP 2019-2023 and Rectangular Strategy Phase IV is aligned with Cambodia's international and domestic green growth targets, that the incorporation of green growth targets in the Rectangular Strategy is based on robust technical analysis, and that the implementation of these targets is aided by institutionalized and systematic investment planning and prioritization.

⁸ UNFCCC, Cambodia's NDC, <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Cambodia/1/Cambodia's%20NDC%20to%20the%20UNFCCC.pdf>

⁹ While the Rectangular Strategy Phase IV will be drafted primarily for internal government priority setting, the NSDP 2019-2023 provides the main policy platform to mobilize development partner resources, estimated at \$800 million per annum in ODA flows.

Building on 2015-16 Work

This project will continue to build on GGGI's in-country engagement to strengthen the development of the next phase of the Rectangular Strategy and NSDP. The project strategically positions GGGI to operate effectively at a whole-of-government level and to support national planning priorities for the period 2019-2023 that are in line with Cambodia's international commitments and domestic policies for green growth.

Consultations for the proposed work were also conducted in 2015-16 through the development of GGGI's Cambodia (CPF).

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Undertake assessment of the green growth potential of Cambodia and submit to government
- Develop recommended policy priorities for the successor documents to the 'Rectangular Strategy 2014-18' and 'National Strategic Development Plan 2014-18' which support Cambodia's domestic green growth agenda whilst also meeting its international commitments
- Develop monitoring arrangements for how these recommended policy priorities could be tracked, if approved
- Develop an investment plan on how for how these recommended policy priorities could be financed, if approved

PROJECT OUTCOMES FOR 2017-18:

- Government endorsement of the recommended policy priorities that support both Cambodia's green growth agenda and international commitments, and its incorporation into the next phase of the Rectangular Strategy and NDSP 2019-2023

Planned Results

The overall outcome of the project is to support the government in incorporating green growth priorities into the next phase of the Rectangular Strategy and NSDP 2019-2023. Based on an assessment of relevant green growth issues and sectors, GGGI will provide technical assistance to improve coherence at the national level planning process through the delivery of the following outputs:

Assessment of Cambodia's green growth potential developed and submitted to the government. GGGI's Green Growth Potential Assessment (GGPA) tool will be utilized to identify green growth priority sectors through a comprehensive situational analysis and review of Cambodia's targets reflected in various relevant plans and strategies. The GGPA will be continually enhanced to incorporate indicators reflecting poverty and social inclusion issues, and the revised methodology will be implemented through international benchmarking and consultations with key policymakers and stakeholders. Additionally, the experiences of GGPA piloting in Peru, Colombia, and Nepal will inform its application in Cambodia and support further refinement of the GGPA tool.

Recommended policy priorities for the successor documents to the Rectangular Strategy 2014-18 and NDSP 2014-18, aligned to Cambodia's domestic green growth agenda and its international commitments, developed. In collaboration with central policymakers, GGGI will review the most salient international commitments made by Cambodia related to green growth in the priority sectors selected, and map these commitments against Cambodia's domestic policies. Furthermore, GGGI will complete a qualitative assessment to evaluate the alignment, gaps, and potential areas of non-alignment between Cambodia's domestic policies and international commitments. Summary recommendations will be provided to the RGC on this analysis.

Monitoring arrangements on recommended policy priorities (if approved) developed: GGGI will propose an integrated high-level monitoring plan to track progress against the international commitments for the priority green growth sectors and develop an implementation plan for the policy reforms required to address the gaps identified in priority sectors. This will entail setting goals and targets in the medium to long term, to be adopted through the next phase of the Rectangular Strategy and NSDP.

An investment plan to finance recommended policy priorities (if approved) developed. GGGI will identify and prioritize green growth projects for incorporation into the NSDP, which is a critical step towards mobilizing resources from development partners for green growth projects. GGGI will engage with multilateral institutions, including the ADB and the World Bank, to complement efforts in identifying financing gaps and options.

Key Stakeholders

- Ministry of Finance and Economy, Ministry of Planning, Supreme National Economic Council, National Council for Sustainable Development (NCSD);
- Bilateral development partners, including DFAT and USAID; and
- Multilateral institutions, including UNDP, ADB, and WB

GGGI will collaborate with key development partners in Cambodia that lead efforts in the formulation of the Rectangular Strategy and NSDP, in particular, UNDP, ADB, and the World Bank. GGGI will continue to engage the civil society, academia and the private sector in GGPA consultations and in the identification and prioritization of investment pipeline projects.

ETHIOPIA Overview

TITLE	Ethiopia Country Program Proposal 2017-2018		
COUNTRY	Ethiopia		
MEMBER	Member		
INCOME LEVEL	Least Developed Country (LDC)		
KEY GOVERNMENT PARTNERS	Ministry of Environment, Forestry and Climate change, Ministry of Finance and Economic Cooperation, Prime Minister’s Office, National Planning Commission		
FUNDING SOURCE¹⁰	Earmarked (Norway)		
BUDGET			
		2017	2018
	Total	\$3,553,000	\$2,646,000

Relevant SDGs



1.5

By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters



2.3

By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets, and opportunities for value addition and non-farm employment



13.3

Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning

¹⁰ The earmarked budget figures are indicative, subject to final approval by the donors.

Relevant aspect(s) of Ethiopia's NDC:

Ethiopia intends to limit its net GHG emissions in 2030 to 145 MtCO₂e or lower. This would constitute a 255 MtCO₂e reduction from the projected BAU emissions in 2030 or a 64% reduction from the BAU scenario in 2030.¹¹

Project Rationale

Ethiopia is developing rapidly. The growth of the economy over the last five years puts it within the top five fastest growing economies in the world, and is double the average for Sub-Saharan Africa. Ethiopia's public investment-led development strategy focuses on increased agricultural productivity, industrial output, export revenue, and public infrastructure. The strategy has generated tangible results in terms of economic growth and improved social conditions including significant reductions in rural and urban poverty. Ethiopia's goal to become a middle-income country by 2025 is thus attainable.

To reach middle-income status and sustain the development gains of recent years, Ethiopia will need to continue to implement its transformational growth strategies and address significant climate change threats. The country's ecological and agricultural systems are fragile and vulnerable to rising temperatures and changing weather patterns that are likely to impact critical seasonal rainfall levels. This is compounded by population pressure and stretched natural resources, especially the management and utilization of land. Furthermore, Ethiopia ranks 173 out of 187 countries on the UNDP's 2013 Human Development Index (HDI), with food insecurity persistent for roughly two million Ethiopians. In total, the negative impact of climate change on GDP could be 10% or more by 2050.

The Government of Ethiopia (GoE) clearly recognizes the negative consequences of climate in-action to the country's ongoing and future development, and has therefore prioritized climate resilience in its transition towards a green, sustainable growth model. Indeed, building a CRGE is a crosscutting pillar of the GoE's development agenda for poverty eradication through broad-based, accelerated, and sustained economic growth.

Building on 2015-16 Work

The project builds on GGGI successes in contributing to Ethiopia's CRGE Vision, through the development of the Green Economy Strategy, the Climate Resilience Strategies for Agriculture and Forests, and Water, Irrigation and Energy, and the establishment of the CRGE Facility and the Environment and Climate Research Centre (ECRC). GGGI also developed, in partnership with stakeholders, a CPF to support and align CRGE objectives with the second phase of the Ethiopia's Growth and Transformation Plan (GTP-II 2016-2020). GGGI's work in Ethiopia also contributed to the accreditation of the Ministry of Finance and Economic Cooperation to the Green Climate Fund, which will facilitate financing of bankable green growth projects.

Effectively implementing the CRGE strategy and fully mainstreaming it into the GTP II will require concerted strategic and technical assistance from GGGI across national and sub-national institutions, with a focus on strengthening planning, capacity, and delivery of the CRGE.

¹¹ UNFCCC, Ethiopia's NDC, <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Ethiopia/1/NDC-Ethiopia-100615.pdf>

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop 2 climate resilience strategies for the industry and urban sectors
- Undertake macro-economic analysis of the Climate Resilient Green Economy strategy
- Develop a sector-level implementation roadmap for the Climate Resilient Green Economy strategy
- Develop a climate diplomacy strategy
- Develop a strategy and guidelines for REDD+ implementation
- Establish a mechanism to coordinate REDD+ stakeholders and deliver 2 knowledge sharing events
- Deliver technical assistance to strengthen forest administration, including regulatory recommendations, guidelines, training, and support with private sector engagement
- Develop guidelines for the integration of climate resilience approaches into the 3 flagship agricultural programs
- Support development of the Livestock Investment Plan
- Develop a consolidated roadmap for a sustainable power sector
- Undertake an assessment of the impacts of natural disasters to support disaster prevention and preparedness efforts
- Identify and develop CRGE related bankable projects
- Deliver trainings in line with the National Capacity Development Plan at national and sub-national levels
- Support effective tracking and coordination of CRGE activities and stakeholders
- Develop a resource mobilization and management strategy for the CRGE Facility
- Develop a private sector engagement strategy for the CRGE Facility
- Develop a research agenda related to CRGE implementation
- Identify partners/agencies/institutions suited to implement the CRGE research agenda

PROJECT OUTCOMES FOR 2017-18:

- Government adopts an implementation roadmap for CRGE components of the GTP II
- Tools and frameworks for a programmatic approach to CRGE planning and implementation at sectoral level are being used by ministries
- Financing is approved for CRGE Facility proposals
- Training participants gain improved knowledge and skills relating to CRGE implementation
- Capacity of CRGE Facility to mobilize resources and engage with the private sector is enhanced
- Policy-relevant knowledge products on climate resilient green growth are being used by ministries and key stakeholders

Planned Results

The overall outcome of the project is to support the GoE's deliverables relating to development goals by integrating CRGE plans and projects into Ethiopia's Growth and Transformation Plan. This will be done by delivering the following outputs:

Develop a sector-level implementation roadmap for the CRGE strategy. Based on the identified need to effectively integrate sectoral CRGE strategies into GTP II, GGGI will develop an implementation roadmap to facilitate coordination. The roadmap will be developed in partnership with MEFCC, with GGGI taking stock of strategies, policies and implementation progress, economic analysis of pathways and costs, and defining roles of institutions. This exercise will map the steps necessary to implement the CRGE, by linking it to the GTP and maintaining its strategic relevance.

Tools and frameworks developed that support a programmatic approach to ministerial CRGE planning and implementation at sectoral levels. Successfully integrating the CRGE into the GTP II will require tools and frameworks that support ministry-level planning and sectoral implementation. Therefore, the roadmap will provide for the design of sector-specific tools and systems that address identified gaps in green growth planning and implementation across ministries. These tools include GHG emissions inventories, environmental risk assessment tools, and M&E frameworks.

Investment proposals approved by the CRGE Facility for financing. Based on identified government priorities, GGGI will develop investment proposals for CRGE Facility approval. Using the roadmap as a basis, GGGI will conduct an analysis of the priority investment options across sectors and investigate the potential opportunities for CRGE Facility financing as well as private sector investment. Based on the results, GGGI will develop proposals with identified government partners by validating scoped investment opportunities, assigning indicative budgets, and developing timelines and project plans.

Capacity built and knowledge enhanced among government officials in support of CRGE implementation. Recognizing the scale of CRGE integration, the institutional capacities of ministries and agencies participating in delivery will need to be enhanced. GGGI will deliver a National Capacity Development Program to strengthen the capacity and performance of federal and sub-national governmental institutions to achieve systemic transformations towards CRGE. Delivery of GGGI trainings through to 2020 will include independent evaluation support to track progress, knowledge, and capacities over time.

Management strategy and implement private sector engagement strategy to facilitate CRGE Facility resource mobilization developed. GGGI will develop a strategy for the CRGE Facility to manage and mobilize resources. An integrated resource management framework will be developed to support the facility in mobilizing additional funds and deploying those funds effectively. GGGI will also work with the CRGE to implement a private sector engagement strategy, which includes institutional options for engaging with the private sector, and details public financing instruments that can reduce investment risks for the private sector such as guarantees or grants, through the Development Bank of Ethiopia.

Policy-relevant knowledge products on CRGE for use by ministries developed. Recognizing that decision-making in green growth planning and implementation requires sound research and policy analysis and a rich base of evidence, GGGI will develop knowledge products relevant to CRGE objectives. GGGI will critically assess the evidence-base around the CRGE to identify gaps and develop a research agenda related to CRGE implementation. GGGI will also identify and work with partners, agencies, and institutions that are suited to implement the relevant research agenda.

Key Stakeholders

The key stakeholders for this project are expected to include:

- Ministry of Environment, Forestry and Climate Change (MEFCC), Ministry of Finance and Economic Cooperation (MoFEC), Prime Minister's Office (PMO), EDRI, National Planning Commission (NPC), Ministry of Water, Irrigation and Electricity (MoWIE); and
- Norway, the United Kingdom, Sweden, Denmark, France, The Netherlands, EU, and Germany.

The MEFCC will be the primary focal for the project. A Strategic Review Panel monitoring GGGI's interventions in Ethiopia will be led by the Minister of MEFCC and will include key sector ministries as well as the PMO and NPC.

KIRIBATI Overview

TITLE	Green and Climate Resilient Island Development		
COUNTRY	Kiribati		
MEMBER	Member		
INCOME LEVEL	Least Developed Country (LDC)		
KEY PARTNERS	Ministry of Environment, Lands and Agricultural Development (MELAD), Office of the President, Ministry of Public Works and Utilities (MPWU)		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$304,000	\$350,000

Relevant SDGs



8.3

Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services



13.2

Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries



17.6

Enhance the global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of sustainable development goals in all countries, in particular developing countries

Relevant aspect(s) of Kiribati's NDC

A conditional 13.7% by 2025 and 12.8% by 2030 reduction, compared to BAU levels. 61.8% reduction in emissions by 2030, compared to BAU, conditional on international finance and technical support.¹²

Project Rationale

Kiribati, consisting of 33 widely scattered islands, is highly vulnerable to climate change and impacted by rising sea levels, increasingly frequent and severe storms, permanent erosion of the shoreline, frequent seawater inundation on freshwater resources, and reduced food security. The country also faces a number of structural economic challenges given its remoteness, small market size, and limited institutional capacity. Agriculture contributes to around 20% of Kiribati's GDP, while tourism is a minor contributor at approximately 0.5%. Forty-four percent of the outer island population has access to electricity, with subsistence farming and fishing as the primary economic activities.

In 2013, the Government of Kiribati (GoK) adopted a Whole-of Island-Approach (WOIA) for outer islands in an effort to reduce the extreme vulnerability of outer island livelihoods to climate change impacts. Led by the Office of the President, the approach aims to improve climate-resilient capacities of island communities and to address challenges in terms of the lack of basic infrastructure, services, and employment opportunities. The WOIA for outer island planning and development is closely linked to the Kiribati Joint Implementation Plan on Climate Change and Disaster Risk Management (KJIP), an integrated national program.

The GoK has requested technical support to address implementation challenges in the WOIA, particularly to identify sustainable micro-scale income generation opportunities and to improve availability and access to green infrastructure services for the achievement of development objectives. The program will seek to build on programmatic experiences from GGGI's pilot of the Philippines' Ecotown Climate Resilient Green Growth Planning Project at the provincial level to support the implementation of WOIA approach in Kiribati. The WOIA is currently being implemented in one island, with a second island to begin in 2016.

Building on 2015-16 Work

This project builds on a scoping mission conducted in 2015 that identified the WOIA as a viable mechanism to which GGGI could provide its support. The scoping results also identified agriculture, economic activities, and infrastructure as possible areas of support from GGGI to the WOIA. This project builds on these preliminary suggestions and on consultations in 2016 with the group of development partners – GIZ, SPC and the Secretariat of the Pacific Regional Environment Program (SPREP) – involved in the WOIA to target outcomes in the areas of green infrastructure and income-generating opportunities. Given the GoK's support for the WOIA, the existence of a recent comprehensive national planning document on climate change, and complementarities with other development partners, supporting the implementation of the WOIA at the local level and exploring green infrastructure and income generating opportunities would be an important contribution by GGGI to build Kiribati's climate change resilience.

The project will also continue to build on and add value to the existing WOIA through identifying growth opportunities and specifically, by incorporating experiences from other GGGI Country Programs including the Ecotown project in the Philippines. GGGI will also join the development partner group supporting the WOIA and carry out joint planning and missions with this group to build on the WOIA implementation to date and avoid duplication of efforts.

¹² UNFCCC, Kiribati's NDC, http://www4.unfccc.int/submissions/NDC/Published%20Documents/Kiribati/1/NDC_KIRIBATI.pdf

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop an action plan for income generating activities that support climate resilience for one island, building on Kiribati's "Whole of Island Approach"
- Prepare a design and financial proposal for one climate resilient infrastructure project that also supports income generating activities
- Deliver one capacity building event to share knowledge on climate resilient green growth approaches

PROJECT OUTCOMES FOR 2017-18:

- Government and community adopt action plan for green income generating activities for implementation on one island
- Government approves the climate resilient infrastructure project for implementation

Planned Results

The overall aim of this project is to contribute to climate-resilient development of Kiribati's outer islands through the provision of support to green micro-business and improved infrastructure services based on the WOIA. Specifically, GGGI will provide technical assistance to support the government in adopting an action plan in an island under the WOIA framework, as well as endorsing a climate-resilient infrastructure project. This will be done through delivery of the following outputs:

Action plan for income generating activities that support climate resilience for one island developed. Under the WOIA approach, Abaiang Island has developed an action plan which, include the identification and development of income-generating opportunities. There is a need to strengthen green growth and green infrastructure elements in the action plan in order to build on and replicate the approach in other islands. This will entail capturing lessons learned from the WOIA in Abaiang and the green growth plans developed in the under the Ecotown approach implemented by GGGI in the Municipality of San Vicente, Philippines.

Design and financial proposal for one climate resilient infrastructure project that also supports income generating activities prepared. GGGI will provide technical support in green infrastructure planning. The Philippines' Ecotown approach in the identification of aspects with high climate risks significantly assisted in planning more climate-resilient infrastructure. A similar approach will be used in Kiribati to assist the island council and local businesses to plan for infrastructure such as sustainable energy services.

One capacity-building event to share knowledge on climate resilient green growth approaches delivered. The experience of GGGI in the Philippines in implementing green growth will be utilized during the implementation of the project. GGGI will conduct a comparative analysis on the Climate Resilient Green Growth (CRGG) Framework and Ecotown approach using the WOIA approach to identify best practices that can be transferred between countries. The application of these best practices will strengthen the implementation of the WOIA and also provide a significant opportunity for GGGI to deliver South-South knowledge transfer and capacity development activities informed by the Philippines Ecotown approach.

Key Stakeholders

- Ministry of Finance and Economic Planning (MFEP), Office of the President, Ministry of Public Works and Utilities (MPWU), Ministry of Environment, Lands and Agricultural Development (MELAD);
- Multilateral institutions, including UNDP, UN-Habitat, the Pacific Community, and SPREP;
- Bilateral development agencies including GIZ; and
- Other partners including the local island council and island committees.

GGGI will collaborate with the development partners involved in the WOIA and respective island councils to implement the technical assistance. Community organizations, private sector, and civil society groups will also be consulted.

Lao PDR Overview

TITLE	National and Sub-national planning, financing and budgeting for Green Growth		
COUNTRY	Lao PDR		
MEMBER	Non-Member		
INCOME LEVEL	Least Developed Country (LDC)		
KEY PARTNERS	Ministry of Planning and Investment (MPI), National Economic Research Institute (NERI), Ministry of Finance (MoF), Vientiane Urban Development and Administration Authority (VUDAA)		
FUNDING SOURCE	Core		
BUDGET			
		2017	2018
	Total	\$879,000	\$788,000

Relevant SDGS



9.4

By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities



11.3

By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries



12.2

By 2030, achieve the sustainable management and efficient use of natural resources

Relevant aspect(s) of Lao PDR's NDC:

Lao PDR has plans to reduce its GHG emissions while at the same time increasing its resilience to the negative impacts of climate change.¹³ Beyond mitigation, the Lao PDR NDC also commits to increasing the resilience of urban development and infrastructure to climate change.

Project Rationale

Lao PDR has experienced rapid economic growth in recent years, averaging 7.9% GDP growth during its 7th Five-Year National Social Economic Development Plan (NSEDP) 2011-2015. By 2015, Lao PDR's poverty rate was reduced to 19.7%, its human development index increased, and its labor structure improved with increased percentage of labor employed in industry and service sectors. However, these national gains are tempered when compared against regional peers, as Lao PDR has been less successful in translating growth into job creation and poverty reduction.

These growth outcomes, and the impact they have had on Lao PDR's environment, are due to several overarching trends and challenges, including a two-fold increase in urban population in less than two decades, minimal institutional coordination, lack of financial resources and financial planning capacity for sustainable development, and lack of effective regulations on natural resource use, combined with a weak tax structure on environmentally harmful production and consumption.

Nevertheless, the Government of Lao PDR (GoL) is committed to graduating the country out of the LDC group by 2020, and doing so with a greater emphasis on the quality of growth. The Lao PDR Vision to 2030 and its 10-year Strategy (2016-2025), as well as the five-year 8th NSEDP 2016-2020, all clearly identified policy priorities on LDC graduation, increased human capacity, regional and international integration, and sustainable development. The three policy documents focus on green growth and its contribution to long-term social economic development goals. To this end, Lao PDR has identified the need to develop a National Green Growth Strategy (NGGS), which will provide policy direction on the mainstreaming of green growth into national, sub-national, and sector strategies and policies.

Building on 2015-16 Work

Though the project will be GGGI's first in Lao PDR, the Institute was actively preparing in 2015-16 by conducting three scoping and validation missions to engage in bilateral consultations with both government representatives and in-country development partners. GGGI also welcomed a Lao PDR delegation of representatives from key government ministries in Seoul to learn lessons and experience from the Republic of Korea (RoK) and GGGI in promoting green growth, as well as to discuss GGGI technical assistance in identifying green growth opportunities and developing the NGGS.

Integrating and achieving green growth results across Lao PDR's development initiatives will require comprehensive planning at all levels, and effective financial and institutional frameworks that have the capacity to implement actions on the ground.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Conduct an assessment of the potential for green growth in Lao PDR and submit to government
- Guide government in its development a National Green Growth Strategy to be submitted to cabinet
- Develop recommendations on integrating green growth into the National Urban Development Strategy and deliver a green urban development pilot project in Vientiane
- Deliver 3 capacity building initiatives in relation to green urban development and green fiscal instruments

¹³ UNFCCC, Lao PDRs' NDC, [http://www4.unfccc.int/submissions/NDC/Published%20Documents/Lao PDRs/1/Lao PDR%20PDR%20NDC.pdf](http://www4.unfccc.int/submissions/NDC/Published%20Documents/Lao%20PDRs/1/Lao%20PDR%20PDR%20NDC.pdf)

PROJECT OUTCOMES FOR 2017-18:

- Government adopts National Green Growth Strategy for implementation
- Government integrates green growth and lessons from green urban development pilot into the National Urban Development Strategy

Planned Results

The overall outcome of the project is to support Lao PDR in mainstreaming green growth into its development by identifying potential green growth opportunities and assisting in the development of multi-level and sectoral green growth strategies and action plans. This will be done by delivering the following outputs:

Assessment of the potential for green growth in Lao PDR conducted and submitted to government. Based on scoping work and consultation with government stakeholders, it was identified that a quality understanding of Lao PDR' green growth potential was first needed to support long-term strategic planning. GGGI will, therefore, conduct a Green Growth Potential Assessment (GGPA) to define and articulate a green growth model that best suits Lao PDR' national circumstances. The findings of the GGPA will form the basis of Lao PDR's NGGS.

National Green Growth Strategy submitted to cabinet. Based on the needs and priorities identified through the GGPA exercise, GGGI will provide technical assistance to national experts from MPI, NERI, and key line ministries to draft the NGGS, with support from the World Bank. GGGI will interpret the results of the GGPA and incorporate them into the NGGS, and identify entry points for further green growth mainstreaming into selected planning tools.

Recommendations developed on integrating green growth into the National Urban Development Strategy and deliver a green urban development pilot project in Vientiane. Based on the priority to accelerate urban green growth development, the GoL has requested GGGI support for green city planning at the national and urban levels. GGGI will integrate the concept of green city and relevant sector GGPA findings into the NUDP. To strengthen the NUDP, GGGI will incorporate urban green growth elements that emphasize climate resilient city development. GGGI will build on this exercise to conduct a pilot of green city development in the Vientiane Capital with specific consideration for impacts on vulnerable communities.

Three capacity building initiatives in relation to green urban development and green fiscal instruments delivered. Based on the need to build green growth capabilities in Lao PDR, GGGI will integrate capacity development and knowledge sharing in all its activities in Lao PDR. Drawing on GGGI's other in-country experiences, the Institute will facilitate expert and peer-to-peer learning through the sharing of international best practices on green mainstreaming in urban development and fiscal mechanisms, workshops and twinning schemes, while engaging regional peers to discuss strategy formulation and implementation, and innovate on-the-job training with thematic experts.

Key Stakeholders

The key stakeholders for this project are expected to include:

- Ministry of Planning and Investment (MPI), National Economic Research Institute (NERI) under MPI, Ministry of Finance (MoF), Ministry of Natural Resources and Environment (MoNRE), Vientiane Urban Development and Administration Authority (VUDAA), Ministry of Public Works and Transport; and
- Development partners, including WB.

MPI and NERI will be the focal point for the work on the GGPA and NGGS formulation. VUDAA and the Ministry of Public Works and Transport will coordinate the green city development components of the project, while MoF and MoNRE will take the lead on green fiscal instruments. All ministries involved have confirmed availability of office spaces, administrative and coordination support required for project implementation. The World Bank, through its contribution to Lao PDR, will finance the expenses from GoL throughout the NGGS formulation.

MOZAMBIQUE Overview

TITLE	Scaling up Pro-poor Renewable Energy in Mozambique
COUNTRY	Mozambique
MEMBER	Non-Member
INCOME LEVEL	Least Developed Country (LDC)
KEY PARTNERS	Ministry of Energy and Mineral Resources (MIREME), Ministry of Lands, Environment, and Rural Development (MITADER), Ministry of Finance
FUNDING SOURCE	Core

BUDGET		
	2017	2018
Total	\$895,000	\$ 772,000

Relevant SDGS



1.2

By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions



7.2

By 2030, increase substantially the share of renewable energy in the global energy mix



17.3

Mobilize additional financial resources for developing countries from multiple sources

Relevant aspect(s) of Mozambique's NDC

Total reduction of about 76.5 MtCO₂eq in the period from 2020 to 2030, with 23.0 MtCO₂eq by 2024 and 53.4 MtCO₂eq from 2025 to 2030. Baseline is not specified. Commitments are conditional upon international support.¹⁴

Project Rationale

Mozambique's strong economic performance of annual 7.2% growth over the past decade has been fueled by foreign direct investment in agriculture and infrastructure. Economic growth, however, has not been equitable with a relatively unchanged national poverty rate that sees 39% of the total population living in rural poverty.¹⁵

In 2013, the Government of Mozambique (GoM) adopted the Green Economy Action Plan which consists of three key pillars: sustainable infrastructure; efficient and sustainable use of resources; and strengthening resilience and adaptability. These pillars serve as entry points for green growth. The country's abundant natural energy resources represent a significant opportunity for the GoM to address the country's persistent energy challenges and to utilize resources sustainably to deliver benefits for the whole population.

At present, approximately 45% of the population has access to electricity, with biomass representing 80% of total energy consumption. Therefore, addressing institutional and financial barriers to increase energy supply and access remains a high priority. While much work has been done to improve electricity transmission to grid-connected locales, off-grid rural communities continue to face low rates of electrification and therefore limited access to markets and employment opportunities.

Building on 2015-16 Work

GGGI is currently in the process of completing its scoping work in Mozambique through continuous consultation with stakeholders. Indicative interventions for GGGI are focused in the areas of national/sub-national energy planning, renewable energy financing, water data management and resource planning, as well as long-term green growth analysis and planning. In 2016 GGGI will also scope the potential for supporting the establishment of the National Sustainable Development Fund (FNDS), with the mandate to promote and finance programs and projects that support sustainable, harmonious, and inclusive growth. The FNDS will be dedicated to funding development projects particularly in rural areas.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Undertake an assessment of the green growth potential of Mozambique and submit to government
- Develop policy recommendations to scale up adoption of renewable energy-based community energy plans in off-grid areas and submit to government
- Design a financing instrument to support scale up of renewable energy-based community energy plans and submit to a financier
- Deliver two capacity development events on sustainable community energy planning

PROJECT OUTCOMES FOR 2017-18:

- Government adopts and pilots policy recommendations to scale up renewable energy-based community energy plans
- Financing instrument to support scale up of pro-poor renewable energy investments is approved for funding and implementation
- 70% of capacity development participants gain improved knowledge or skills on sustainable community energy planning

¹⁴ UNFCCC, Mozambique's NDC, http://www4.unfccc.int/submissions/NDC/Published%20Documents/Mozambique/1/MOZ_NDC_Final_Version.pdf

¹⁵ IFAD, <http://www.ruralpovertyportal.org/country/statistics/tags/mozambique>

Planned Results

GGGI's interventions aim to support the GoM in implementing its NDC goals and improving energy access for rural off-grid communities through improved implementation of renewable energy-based Sustainable Community Energy Plans (PCES), and design and adoption of a financing instrument aimed at scaling up pro-poor renewable energy. This will be done by delivering the following outputs:

Assessment of the green growth potential of Mozambique conducted and submitted to government. GGGI will apply the Green Growth Potential Assessment (GGPA) tool to identify specific sectoral challenges and opportunities in the broader green growth context, and generate evidence-based analysis to identify quick wins and policy interventions. The GGPA will be continually enhanced to incorporate indicators reflecting poverty and social inclusion, and the revised methodology will be implemented through international benchmarking and consultations with key policymakers and stakeholders. Additionally, the experience GGPA piloting in Peru, Colombia, and Nepal will inform its application in Mozambique and support further refinement of the GGPA tool. Although the GoM has requested for technical assistance specific to the energy sector, the GGPA will support development of a CPF which will inform GGGI's longer-term programmatic interventions and identify potential additional areas for support.

Policy recommendations to scale up adoption of renewable energy-based community energy plans in off-grid areas developed and submitted to government. GGGI will provide technical support to improve policy design and implementation of renewable energy-based Sustainable Community Energy Plans (PCES). This will entail a policy gap assessment of the PCES mechanism and investment environment for renewable energy projects, policy options and recommendations to attract private sector investment and climate finance through the mechanism. GGGI will also support the piloting of its recommendations by designing plans in one or two rural communities in collaboration with national and local government counterparts including the Energy Fund, FUNAE.

Financing instrument to support scale up of renewable energy-based community energy plans designed and submit to a financier. Building on the analysis conducted on the PCES, GGGI will develop a financial tool to incentivize public and private investment in renewable energy that will be specifically targeted at improving access to the rural poor. Potential incentives could include possible grants, price-setting policies, cost-reduction mechanisms, procurement instruments, renewable energy promotion schemes for Special Economic Zones (SEZ), and risk reduction instruments.

Capacity development events on sustainable community energy planning delivered. GGGI will deliver capacity development program aligned to the implementation needs of the PCES. A full needs assessment will be conducted as part of the scoping activities of 2016. Capacity development events may include South-South knowledge transfer with regional peers in Ethiopia, Rwanda, Uganda, and potentially Senegal, to share application of best practices on community energy planning and renewable energy investment incentive policies/schemes.

Key Stakeholders

- Ministry of Energy and Mineral Resources (MIREME), Ministry of Lands, Environment, and Rural Development (MITADER), Ministry of Finance, Ministry of Foreign Affairs;
- Development partners, including NORAD, DfID, and DANIDA; and
- Multilateral institutions, including AfDB and WWF.

The GoM reiterated strong interest in GGGI's work during a bilateral side meeting between GGGI Director-General and the Mozambican Permanent Secretary for Ministry of Lands, Environment and Rural Development took place in the margins of the UNEA-2 meeting in Nairobi on 26 May 2016. Comprehensive stakeholder consultations will be held as part of the development of the ongoing CPF.

MYANMAR Overview

TITLE	Implementation of the NDC	
COUNTRY	Myanmar	
MEMBER	Non-Member	
INCOME LEVEL	Least Developed Country (LDC)	
KEY PARTNERS	Ministry of Natural Resources and Environmental Conservation Ministry of Planning and Finance Ministry of Electric Power and Energy	
FUNDING SOURCE	Core	
BUDGET		
	2017	2018
Total	\$ 688,000	\$ 567,000

Relevant SDGS



7.2

By 2030, increase substantially the share of renewable energy in the global energy mix



13.2

Integrate climate change measures into national policies, strategies and planning



15.2

By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally

Relevant aspect(s) of Myanmar's NDC

Myanmar is currently still a net GHG sink, and will require the cooperation and assistance of the international community to further its capacities to achieve socio-economic development, while containing emissions.¹⁶

Project Rationale

Myanmar has in recent years begun to transition both politically and economically. Since economic liberalization was initiated in 2011, Myanmar's economy has grown at an average of 6.5%. However, this growth has relied heavily on natural resources, such as energy, forestry, and agriculture, for its main exports and industries. While in previous decades Myanmar's low level of industrialization kept carbon emissions relatively low, the country's economic growth potential represents a carbon time-bomb that will have a considerable impact if development does not proceed sustainably.

Currently, only 28% of the population has access to electricity. Access issues are most severe in rural areas where 84% of households have no electricity connection. In turn, households rely heavily on traditional biomass as their primary source of energy, with most receiving more than 80% of their supply from wood fuel taken from local forests; thus exacerbating deforestation and environmental degradation. Indeed, Myanmar's forests, which are among its most valuable natural resources, have suffered heavily from logging. Some studies rank Myanmar as the third worst in the world for deforestation, with forest cover shrinking from 58% in 1990 to 24% of total land area.

The first democratic government in 25 years took office in April 2016 and recognizes these challenges. It is seeking ways to put Myanmar on a path that generates strong economic, environmental, and social outcomes. The national Forestry Master Plan aims to reforest land area to 30% by 2030. Further, the new government is rethinking reliance on brown energy sources to meet Myanmar's growing energy needs, and instead actively promote solar energy, biogas, and mini-hydropower systems along with broader support for rural electrification.

Building on 2015-16 Work

Although the project will be GGGI's first in Myanmar, the Institute was actively preparing in 2015-16 by conducting a series of scoping missions to engage in bilateral and multi-stakeholder consultations with both Government of Myanmar (GoM) representatives and civil society organizations. In particular, these activities engaged the Ministry of Natural Resources and Environmental Conservation (MoNREC), which formulated a clear request for GGGI to support NDC implementation. While the NDC Myanmar submitted to UNFCCC highlights policy commitments in the sectors of energy and forests, it does not clearly spell out how the GoM will maintain low emissions under the current energy needs scenario, nor does it provide a detailed implementation plan that addresses the cost of investments, a coordination framework, or a monitoring, verification and reporting system.

Unlocking Myanmar's growth potential through an approach that meets NDC goals and generates strong, sustainable growth will require technical support to conduct careful analysis and develop a sustainable framework calibrated to the country's unique context.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Assessment of the green growth potential of Myanmar is finalized to help inform prioritization of areas for NDC implementation
- Develop an investment need analysis and a monitoring, reporting and verification system for NDC implementation, including poverty reduction and social inclusion outcomes
- Deliver a best practice analysis and 2 capacity building events to share knowledge on NDC implementation

¹⁶ UNFCCC, Myanmar's NDC <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Myanmar/1/Myanmar's%20NDC.pdf>

PROJECT OUTCOMES FOR 2017-18:

- Government monitors and reports on NDC implementation to UNFCC using the proposed system and approves the investment need analysis

Planned Results

The overall outcome of the project is to support the GoM in strengthening its institutional framework for NDC implementation by assessing green growth potential and priorities, and developing necessary tools and capacity. This will be done by delivering the following outputs:

Assessment of the green growth potential of Myanmar is finalized to help inform prioritization of areas for NDC implementation. Based on the request to identify Myanmar's green growth potential in priority sectors, GGGI will conduct a Green Growth Potential Assessment (GGPA) to diagnose appropriate interventions based on a solid understanding of the national challenges in delivering green growth. The GGPA will engage a broad set of stakeholders to identify key constraints and opportunities to leverage Myanmar's natural capital and green growth potential. The results of the exercise will help guide ministries to mainstream green growth into development policies, formulate recommendations for pro-poor and inclusive green growth, as well as mobilize financial resources toward green growth.

Investment need analysis and a monitoring, reporting, and verification system for NDC implementation, including poverty reduction and social inclusion outcomes developed. Based on the GoM's request for GGGI to support NDC implementation and financing, the Institute will establish a monitoring, verification, and reporting (MRV) system to facilitate data collection and report generation requisite for national and international review. To introduce an MRV in Myanmar, GGGI will assess the current institutional capacity and data availability for such a system, build on the existing mechanisms and institutional roles and responsibilities, strengthen capacity to collect and manage data, and support the aggregation of this information into reports and inventories. This exercise will also include the costing the NDC and analyzing its investment requirements in order to assess potential environmental and social risks and set the stage for the development of bankable projects. The MRV will also incorporate poverty reduction, gender, and social inclusion metrics in its design in order to strengthen buy-in for mitigation action among policy makers and their constituencies, showcasing the social impact of mitigation.

Best practice analysis and two capacity building events to share knowledge on NDC implementation delivered. To support GGGI's technical advisory work a capacity development program will be rolled-out targeting line ministries engaged in NDC implementation and monitoring. The program will strengthen the NDC implementation framework and investment analysis by providing interactive learning sessions on NDC and sharing lessons from international best practices on MRV systems. Peer-to-peer learning opportunities with the countries holding best practices will also be organized in order to transfer the knowledge and skills specifically required to successfully implement NDC.

Key Stakeholders

The key stakeholders for this project are expected to include:

- Ministry of Natural Resources and Environmental Conservation (MONREC), Ministry of Planning and Finance, Ministry of Electric Power and Energy, Ministry of Industry, and others; and
- DFID UK;
- DANIDA, Denmark; and
- NORAD, Norway

MONREC will be the focal point for the project. The GoM is providing office space and one MONREC staff to support scoping, project design and future project implementation. The use of an already existing multi-sector stakeholder working group for technical and cross-sectoral collaboration, and the newly-established National Environmental Conversation and Climate Change Central Committee, will help to establish clear mechanisms for engagement and disseminate information.

NEPAL Overview

TITLE	Implementation of the Nationally Determined Contribution of Nepal		
COUNTRY	Nepal		
MEMBER	Non-Member		
INCOME LEVEL	Least Developed Country (LDC)		
KEY PARTNERS	Ministry of Population and Environment (MoPE), Ministry of Finance (MoF), National Planning Commission (NPC), and Ministry of Federal Affairs and Local Development (MOFALD)		
FUNDING SOURCE	Core		
BUDGET			
		2017	2018
	Total	\$ 592,000	\$ 615,000

Relevant SDGS



13.2

Integrate climate change measures into national policies, strategies and planning



17.3

Mobilize additional financial resources for developing countries from multiple sources



17.9

Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South, and triangular cooperation

Relevant aspect(s) of Nepal's NDC

By 2050, Nepal will achieve 80% electrification through renewable energy sources having appropriate energy mix and will maintain 40% of the total area of the country under forest cover and forest productivity, and products will be increased through sustainable management of forests, conditional upon international support.¹⁷

Project Rationale

The devastating 2015 earthquake has severely hindered Nepal's economic recovery and growth. Major economic sectors have been severely impacted, undermining development gains achieved over the last five years.

Critical challenges remain for Nepal to pursue a broad based economic growth strategy to reduce poverty and improve overall human development due to a number of factors, including inadequately planned urbanization, environmental and climate risks, poor land, labor and capital productivities, and inadequate and poor infrastructure.

The Government of Nepal (GoN) has a number of policies and plans focused to achieve green growth including the periodic three-year National Development Plan, Low Carbon Economic Development Strategy, the LDC graduating strategy, and the NDC and the Socio-economic Development Strategy (SEDS). Implementation of these policies and plans will require institutional strengthening, an improved regulatory environment, implementation capacity, and financing at all levels, particularly at the sub-national level where poverty is concentrated.

Building on 2015-16 Work

Over 2016, GGGI focused on aligning Nepal's policy frameworks, strengthening green growth related institutions, and assessing the potential of green growth across sectors. The priority sectors for this project will be determined by the end of 2016 following the completion of the GGPA and the CPF. GGGI will continue to build on these results over 2017-18 to develop an implementation plan for Nepal's NDC and will focus on priority sectors at both national and sub-national (municipal) levels. GGGI is also providing technical assistance in the drafting and finalizing of SEDS, which is under preparation by NPC, and in delivering capacity development activities to central and local level government officials relevant to NDC implementation.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop sectoral NDC implementation plan(s) and submit to government
- Develop recommendations on financing options for sectoral NDC implementation plan(s) and submit to government
- Develop project proposals to implement NDC commitments for 3 municipalities and submit to government
- Deliver 2 knowledge sharing events to build capacity for NDC implementation in priority sector(s)

PROJECT OUTCOMES FOR 2017-18:

- Government adopts sectoral NDC implementation plans for financing and implementation
- Government approves project proposals to implement NDC commitments in 3 municipalities

¹⁷ UNFCCC, Nepal's NDC http://www4.unfccc.int/submissions/NDC/Published%20Documents/Nepal/1/Nepal_NDC_08Feb_2016.pdf

Planned Results

GGGI will support central government in sectoral NDC implementation, identifying financing options for NDC implementation, and commencing the implementation of the NDC at the local level with municipal agencies. This will be done by delivering the following outputs:

Sectoral NDC implementation plans developed and submitted to government. The GoN is currently drafting a macro-level implementation plan. GGGI will assist the GoN in the development of sectoral implementation plan(s) through undertaking the following actions: (1) situation analysis of policies and regulation in priority sectors; (2) identifying best practices for policy and regulatory development in priority sectors based on the result of GGPA tool; and (3) recommending policy and regulatory recommendations for priority sector(s). Subsequently, GGGI will identify and prioritize projects linked to NDC in priority sector(s) in consultation with stakeholders and develop a project pipeline.

Recommendations on financing options for sectoral NDC implementation plans developed and submitted to the GoN. GGGI will conduct a financing assessment of the implementation of priority sector projects. The MoPE, the agency responsible for NDC implementation, has yet to identify financing modalities. Therefore, GGGI will collaborate with the MoF and potential financiers to identify and prioritize possible financial instruments for NDC implementation in the priority sector(s) and municipalities.

Project proposals to implement NDC commitments for three municipalities developed and submitted to the GoN. MoFALD has been implementing the Environmental Friendly Local Governance Framework (EFLGF). The EFLGF is a crucial component of the NDC as the GoN intends to implement the NDC at the local level using this framework. GoN recently increased the number of municipalities, which are currently not under the EFLGF program, which will be completed in 2017. The GoN therefore requires assistance from GGGI on implementing the NDC in new municipalities. GGGI will conduct consultations for the selection of three municipalities, and a vulnerability and impact assessment in the selected municipalities, in order to inform the development of three project proposals for the municipalities identified.

Two knowledge sharing events to build capacity for NDC implementation in priority sectors delivered. GGGI will develop and deliver customized capacity development activities and utilize the experiences of external stakeholders, including policymakers from partner countries. This will necessitate a situational analysis of policies and regulations relevant for NDC implementation, and government stakeholder consultations to identify critical needs and delivery through south-south knowledge sharing activities.

Key Stakeholders

- National Planning Commission (NPC), Ministry of Population and Environment (MoPE), Ministry of Finance (MoF), Ministry of Federal Affairs and Local Development (MOFALD);
- Bilateral development agencies, including DANIDA, DFID and NORAD;
- Multilateral institutions, including the European Union;
- Private sector, including Federation of Nepalese Chamber of Commerce and Industries, Confederation of Nepalese Industries, and Independent Power Producers Associations; and
- Civil society organizations, including the Himalayan Climate Initiative and the Federation of Community Forestry Users Nepal.

GGGI is also engaging with private sector associations and civil society organizations that participated in its 2016 program validation. These stakeholders will also be invited in WPB 2017-18 capacity building and consultation workshops.

RWANDA Overview

TITLE	Technical Support to the Rwanda National Fund for Environment and Climate Change (FONERWA) Facility		
COUNTRY	Rwanda		
MEMBER	Member		
INCOME LEVEL	Least Developed Country (LDC)		
KEY PARTNERS	Ministry of Finance and Economic Planning, Ministry of Natural Resources, Ministry of Infrastructure		
FUNDING SOURCE	Core		
BUDGET			
		2017	2018
	Total	\$ 911,000	\$900,000

Relevant SDGS



1.a

Ensure significant mobilization of resources from a variety of sources, including through enhanced development cooperation in order to provide adequate and predictable means for developing countries, in particular least developed countries, to implement programs and policies to end poverty in all its dimensions



13.2

Integrate climate change measures into national policies, strategies and planning



13.a

Implement the commitment undertaken by developed-country parties to the UNFCCC to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible

Relevant aspect(s) of Rwanda's NDC

Reductions from projected emissions resulting from the deviation of BAU for the year 2030 based on policies and actions conditional on availability of international support for finance, technology and capacity building¹⁸. Rwanda has established mitigation targets in different sectors and priority adaptation actions through the Green Growth and Climate Resilient Strategy (GGCRS) and the Economic Development and Poverty Reduction Strategy (EDPRS).

Project Rationale

Established in 2012, FONERWA aims to mobilize domestic and international climate finance, and secure sustainable financing to support projects toward the implementation of the GGCRS. As a cross-sectoral national financing mechanism, FONERWA is the vehicle through which environment and climate financing is channeled, programmed, disbursed, and monitored.

FONERWA has been successful in its objective of mobilizing climate finance for Rwanda with total direct capitalization of approximately \$89 million¹⁹ from DFID, the German Development Bank (KfW), the Government of Rwanda (GoR), and the Least Developed Countries Fund (LDCF) of the AfDB.

The key priority of the Fund's operations is to ensure a sustained and effective delivery that continues to incrementally commission projects, build capacity of potential applicants to access funding, commit finance and quality assure implementation of funded projects. Additionally, operations aim to enhance FONERWA's role in addressing wider national strategic needs related to the environment and climate change. This will necessitate technical support to the GoR to adequately resource the Fund, build capacity and execute its mandate.

Building on 2015-16 Work

This project will build on GGGI's work in 2016 that conceptualized the establishment of a Technical Support Facility to provide technical and operational support to the Secretariat, as well as direct support to the GoR in mobilizing and channeling funds for climate change and environment projects beyond the Fund.

GGGI supported development of a business plan in 2016 that underscores the strategic role of the Technical Support Facility in delivering on the Fund's mandate to mobilize resources for further Fund capitalization, facilitate access to international climate finance, and strengthen the staff capacity of the Secretariat for Fund management. The business plan reinforces GGGI's operational support to the FONERWA Secretariat in consultation with other partners.

Strategic recommendations of the draft FONERWA Business Plan that will be considered for possible uptake during the remaining period of 2016 include:

- The need for the Fund to upscale to larger programmatic activities through earmarked (targeted) calls while maintaining the current, demand-led Fund;
- Replenish the Fund's capitalization and carry out further resource mobilization through bilateral funds, Climate Investment Funds, as well as the Green Climate Fund, among others;
- Increase the Fund's management fee to 10%, in line with the standards of similar challenge funds internationally;
- Support the implementation of the full range of recommendations in the private sector strategy, including the diversification of the financial instrument, which will include Viability Gap Funding (VGF), to increase private sector engagement and leverage; and
- Explore restructuring of the Secretariat to respond to emerging needs and ensure it is "fit for purpose" in terms of administrative and management support to scale up FONERWA.

Although the following sections highlight the planned results, it should be noted that the Business Plan is still under discussion and will be finalized by October 2016. More comprehensive follow up actions for GGGI will be identified and implemented, in consultation with the GoR toward the third quarter of 2016.

¹⁸ Rwanda's NDC, http://www4.unfccc.int/submissions/NDC/Published%20Documents/Rwanda/1/NDC_Rwanda_Nov.2015.pdf

¹⁹ This figure does not include the \$10 Million from Adaptation Fund; \$5 Million from UNDP (not all the funds are available); \$2.5 Million (Leveraged from BRD) and contributions by projects. The projected total finance mobilized is \$89 Million.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Deliver technical assistance to strengthen capacity of FONERWA Secretariat in line with the approved business plan
- Support FONERWA to develop bankable projects and programs and broadly seek international financing
- Document results and lessons from the implementation of FONERWA to support resource mobilization and knowledge sharing efforts

PROJECT OUTCOMES FOR 2017-18:

- Increase in financial contributions to FONERWA from domestic and international sources
- Increase in funds disbursed from FONERWA for approved projects

Planned Results

A key outcome of the project is to mobilize green growth and climate financing aligned to Rwanda's Green Growth and Climate Resilience Strategy and EDPRS II objectives through FONERWA. To achieve this, GGGI will focus on enhancing FONERWA Secretariat's capacity in areas of fund management, project development, and resource mobilization. This will ensure long-term sustainability by supporting replenishment of the Fund's initial capitalization through the Technical Support Facility for resource mobilization, strengthening of the project pipeline for FONERWA in high-priority sectors, and enhancing knowledge and results management and reporting to boost investor confidence in the Fund.

The project will deliver the following outputs:

Technical assistance to strengthen capacity of FONERWA Secretariat delivered in line with the approved business plan delivered. The business plan drafted in June 2016 was developed to ensure that a sustainable plan is in place to facilitate effective continuation of current portfolio management responsibilities, as well as the scale-up of targeted, programmatic resource mobilization. In line with this, GGGI support will continue the development of a Technical Support Facility for resource mobilization housed within the Fund. This is critical as the Fund's initial capitalization is already fully committed. Technical Support Facility interventions will work to reinforce the management capacity of the Secretariat, particularly in areas of proposal development, targeting sources of international climate finance, implementation support, and results reporting management. Additionally, GGGI support will strengthen the Fund's engagement with the private sector in order to leverage resources, including potential development of a VFG tool, in line with the business plan and FONERWA's private sector strategy.

Support to FONERWA in the development and financing for bankable projects delivered. GGGI will continue to provide project origination support to the Secretariat in priority sectors, and continue to contribute to the strengthening of the Fund's strategic project pipeline, across its funding windows. This support will go to the development and implementation of a pilot green city project (as envisaged in the EDPRS II), guided by the GCP roadmap, initially through the design of a conceptual master plan that will inform the investment requirements and allow FONERWA to mobilize resources for implementation. In addition, the work will further inform synergies with GGGI's secondary cities roadmap prepared for the GoR and technical assistance to be provided in developing a secondary city bankable project for GGGI's "Rwanda Climate Resilient Green Cities" project in 2017-18.

Provided there is sufficient alignment with the objectives of FONERWA, project pipeline development support for the energy sector will also be explored, initially focusing on Rwanda's micro-hydro resources. This is in response to high levels of demand for renewable energy project financing that currently exceeds the Fund's fully committed resources.

Knowledge management and lessons from the implementation of FONERWA documented to support resource mobilization and knowledge sharing efforts. To meet FONERWA's resource mobilization needs and contribute to the Fund's transformational objectives for green growth, lessons and experiences from fund management project development and implementation, as well as accessing finance from national and international resources, need to be captured and shared. Moreover, a high level of awareness

on FONERWA driven results is critical to retain and expand the base for traditional and non-traditional investors, as well as public and private project promoters. Toward this, GGGI will support development of knowledge management tools, including a national management information system for tracking Rwanda’s environment and climate change initiatives and results. This will in turn support the Fund’s more strategic approach to resource mobilization, project/program development and ultimately results demonstration to investors.

Key Stakeholders

- Ministry of Infrastructure (MININFRA), Ministry of Natural Resources (MINIRENA), Ministry of Finance and Economic Planning (MINECOFIN);
- Bilateral development agencies, including DFID and KfW; and
- Multilateral institutions, including UNDP, GCF, AfDB and WB.

FONERWA’s governance structure reflects a multi-stakeholder model with broad-based sector representation from the GoR, development partners, civil society (e.g. RENGOF, an umbrella organization of local NGOs) and the private sector (e.g. Private Sector Federation). FONERWA has also engaged the Ministry of Gender and Family to ensure gender inclusion in programming and monitoring and evaluation.

Overview

TITLE	Rwanda Climate Resilient Green Cities		
COUNTRY	Rwanda		
MEMBER	Member		
INCOME LEVEL	Least Developed Country (LDC)		
KEY PARTNERS	Ministry of Infrastructure, Ministry of Natural Resources, Ministry of Finance and Economic Planning		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$1,445,000	\$1,520,000

Relevant SDGS



11.3

By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries



13.2

Integrate climate change measures into national policies, strategies and planning



17.9

Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South, and triangular cooperation

Relevant aspect(s) of Rwanda's NDC

Emission reductions from projected emissions resulting from the deviation of BAU emissions for the year 2030 based on policies and actions conditional on availability of international support for finance, technology and capacity building.²⁰

Project Rationale

Rwanda achieved impressive real GDP growth of about 9% per annum between 2000 and 2014. As a result of this growth, Rwanda is experiencing high urbanization rates concentrated in its capital, Kigali, and given its limited total land area, it is now one of the densest countries in Africa. GGGI has been providing technical assistance to the GoR to achieve its green urbanization aspirations under the Economic Development and Poverty Reduction Strategy (EDPRS2) and Green Growth and Climate Resilient Strategy (GGCRS). GGGI is strengthening the GoR's delivery of EDPRS2 pillars 4 and 5, which focus on green urbanization, and the development of secondary cities as poles of economic growth.

The implementation of the National Land Use Plan and district land use master plans are highlighted as important elements for achieving rational land management for increased productivity stipulated under Rwanda's National Urbanization policy (MININFRA, 2015). Integrated policy planning, financing, and capacity development barriers will have to be addressed in order to achieve this target. GGGI's work on policy frameworks, guidelines, and investment strategies necessary for the transformation of secondary cities remains instrumental toward establishing an evidence base for green urbanization in Rwanda

Building on 2015-16 Work

This project will build on GGGI's work in 2015-16 that resulted in the launch of the **National RoadMap for Green Secondary Cities Development in Rwanda** (hereinafter referred to as the Roadmap) in May 2016. The Roadmap has been endorsed by the GoR and serves as an implementation tool for the EDPRS2 and GGCRS. In particular, the Roadmap provides key actions and practical planning guidance to policymakers by mapping out key actions and recommendations describing how green urbanization could enhance quality of health and basic services, including water, sanitation, energy, and housing, as well as address vulnerability through a participatory development approach.

Implementing the Roadmap and the continuation of effective delivery of the program will necessitate further technical assistance to the GoR to translate plans to implementation of green urban development projects.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop recommendations for integrating the National Roadmap for Green Secondary Cities into 6 District Development Plans and submit to district governments
- Prepare project design and financing proposal for one bankable project aligned to the National Roadmap for Green Secondary Cities and submit to a financier
- Deliver 4 training events to strengthen the capacity of district governments to implement the National Roadmap for Green Secondary Cities

PROJECT OUTCOMES FOR 2017-18:

- At least four District Development Plans incorporate key actions from the National Roadmap for Green Secondary Cities Development
- One bankable project aligned to the National Roadmap for Green Secondary Cities approved for financing and implementation
- At least 70% of training participants gain improved knowledge or skills relating to the development of green secondary cities

Planned Results

The overall outcome of the project is to contribute to green urbanization implementation through integrated planning, financing of pilot projects, and institutional strengthening. This will be done by delivering the following outputs:

Urbanization sector action plans and District Development Plans (DDPs) reviewed to integrate key actions and recommendations from the National Roadmap. Based on a needs assessment, sector action plans and DDPs were determined to be essential for the implementation of the Roadmap. At the national level, the work would involve supporting relevant institutions, such as the urbanization divisions of the Ministries of Infrastructure, Ministry of Local Government, and the Kigali city municipality, to integrate the recommendations into their policy documents and decision-making processes. At the district level (where the six secondary cities are located), GGGI will ensure alignment with the key actions and recommendations of the Roadmap in at least four existing DDPs, and review relevant project pipelines identified in 2016 for early stage project preparation.

A financing proposal for a bankable project as identified in the National Roadmap for Green Secondary Cities submitted. Based on the bankable project pipeline identified in 2016, GGGI will scope potential green secondary city projects by conducting pre-feasibility studies on at least two projects: (i) a resource mobilization scoping exercise; and (ii) the design of an investment plan on at least one project, with the aim of submitting a project proposal to a potential financier. The GoR has also set up a Fund for Environment and Climate Change (FONERWA) that GGGI is currently supporting. This domestic financing vehicle is the key institution mandated with accessing and deploying financial resources toward green growth in Rwanda. GGGI will explore the possibility of leveraging resources through FONERWA to mobilize financing for this bankable project.

Training of Trainers (ToT) on Roadmap implementation delivered in six secondary cities. As part of its institutional strengthening efforts to ensure long-term sustainability of the program, GGGI will focus on improving the GoR's capacity to implement the Roadmap at the national and district levels. GGGI will pilot a "Training of Trainers" approach to familiarize selected trainers with the implementation needs of the Roadmap such as integrating key actions in the DPPs. The results of this initial pilot will inform and strengthen the design of further capacity development interventions in relation to the Roadmap.

Key Stakeholders

- Ministry of Infrastructure (MININFRA), Ministry of Natural Resources (MINIRENA), Ministry of Finance and Economic Planning (MINECOFIN);
- Bilateral development agencies, including KfW; and
- Multilateral institutions, including WB and UN-Habitat.

GGGI continues to engage other government and non-governmental partners outside of the 'economic cluster' ministries. For example, GGGI has engaged the Ministry of Gender and Family Protection on gender-sensitive cities and safeguards issues; initiated contacts with the Ministry of Agriculture on potential intervention in the areas of value addition, and greening of the agricultural supply chain; and consulted with the National Capacity Building Secretariat to understand how to collaborate in the roll-out capacity-building activities on green cities both at the national and sub-national levels.

GGGI will also play a more active role in the Urbanization Sector Working Group to support more strategic partnerships with other development partners working in the urban sector, and to identify and align complementary areas of work based on the implementation of the Roadmap.

SENEGAL Overview

TITLE	Green Growth Pathways in Senegal		
COUNTRY	Senegal		
MEMBER	Member		
INCOME LEVEL	Least Developed Country (LDC)		
KEY PARTNERS	Ministry of Urbanization, Ministry of Energy and Ministry of Environment and Sustainable Development		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$1,202,000	\$1,226,000

Relevant SDGS



11.3

By 2030, enhance inclusive and sustainable urbanization and capacity for participator, integrated and sustainable human settlement planning and management in all countries



13.2

Integrate climate change measures into national policies, strategies and planning



13.a

Implement the commitment undertaken by developed-country parties to the UNFCCC to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible

Relevant aspect(s) of Senegal's NDC

An unconditional reduction in emissions with interim targets of 3% by 2020, 4% by 2025, and 5% by 2030 compared to BAU levels. Emissions reduction of 7% by 2020, 15% by 2025 and 21% by 2030, compared to BAU levels, conditional upon international financial support.

Project Rationale

The Government of Senegal (GoS) has developed the National Social and Economic Development Strategy (SNDES) and the Emerging Senegal Plan (PSE) to increase the productivity of Senegal's whole economy, both public and private sectors. The PSE elaborates on plans to build secondary cities to free-up the capital city of Dakar, which accounts for only 0.3% of the surface area of Senegal, but is home to 25% of the population.

Senegal's heavy dependence on imported oil for its energy supply has significantly undermined growth and competitiveness. Biomass represents half of Senegalese energy consumption, while petroleum account for approximately 36%. The high cost of energy coupled with unreliable electricity supply has also been a key constraint to private sector growth. There is a critical need for GoS to diversify its energy mix and attract private sector investments to ensure a competitive supply of electricity in the industrial zones and agricultural areas that have strong economic potential.

Ineffective urban development planning has led to consistent environmental issues, such as flooding and land degradation, and has exacerbated the country's inability to cope with rapid urban growth. Unregulated exploitation of sand quarries and unsafe settlements in the city periphery without adequate social infrastructures and services have also compounded the effects of social inequality and urban poverty.

In order to mobilize and deploy investments to implement green growth plans, operationalizing the country's National Climate Fund (NCF), which is a platform for public and private entities to access international resources for projects that support climate change mitigation and adaptation, is a crucial intervention. Gaps remain on how to strengthen the institution so that the NCF can achieve accreditation for receiving finance for climate projects.

Building on 2015-16 Work

The project will build on 2016 results that included the development of green city guidelines and roadmap, and an analysis of rural renewable energy for productive use. GGGI work will also continue to provide technical assistance in preparation of the operationalization of Senegal's NCF.

The Senegal program offers GGGI the opportunity to support PSE implementation through a broad-based approach built on the development of a national green growth strategy, green urban development planning, bankable project preparation support in the energy for productive use sector, and strengthening the national financing vehicle.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop a National Green Growth Strategy and submit to government
- Support GoS to apply and use green city guidelines and implement roadmap in 3 selected pilot cities
- Prepare designs and financial proposals for at least 2 green energy projects and submit to financiers

PROJECT OUTCOMES FOR 2017-18:

- Government adopts National Green Growth Strategy for implementation and develops recommended actions for green city development in pilot secondary cities
- Green energy projects are approved for financing and implementation

Planned Results

The overall outcome of the project is to support the GoS in converting plans into action in the form of bankable projects and in strengthening national capacity to leverage international climate finance. It will aim at achieving this through the delivery of the following outputs:

National Green Growth strategy developed and submitted to the government. GGGI's interventions in Senegal aim to support ongoing efforts to fulfill the ambition of the PSE and to address a host of interrelated green growth challenges, including vulnerability to exogenous shocks due to food imports and an oil-dependent energy sector that contributes 90% of GHG emissions, as well as inadequate urban infrastructure and low agricultural productivity. GGGI will draw on strategy formulation experiences in other country programs to assist the GoS in developing a National Green Growth Strategy (NGGS) to better shape, prioritize, and strengthen green growth actions aligned to the SNDES and PSE.

Green city guidelines and roadmaps applied in three selected pilot cities. GGGI will assist the relevant government agencies to apply and use green city guidelines and implementation roadmap developed in 2016. This will build on extensive learning from GGGI's experiences in other countries to build the capacity of key stakeholders in Senegal, and to provide a set of recommendations for actions required in selected pilot cities. This will directly contribute to a key aspect of the SNDES by providing an evidence base for sustainable green urban planning.

Design and financial proposals for at least two green energy projects prepared and submitted to financiers. GGGI's work on a renewable energy component explored the potential for energy-based solutions to improve productivity, as well as renewable energy resource development for greener growth. GGGI is working with GIZ-PERACOD, the Ministry of Energy, and a host of national stakeholders from public and private sectors to design and prepare two bankable energy projects.

Key Stakeholders

- Government Ministries and Agencies, including Ministry of Urbanization, Ministry of Energy, Ministry of Environment and Sustainable Development, Ministry of Finance, Plan Senegal Emergent Coordination (PSE), Centre de Suivi Écologique (CSE), Agency for Rural Electrification, and Private Investment Guarantee Fund (FONGIP);
- Multilateral institutions, including AfDB, Partnership for a Green Economy (PAGE), UNDP, UNEP, WB, ; and
- Other partners include municipalities, ENDA Energy, private banks, Global Village Energy Partnership (GVEP), IIED, Civil Society Organizations, etc.

GGGI will conduct a comprehensive stakeholder analysis and consultation workshop as part of the ongoing development of the GGGI Country Planning Framework.

UGANDA Overview

TITLE	Unleashing the Potential of Uganda's Economy through Green Growth		
COUNTRY	Uganda		
MEMBER	Member		
INCOME LEVEL	Least Developed Country (LDC)		
KEY PARTNERS	Ministry of Finance, Planning and Economic Development, Ministry of Water and Environment, Kampala Capital City Authority		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$1,228,000	\$1,387,000

Relevant SDGS



11.3

By 2030, enhance inclusive and sustainable urbanization and capacity for participator, integrated and sustainable human settlement planning and management in all countries



12.4

By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment



13.2

Integrate climate change measures into national policies, strategies and planning

Relevant aspect(s) of Uganda's NDC

Commits to a series of mitigation policies that indicate reduction of emissions by 22% by 2030 compared to BAU levels, conditional upon international support.²¹

Project Rationale

Uganda's primary development strategies - the Uganda Vision 2040 and the National Development Plan II (NDPII, 2015-20) - map out an ambitious growth agenda for the coming decades. Uganda aims to achieve an annual economic growth rate of 8.4% by the year 2025, and attain Upper Middle Income Status by 2040. However, sustainable economic growth is threatened by the country's vulnerability to climate change as 70% of the labor force is dependent on rain-fed agriculture. The Government of Uganda (GoU), therefore, has adopted a climate-centric economic model through the ongoing process of developing the Uganda Green Growth Development Strategy (UGGDS).

The UGGDS seeks to strengthen the technical and institutional capacity for the development of a GHG national inventory system, nationally appropriate mitigation actions (NAMAs), and the associated measuring, reporting and verification (MRV) systems. However, a number of cross-sectoral barriers to a green growth transition have been identified, and need to be addressed as part of a green transition. There have been limited attempts at progressive mainstreaming of green growth into upstream development planning, as well as putting in place a favorable institutional enabling environment. Further, there has been limited integration of the principles of resource use efficiency, sustainability, and resilience into the design of government programs and projects.

In particular, green urbanization poses a challenge to the green transition in Uganda, where the urban population will increase from 6 million in 2013 to over 20 million in 2040²². Youth in Uganda make up a large proportion of the country's demographic profile, with 77% of its population under the age of 30, of which 62% are jobless. Moreover, unemployment in Uganda remains predominantly an urban problem with the unemployment more than three times that of rural areas. The creation and training for green and decent jobs will necessitate both effective urban policy planning, implementation, and private sector development.

Building on 2015-16 Work

This project will continue to build on GGGI's work in 2015-16, which focused on the development of a National Green Growth Implementation Roadmap, a National Green City Implementation Roadmap and action plans, and the delivery of capacity development activities.

Financing has posed a significant barrier to green growth, particularly in the execution of the first National Development Plan (NDP I 2010/11 – 2014/15). Slow progress in domestic revenue mobilization and poor prioritization and sequencing of projects resulted in a lack of financing. Therefore, improving the enabling environment to translate plans to action will continue to be a key focus for continued GGGI support.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop 2 sectoral green growth plans and submit to government
- Develop green city development guidelines for 3 secondary cities and submit to government
- Prepare a feasibility study and investment proposal for a waste-to-energy pilot project for Kampala City and submit to government
- Deliver 8 capacity building events on green growth

²¹ UNFCCC, Uganda's NDC <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Uganda/1/NDC%20Uganda%20final%202014%20October%202015,%20minor%20correction,28.10.15.pdf>

²² The fifth economic update report, "The Growth Challenge: Can Uganda Cities work?", 2015.

PROJECT OUTCOMES FOR 2017-18:

- Government stakeholders adopt sectoral or sub-national green growth plans and green city development guidelines for implementation
- A waste-to-energy project in Kampala City is approved for financing and implementation
- 70% of participants in capacity building events gain improved knowledge or skills relating to green growth

Planned Results

The overall objective of this project is to contribute to Uganda's green growth transition through technical support to the government, capacity building, and knowledge sharing activities, as well as guidance on the development a bankable green urban project. Focusing on Uganda's urban sector, the project will analyze credible green pathways away from BAU, and seek to mainstream green growth in sector plans. The project will also focus on conducting a pre-feasibility and feasibility study on a bankable project in the area of integrated waste management in the Greater Kampala Metropolitan Area (GKMA), and/or one other secondary city.

Two sectoral green growth plans developed and submitted to the government. GGGI is offering technical assistance to mainstream green growth into plans/strategies for two sectors (energy and water). The findings from the "**Better Growth, Better Climate for Uganda**" report, developed by GGGI partner New Climate Economy (NCE), will serve as inputs in this area of work. GGGI will continue to strengthen its partnership and collaboration with NCE to support the GoU in systematic green growth mainstreaming and implementation of the UGGS based on appropriate economic, social, and environmental criteria. GGGI will also provide technical support in green growth mainstreaming during the initial stages of developing the National Development Plan III in 2018 through improved inter-ministerial coordination.

Green city guidelines for three secondary cities developed and submitted. GGGI will build on the National Green City Roadmap to be completed by end of 2016, as well as NCE findings from an urban transitions assessment to guide Uganda's urbanization process and green city development. The Spatial Economic Strategy, with its detailed assessment of the economic, social, and environmental performance on a range of national urbanization scenarios, including consideration of carbon abatement and climate risk, provides a sound basis for GGGI to advise the government on what to prioritize based on the Green City Roadmap. GGGI will support the GoU to implement the roadmap by developing green city guidelines for three secondary cities. The potential to create green jobs and to maximize co-benefits of mitigation and adaptation will feature in target secondary cities to incorporate aspects of micro-, small- and medium-sized enterprises, urban poor, and other excluded groups.

A feasibility study and investment proposal for a waste-to-energy pilot project for Kampala City prepared and submitted to government. GGGI will conduct an assessment of the policy framework to inform the development of a pre-feasibility study on one waste-to-energy project in the Greater Kampala Metropolitan Area. Given that Kampala generates an estimated 30,000 tons of waste per month, most of which is composed of vegetable matter, technical assistance in this area of work will contribute toward generating socio-economic benefits for the city. In addition, the pre-feasibility and feasibility studies will further explore the possibility of setting up a sewage-sludge to energy project to be implemented jointly by the Kampala Capital City Authority and the National Water and Sewage Corporation. Such a project would demonstrate the decentralized reuse of sewage sludge in an efficient small scale heat and power generation plant on the premises of one of NWSC's waste water treatment plans.

GGGI will work with Kampala Capital City Authority to ensure that the pre-feasibility study incorporates urban poverty and gender aspects on the most appropriate technology, approach, and potential sites for the project.

Thereafter, GGGI will assess funding options and engage with potential financiers to design and prepare pilot project(s). Final feasibility and funding proposal(s) will be submitted to the government for approval.

Eight capacity building events on green growth delivered. Strengthening technical capacity of policymakers and relevant ministries to integrate green growth into the planning, budgeting, and spending processes at national, sectoral and provincial levels will be a key objective. GGGI will deliver joint training and exchange programs, and provide best practice cases in the areas of green city development and renewable energy, based on a thorough needs assessment and a capacity development plan customized to the Ugandan context. GGGI will also launch a private sector forum to build awareness on the private sector's role in contributing to green growth.

Key Stakeholders

- Ministry of Finance, Planning and Economic Development, Ministry of Water and Environment - Climate Change Department, Kampala Capital City Authority, National Water and Sewerage Corporation (NWSC);
- Multilateral institutions, including UNDP, UN-Habitat; and
- Other partners, including the New Climate Economy (NCE) and IIED.

GGGI will engage with government ministries, development partners, civil society, and private sector associations while delivering its technical assistance for green urban development and planning. The GoU will likely be providing in-kind contributions through the provision of an office space for GGGI staff.

VANUATU Overview

TITLE	Mobilizing Finance for Green Energy Projects in Vanuatu		
COUNTRY	Vanuatu		
MEMBER	Member		
INCOME LEVEL	Least Developed Country (LDC)		
KEY PARTNERS	Ministry of Climate Change, Department of Energy, Ministry of Finance		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$1,027,000	\$975,000

Relevant SDGS



7.1

By 2030, ensure universal access to affordable, reliable and modern energy services



7.2

By 2030, increase substantially the share of renewable energy in the global energy mix



13.a

Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible

Relevant aspect(s) of Vanuatu's NDC

Moving to 65% renewable energy use by 2020 and nearly 100% renewable electricity by 2030, reducing energy emissions by 30% in 2030 compared to BAU. The target is conditional on at least \$180 million in external funding.²³

Project Rationale

Vanuatu, a Small Island Developing State (SIDS) consisting of more than 80 remote islands, is highly vulnerable to climate change. The country's population of about 235,000 is dispersed across 65 of its islands, many of them far from the urban centers of Port Vila and Luganville²⁴. Approximately 73% of Vanuatu's population does not have access to electricity, with the majority living in rural areas²⁵. While Vanuatu's economic performance has improved in recent years, its remoteness, small market size and limited institutional capacity remain key barriers to green growth.

Over 2015-16 GGGI, in collaboration with the World Bank, provided technical assistance to the Department of Energy for the revision of the National Energy Road Map (NERM). The revised NERM has identified five strategic areas for policy intervention in the energy sector: accessible energy, affordable energy, secure and reliable energy, sustainable energy, and green growth. In addition, a financing gap of at least \$20 million was identified to achieve national energy access targets.

Based on an analysis conducted by GGGI and the Department of Energy, the Government of Vanuatu (GoV) also approved the establishment of a National Green Energy Fund (NGEF) in order to address the issues around financial resources for energy access. The objective of the NGEF is to improve electricity access through renewable energy and to enhance energy efficiency throughout the country, in particular for rural households and business. The NGEF is part of the revised NERM, and will be used as a tool to implement the objectives of the NERM to achieve 100% rural electrification and promote business and income-generating activities in the rural areas through use of renewable energy. In addition, the Department of Energy has prepared a study on rural electrification through solar mini-grids as a means to improve electricity access to households and business, and is also conducting a nationwide hydropower resource assessment. GGGI has also assisted in identifying potential renewable energy projects by developing a pipeline of project ideas on solar mini-grids, renewables for tourism, rural water supply, and biomass for electricity.

Improving access to renewable energy will have a significant impact on poverty reduction and social inclusion, given its contribution to green growth in other sectors, including tourism, agriculture, and water. Ensuring the availability of financing, as well as developing the capacity of the government to deploy resources for the implementation of renewable energy and energy-efficiency projects, will be a critical area for continued GGGI support.

Building on 2015-16 Work

This project builds on GGGI's achievements in 2015-16 by focusing on mobilization of financial resources for the implementation of the NERM's renewable energy, energy efficiency and rural electrification targets. This will be carried out through a double-pronged approach.

First, GGGI will build on the study carried out in 2015-16 and the endorsement of the NGEF by the GoV to provide assistance for the operationalization of the NGEF and the creation of an initial pipeline of projects. In particular, the operationalization of the NGEF will play a crucial role in increasing electricity access and renewable energy investments to achieve the NERM targets in the long-run by consolidating and disbursing financing to green energy projects through a transparent and systematic process.

The second approach to mobilizing financing will be to build on the pipeline of project ideas from 2016, and the existing work of the Department of Energy on solar mini-grids and hydropower, to develop a full project proposal for a renewable energy rural electrification project. Therefore, over 2017-18, the focus will be on the implementation of the NERM's adoption of green energy in the wider economy.

23 UNFCCC, Vanuatu's NDC <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Vanuatu/1/VANUATU%20%20NDC%20UNFCCC%20Submission.pdf>

24 Asian Development Bank, Vanuatu Fact Sheet, 2015.

25 Vanuatu National Energy Roadmap, 2013-2020.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Prepare analysis and recommendations on the legislative and financial arrangements for the National Green Energy Fund (NGEF)
- Develop guidelines on accessing green energy financing for renewable energy or energy efficiency projects
- Develop procedures and documents and deliver training to operationalize the National Green Energy Fund
- Identify and develop at least one green energy project for financing and submit to financier
- Deliver training on scaling up green energy through conducive policy and regulatory settings

PROJECT OUTCOMES FOR 2017-18:

- Government approves the legislative, financial and operational arrangements for the National Green Energy Fund
- Financing is mobilized for at least one green energy project

Planned Results

The overall outcome of the project is to support the GoV's operationalization of the NGEF and to mobilize financing for a green energy project, which will aim to deliver the following results:

Analysis and recommendations on legislative and financial arrangements for the NGEF prepared. GGGI will review the legislative framework of the energy sector in relation to the NGEF and the establishment of ring-fenced funds within the GoV's financial system managed by the Ministry of Finance. GGGI will also conduct the necessary consultations with government stakeholders required for legislative review and joint planning for financial integration. This work by GGGI will build on previous recommendations by development partners, such as the IRENA Vanuatu Renewables Readiness Assessment, which prioritized the increase of the availability of finance and investment into renewables and energy efficiency.

Guidelines to access green energy financing developed. GGGI will support energy sector decision-making bodies in developing assessment criteria for energy project prioritization and selecting for the NGEF. GGGI will also develop user-specific guidelines to access financing for renewable energy and energy efficiency projects. The guidelines will include considerations for rural and micro-business, social inclusion, and gender aspects.

Documents developed and training delivered to operationalize the NGEF. GGGI will build on the established NGEF concept over 2016 and continue to design the necessary operational manuals and documents in order for the NGEF to offer a mixture of grants and loans. Training of personnel from government implementing agencies and other key stakeholders on energy-specific topics and guidelines will be required in order to ensure smooth operationalization and national ownership of the NGEF.

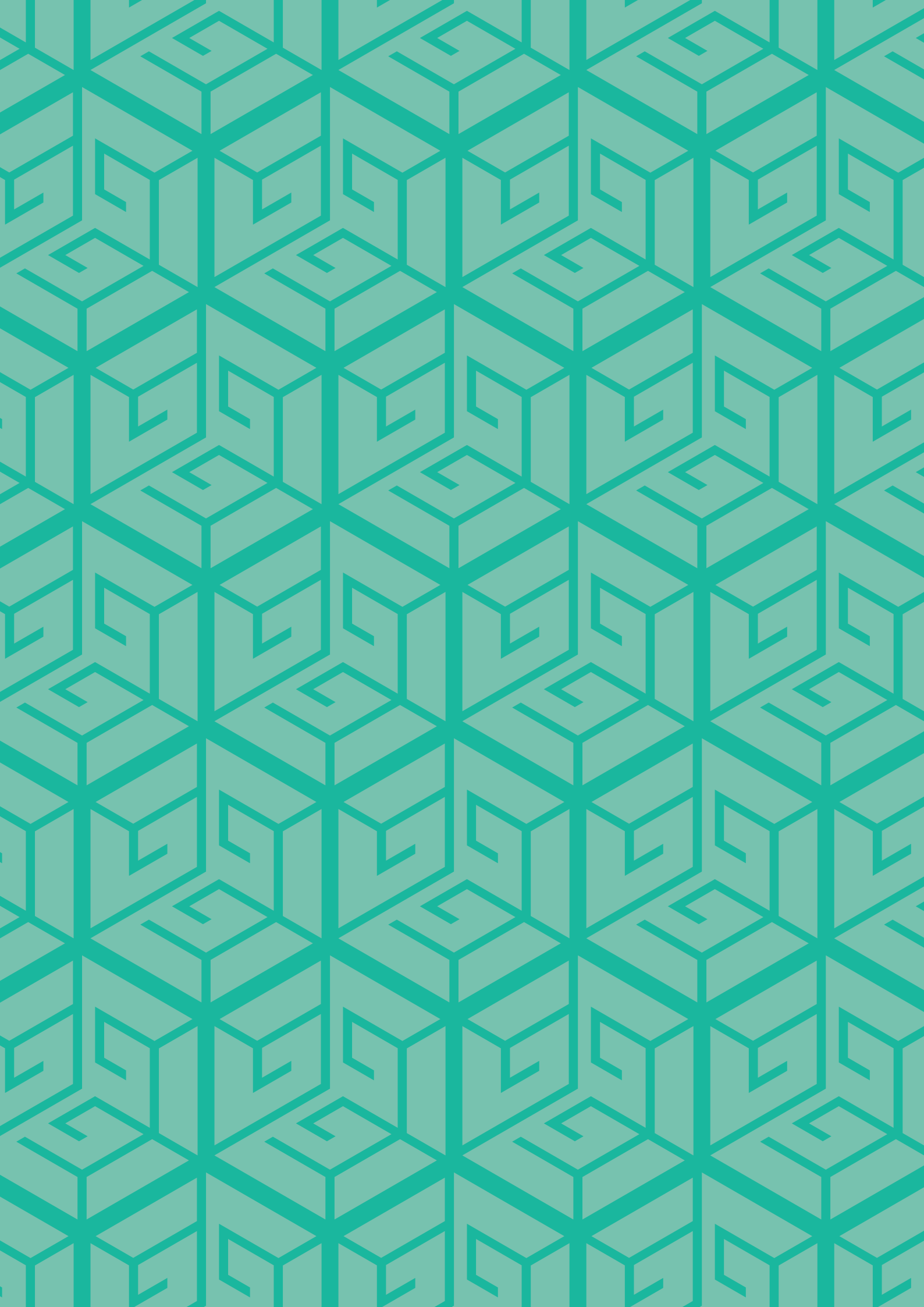
Green energy project identified and developed for financing. GGGI will provide technical assistance in project proposal development on at least one green energy project to demonstrate financial feasibility. This will entail analysis of funding options and the design of a business case that incorporates gender and environmental considerations. In addition, GGGI will explore collaboration with other multilateral and bilateral development partners to develop a project pipeline in order to access the Green Climate Fund.

Training on scaling up green energy through conducive policy and regulatory settings delivered. GGGI will conduct a needs assessment based on the policy, institutional and incentives environment to scale up energy access and financing. Based on the recommendations resulting from the analysis, GGGI will incorporate the recommendations resulting from the analysis into training materials, and further adapt the energy training module developed in 2016 to suit Vanuatu's needs.

Key Stakeholders

- Ministry of Climate Change, Department of Energy, Ministry of Finance, Prime Minister's Office, Department of Strategic Planning, Ministry of Internal Affairs, Ministry of Tourism and Trade, Department of Tourism;
- Bilateral development agencies, including NZAID and GIZ; and
- Multilateral institutions, including the WB, UNDP, and the Pacific Community.

A project coordinating committee will be nominated by the GoV with representation from a selection of the aforementioned stakeholders; this is likely to be the existing National Advisory Board for Climate Change. The GoV is also providing in-kind contributions to the project through the provision of an office for GGGI staff.



4. Lower, Upper Middle and High Income Countries



Middle Income Countries (MICs) are often considered to be in a less serious situation than LDCs because of having reached a certain level of income per capita. However, most MICs face a persistent set of sustainable developmental challenges, including inequality, institutional capacity challenges, maintaining competitiveness²⁶, and negative environmental impacts of rapid growth which in many cases originate from industrial and extractive sectors. Like the LDCs, they face an immense task in achieving the common vision set out by the SDGs and ambitious NDCs.

Green growth is particularly pertinent in MICs, who together have a 31% share of world GDP but are home to a disproportionately large 72% of the world's poor, and are responsible for 55% of global GHG emissions²⁷. Energy access often features as a priority green growth issue for MICs in cases where demand for energy is rapidly increasing. Barriers to finance for funding green growth investments exist throughout the MICs, but paradoxically MIC classification has negative consequences for access to development assistance, and international concessional financing is also given at less favorable conditions.

Many MICs have moved up from the low income category as recently as in the past decade. This recent growth in income levels means that MICs have useful lessons to share with countries looking to replicate and improve on the experience. A number of these countries have demonstrated leadership in embracing green growth principles, and the knowledge and experience gained in this process provide valuable material for South-South cooperation.

The MIC portfolio makes up 47% of total in-country core program budget in 2017 and 48% in 2018, which is substantially reduced from 63%²⁸ in 2015. GGGI will therefore achieve a 50-50% budget split between MICs and LDCs three years ahead of the 2020 target. Core resources to LMICs and UMICs total \$9.42 million in 2017 and \$9.85 million in 2018.

The projects in the MIC portfolio cover all three of GGGI's strategic outcomes.

There is still significant work being done on strengthening national, sub-national, and local green growth policy planning, financing and institutional frameworks. However, in most cases, MIC programs are now either at the stage of implementing policy frameworks that they have developed in partnership with their respective governments in the 2015-16 WPB, or refining them and developing action plans at the sectoral, thematic area or regional levels. The Peru National Green Growth Strategy, the Indonesia project funded by Norway, and the Fiji projects are all examples of the shift toward implementation planning in specific sectors, while the Mexico State of Sonora project shows how a green growth plan is being incorporated at state level.

The next budget sees a significant shift in emphasis toward the strategic outcome of increased green investment flows. Most country programs in MICs will develop at least one bankable project to demonstrate and catalyze investments in priority areas identified through their previous in-country work. In Jordan and Mongolia, GGGI is also assisting with the operationalization of NFVs for green growth projects. In India, GGGI will be focusing on the design and financial structure of a debt fund for off-grid energy sector.

As mentioned, improved multi-directional knowledge sharing and learning between countries on green growth is a strong priority in the MIC portfolio. China's program is heavily focused on South-South knowledge sharing, whereas the India and UAE projects both have a strong focus on global and regional knowledge sharing

While GGGI continues to prioritize the allocation of core budget to Member countries, as noticeable from the portfolio

26 UNDP Seoul Policy Centre, 2013 http://www.undp.org/content/seoul_policy_center/en/home/presscenter/articles/2013/12/17/report-country-examples-should-drive-new-thinking-on-development-in-middle-income-countries.html

27 New Climate Economy, 2016. <http://2014.newclimateeconomy.report/>

28 GGP&I core budget only

above, selected non-Member MICs have been allocated core funding in this budget as they drive strong South-South cooperation mechanisms. For example, in India, GGGI will identify and document development solutions for scaling up of renewable energy. In China, GGGI will collaborate with Chinese experts to identify, compile, and disseminate successful Chinese green growth practices for possible replication under the framework of South-South Cooperation.

Progress is being made on membership in both China and India. GGGI has received positive indications from China's Foreign Affairs Ministry regarding membership. The Government of India and GGGI have both expressed an interest in signing a Memorandum of Understanding (MOU) with the Ministry of New and Renewable Energy.

Peru is currently in the final stages of membership. As of May 2016, a Supreme Decree has been issued that authorizes the President to sign the Instrument of Accession.

Colombia has demonstrated significant progress on membership. Discussion and negotiation of a Host Country agreement took place in early 2016, and the process of preparing a ratification Bill and prioritization of the ratification Bill in the Minister's Council of June. The Colombian project is therefore funded from core budget, although earmarked funding will be sought for a portion of the budget.

In Morocco, the Ministry of Foreign Affairs is currently working on a translation of an MOU in Arabic in order to facilitate its adoption and make further progress toward membership.

The thematic focus of the MIC portfolio is largely on the 'Energy' thematic area, with a large number of project outputs driving investment in renewable energy and in energy efficiency, i.e. the Viet Nam Biomass Waste-to-Energy project focusing solely on clean energy. The 'Green Cities' theme also emerges strongly with projects focused on cities in Fiji, Mongolia, Mexico, and Viet Nam. 'Water' is a strong priority in the projects in Mongolia, Jordan, and Peru, while the programs in Colombia and Peru have a strong focus on 'Land Use', especially with respect to deforestation.

An engaged and actively participating private sector is critical in achieving GGGI's objective to support partner governments in moving their countries toward a model of green growth that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic development. The 2017-18 MIC country programs demonstrate active engagement of the private sector on several levels.

The UAE will be establishing a Green Business Council as a forum to bring together a wide range of business stakeholders to proactively engage with green growth policy and implementation actions. Thailand is an example where private sector stakeholders in the Auto-Parts sector are directly and strategically engaged to implement sector green growth action plans and where Energy Savings Companies (ESCOs) are enabled to drive energy efficiency. The India and Mongolia projects demonstrate how private sector financial institutions can be engaged in mobilizing resources for green investments. All country programs have considered and identified private sector industry associations and/or financial institutions as potential stakeholders in the formulation of their project.

The MIC projects include flagship initiatives and new service offerings, especially with regard to supporting developing countries in implementation of their NDCs and to the development and strengthening of NFVs as a means for countries to access international climate funds and to blend public, private, and bilateral sources of funding for the achievement of development and climate-related objectives.

- The Thailand project is specifically designed to support the implementation of Thailand's NDC. All projects have explicitly considered the country NDC objectives in their design.
- GGGI is supporting the development of NFVs in Jordan and Mongolia. Whereas 2015-16 work supported the design and development phases of these two countries' NFVs, the 2017-18 WPB aims to get the Jordan Environmental Fund and the Green Credit Fund of Mongolia fully operational.

4.1 Project Briefs: Lower Middle Income Countries

FIJI Overview

TITLE	Supporting the Implementation of the Green Growth Framework for Fiji – Phase 2		
COUNTRY	Fiji		
MEMBER	Member		
INCOME LEVEL	Lower Middle Income Country (LMIC)		
KEY PARTNERS	Ministry of Finance Strategic Planning Office (SPO), Ministry of Infrastructure, Department of Energy		
FUNDING SOURCE	Core		
BUDGET			
		2017	2018
	Total	\$850,000	\$1,179,000

Relevant SDGS



7.1

By 2030, ensure universal access to affordable, reliable and modern energy services



11.6

By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management



13.a

Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible

Relevant aspect(s) of Fiji's NDC

- An unconditional 10% GHG emissions cut by 2030, compared to business as usual levels, or a conditional 30% reduction with international support. Applies to energy emissions only.
- Targets 100% renewable electricity and 25% renewable energy share in total energy consumption by 2030.²⁹

Project Rationale

Fiji is a Small Island Developing State (SIDS) where reducing vulnerability and enhancing resilience of communities to the impacts of climate change is a high priority for the government. Fiji's energy sector is highly dependent on fossil fuels, with fossil fuel imports accounting for 25-30% of all imports, leaving it exposed to oil price increases and volatility. Energy infrastructure that can withstand climate change impacts and energy security are therefore important aspects of the country's overall resilience.

Fiji has made commitments to renewable energy development in its Green Growth Framework, NDC and new (draft) five-year National Development Plan (NDP), and 20-year Strategic Vision. Today, while approximately 60% of electricity is derived from renewables, almost all are from hydropower which is vulnerable to droughts. Electricity access is 82% in rural areas and 96% in urban areas. However, in rural areas access to electricity is often limited to a few hours per day.

IRENA³⁰ indicates that among the factors contributing to Fiji's unique situation is the need for an overarching energy policy. While Fiji is invested in aligning with green growth objectives, capacity shortage in leveraging green growth principles for sustainable governance is resulting in gaps in tools, policies, and frameworks for guiding broader stakeholders. For example, Fiji has not articulated a standard Power Purchase Agreement template, systematized processes for tendering new power generation capacities, developed a masterplan for framing rural electrification or designed standard guidelines for encouraging small-scale investors and households to capitalize on grid-connected renewables. As such, the investment context is clouded by the lack of framework.

The IRENA Renewables Readiness Assessment (RRA) of 2015 includes recommendations to finalize a new energy policy and develop a rural electrification masterplan in order to contribute directly to an enabling environment for the development of bankable projects and the mobilization of funds for green energy projects. Establishing such a framework would set clear policy guidelines that the private sector can confidently leverage for designing investment plans.

This project has been designed to respond directly to the recommendations made by the IRENA RRA and builds on the analysis to assist the GoF to develop bankable renewable energy projects. With the new national development plan just finished, GGGI is in a very good position to pick this up, review, revise, and finalize the existing draft policy, and integrate green growth aspects. The IRENA RRA report mentions solar, hydro, and biomass as possibilities, which this project will build on.

The 2017-2018 workplan will implement a number of the IRENA recommendations, including: finalization of the energy policy, assistance in the creation of an enabling environment for investment in renewables, and development of a rural electrification masterplan. As the IRENA assessment points out, the finalization of the draft energy policy will reduce uncertainty and risk in the eyes of prospective energy sector investors and their lenders, thus contributing directly to the creation of opportunities for bankable projects and mobilization of funds for green energy projects.

29 UNFCCC, Fiji, http://www4.unfccc.int/submissions/INDC/Published%20Documents/Fiji/1/FIJI_iNDC_Final_051115.pdf
30 IRENA, 2015. www.irena.org/.../Publications/IRENA_RRA_Fiji_2015.pdf

Sustainable transport and greening Fiji's economic base are also national development priorities. However, green growth is not fully integrated into urban planning, and transport policies and planning at the sectoral level, nor at provincial and local levels. Given the impact of the recent cyclone, the government needs support to introduce the intended new green economy initiatives in energy and transport. The project intends to address the problem of high and expensive fossil fuel imports and vulnerable energy security, including energy access, and the lack of information available on green growth options for cities and transportation.

Building on 2015-16 Work

In 2015-16, GGGI supported Fiji to integrate green growth into the Fiji NDP, and is currently supporting development of related infrastructure. The final infrastructure projects selected for 2015-16 are in the energy sector. The first involves assisting the Department of Energy in the preparation of a full project proposal for the rehabilitation of solar home systems in areas worst hit by Cyclone Winston, and the second involves carrying out a pre-feasibility study for 100% renewable energy electricity generation on two major islands in collaboration with government ministries and the Fiji Electricity Authority.

The WPB 2017-18 builds on this work by continuing to support the implementation of the NDP and its policies, priorities and programs with a focus on the energy sector. The pre-feasibility study to be carried out in 2016 will be developed into a full proposal and the development of a rural electrification masterplan will build on the experience gained from the solar home system project. The 2017-18 project also builds on key issues identified during the NDP work in the transport and sustainable cities sectors, where GGGI experience from other countries, such as Cambodia and Rwanda, can provide valuable insight in developing options and opportunities for green urban growth in Fiji.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

Energy:

- Develop 1 national green energy policy and action plan aligned to the new National Development Plan and submit to government
- Prepare project design and financing proposal for 1 bankable project in green energy and submit to financier
- Develop 1 green rural electrification master plan aligned to the new National Development Plan and submit to government
- Deliver training on planning and implementation of green energy sector policies

Transport:

- Develop policy recommendations on urban green transport systems and submit to government

PROJECT OUTCOMES FOR 2017-18:

- Funding approved for 1 green energy project
- Government adopts policy recommendations on renewable energy and energy efficiency, green rural electrification and green urban transport for implementation
- At least 70% of training participants gain improved knowledge or skills relating to green growth or green energy

Planned Results

The project is aimed at mobilizing investment by equipping the government with implementable green growth policy recommendations, while building capacity to adopt and implement the policy. This project will support the government of Fiji cultivate a vibrant business environment through clear policy signals for reducing barriers and encouraging private sector investments. GGGI will achieve this by delivering the following outputs:

National green energy policy and action plan developed and aligned to the National Development Plan. GGGI will review and revise Fiji's draft energy policy and draft energy action plan through a participatory approach involving a wide range of stakeholders, including vulnerable groups. Following the revision of the policy and action plan, GGGI, in partnership with the Ministry of Industry, Trade and Tourism, will design a program to promote the implementation of renewables and energy efficiency in the tourism, manufacturing, and commercial sectors, including incentives to stimulate private investments in low carbon development. This will support the creation of an enabling environment to attract investment, by overcoming market barriers.

This national policy and action plan will ensure a fertile environment for implementing bankable projects in the private sector. Strong policies will reduce investor's uncertainty by providing clear policy directions and laying the foundation for more grid-connected renewables and strategic planning for rural electrification, including involving the private sector.

Project design and financing proposal for green energy bankable project prepared. GGGI will assess the investment and green growth potential of project concept notes developed in the energy sector in 2016 that build on the recommendations of the IRENA study and the GGGI pre-feasibility study carried out in 2016. GGGI will also conduct further pre-feasibility or preparatory studies as needed for selected priority projects. Based on a consultation workshop with key stakeholders, GGGI will analyze available funding options for potential projects and design a feasible business case for the identified project, as well as provide access to relevant funding entities. This will result in a full funding proposal, term sheets, or project agreement for at least one project. In addition, GGGI will provide support to the National Development Bank in the design of distinct financial instruments for green energy.

Green electrification master plan developed and aligned to the National Development Plan. Building on previous work, GGGI will assess least-cost options for rural electrification of all un-electrified areas of Fiji, and design a Renewable Energy Service Company (RESCO)/PPP model for rural electrification in collaboration with private sector companies and the Ministry of Infrastructure and Transport. GGGI will prepare and deliver a rural electrification masterplan integrating least-cost approach, public and private sector business models, and a time-bound action plan for achieving the goal of 100% rural electrification by 2020.

Training on planning and implementation of policies delivered. GGGI will prepare and deliver a customized energy training module for Fijian government stakeholders. The training module will be based on the results derived from the national green energy policy and action plan, and the green rural electrification masterplan. The training will incorporate recommendations for scaling up investment in renewable energy and address training needs identified.

Policy recommendations on urban green transport systems developed. GGGI will conduct analysis and provide options to decision-makers and planners to support green growth in cities and towns through the transport sector. A study on green urban development and cleaner transport options for public transport and inter-island transport will be carried out. GGGI will then provide support to the government for the development of a green public transport plan for a selected municipality.

Key Stakeholders

- Ministry of Finance, Department of Strategic Planning, Ministry of Infrastructure and Transport, Department of Energy, Ministry of Industry Trade and Tourism, Ministry of Housing, Local Government and Environment and the Ministry of Women, Children and Poverty Alleviation;
- Other public institutions, including the Fiji Electricity Authority and the Fiji Development Bank;
- Development partners, including IRENA, UNDP, WB, ADB and other actors involved in the energy sector; and
- Private sector industry associations.

The Ministry of Finance and the Department of Strategic Planning will be the lead implementing counterpart for the project and will facilitate communications with other government agencies and State-Owned Enterprises that act as implementing partners. Engagement with government ministries will be conducted through regular meetings and implementation stakeholders will sit on committees to provide direction, advice, and recommendations. All stakeholders, including relevant civil society organizations, will be consulted at the start of the project and at key milestones.

INDIA Overview

TITLE	India – Green Growth through NDC
COUNTRY	India
MEMBER	Non-Member
INCOME LEVEL	Lower Middle Income Country (LMIC)
KEY PARTNERS	Ministry of New and Renewable Energy (MNRE), Ministry of Environment, Forest and Climate Change (MoEFCC), Indian Renewable Energy Development Agency (IREDA), various financial institutions, including Yes Bank
FUNDING SOURCE	Core

BUDGET		
	2017	2018
Total	\$674,000	\$697,000

Relevant SDGS



7.1

By 2030, ensure universal access to affordable, reliable and modern energy services



7.2

By 2030, increase substantially the share of renewable energy in the global energy mix



17.9

Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South, and triangular cooperation

Relevant aspect(s) of India's NDC

- A 33-35% reduction in emissions intensity by 2030, compared to 2005 levels. Also pledges to achieve 40% of cumulative electricity installed capacity from non-fossil fuel based resources by 2030. India intends to cover the \$2.5 trillion cost of its pledge with both domestic and international funds.³¹

Project rationale

As the third largest economy and the fourth largest energy consumer in the world, India's development trajectory and action will have a decisive impact on global efforts to limit GHG emissions. India's NDC is ambitious and reflects its commitment to share the burden; however, much depends on enabling a domestic policy environment, implementation support, and international finance.

The NDC highlights India's priority to become more energy efficient, shift toward clean energy, and achieve electricity access for all. The supply of affordable energy drives India's economic growth; however, the current heavy reliance on fossil fuels poses several risks. Increasing imports of crude oil and gas limit energy security, and the use of fossil fuels increases GHG emissions and other pollutants.

More than 50 million households in India currently lack access to electricity, while hundreds of millions struggle with a reliable and affordable supply of electricity, a major constraint to poverty reduction. A primary focus is, therefore, to increase access to clean electricity to rural households and businesses, thereby increasing their economic potential. Off-grid electricity access using solar power is a powerful solution in rural areas to provide more people with lighting and basic energy needs. Many firms have started operations in off-grid energy sector, but have not been able to achieve scale. In order to grow operations, these firms require debt capital for their capex and working capital requirements. However, because of high perceived risk by domestic financial institutions and lack of appropriate financial instruments to service this sector, there is a corresponding dearth of debt capital for off-grid electricity companies.

India's NDC highlights the need for access to financing, knowledge sharing and transfer of green technologies, and capacity building in order to meet global commitments under the Paris Agreement. Facilitating the flow of domestic and international climate finance and investment would be a key contribution to support India's NDC implementation.

India is also well positioned to share its experience on sustainable development, particularly on increasing the share of renewable energy in the overall energy mix. This highlights the importance of South-South cooperation and knowledge sharing on India's mitigation efforts, especially its success stories and technological expertise, with other developing countries facing similar developmental challenges. India's leadership in setting up and leading the International Solar Alliance (ISA) as an international organization provides GGGI an important opportunity to work together to disseminate renewable energy best practices with GGGI Member countries and beyond. Eighteen GGGI Member countries and seven GGGI partner countries (such as India and China) are also prospective ISA member countries.

Building on 2015-16 results

During the scoping phase in 2016, GGGI conducted a detailed assessment of challenges faced by the off-grid energy sector in India, engaging key stakeholders and government counterparts, where lack of debt capital was identified as the most critical barrier. In the 2017-18 WPB, a GGGI-designed innovative debt fund will unlock the decentralized renewable energy market by making available capital to enterprises for capital expenditure and working capital requirements, and at the same time help develop an ecosystem of investors, lenders, and development institutions.

The 2015-16 WPB also focused on identifying ways to facilitate knowledge sharing between India and other countries on topics of mutual interest, for example through GGGI's existing programs on capacity development, South-South Cooperation, and knowledge sharing platforms. The 2017-18 WPB will build on this by delivering knowledge sharing outputs to share best practices from India on renewable energy.

31 UNFCCC, India <http://www4.unfccc.int/submissions/NDC/Published%20Documents/India/1/INDIA%20NDC%20TO%20UNFCCC.pdf>

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Prepare financing arrangements for a debt fund to encourage green investments in the off-grid energy sector and submit to financiers
- Identify and document development solutions for scaling up of renewable energy

PROJECT OUTCOMES FOR 2017-18:

- Financing for a debt fund for the off-grid energy sector is approved
- GGGI, together with Ministry of New and Renewable Energy, disseminate practices that have the potential for replication

Planned results

The project aims to achieve specific outcomes, including financing a debt fund for the off-grid energy sector, and sharing of knowledge between India and other GGGI Member countries on scaling up renewable energy within the framework of GGGI's South-South Cooperation. GGGI will achieve this by delivering the following outputs:

Financing arrangements for a debt fund to encourage green investments in the off-grid energy sector prepared and submitted to financiers. Following concept and design work done in 2016, GGGI will support the design and financial structuring of the India Debt Fund for the off-grid energy sector. The support will consist of preparing information memorandums, organizing an investor conference, soliciting and finalizing term sheets, and finalizing a legal documentation for fund establishment. GGGI aims to get at least one term sheet finalized and signed.

Development solutions for scaling up of renewable energy identified and documented. GGGI will organize knowledge sharing between GGGI members and ISA partner countries. With 18 overlapping Member countries with GGGI and a mandate to rapidly scale renewable energy across the world, ISA has strong synergy with GGGI, particularly in sharing best practices. In this context, knowledge sharing will focus on India's experience in renewable energy policy formulation, target setting, and regulatory incentives, as well as India's experience in renewable energy financing and market mechanisms. GGGI will strategically align its South-South cooperation with India's recent efforts to disseminate its success stories, expertise, and technologies with other developing countries facing similar developmental challenges, and to learn from their experience.

Key stakeholders

- Key multilaterals- IFC, ADB, WB, UNDP, GCF, and International Solar Alliance;
- The key government stakeholders are the Ministry of New and Renewable Energy (MNRE) and the Ministry of Environment, Forest and Climate Change;
- Key private sector associations include the Confederation of Indian Industry (CII) and the Federation of Indian Chambers of Commerce and Industry; and
- Key financial institutions, such as the National Bank for Agriculture and Rural Development (NABARD), Indian Renewable Energy Development Agency (IREDA), Small Industries Development Bank of India (SIDBI), Yes Bank and, as the financial instrument develops, additional financial institutions as appropriate.

GGGI will regularly consult with MNRE, its counterpart, and will propose a broader Working Group including other relevant ministries and relevant stakeholders to periodically monitor progress of the project and steer the program delivery.

INDONESIA Overview

TITLE	Phase II of the Indonesia Green Growth Program		
COUNTRY	Indonesia		
MEMBER	Member		
INCOME LEVEL	Lower Middle Income Country (LMIC)		
KEY PARTNERS	Ministry of National Development Planning (BAPPENAS), Ministry of Environment and Forestry (MEF), Coordinating Ministry for Economic Affairs (CMEA), Ministry of Energy and Mineral Resources		
FUNDING SOURCE	Earmarked (Norway)		
BUDGET		2017	2018
	Total	\$5,121,000	\$5,099,000

Relevant SDGS



7.2

By 2030, increase substantially the share of renewable energy in the global energy mix



13.2

Integrate climate change measures into national policies, strategies and planning



15.2

By 2020, promote the sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally



17.14

Enhance policy coherence for sustainable development

Relevant aspect(s) of Indonesia's NDC

A 29% reduction in emissions by 2030, compared to BAU.³²

Project Rationale

Economic expansion in Indonesia has brought prosperity and improved living conditions to local populations, through jobs, infrastructure investment, and increased availability of essential services like transport, health, and education. Yet, Indonesia's current growth path is resulting in social and environmental challenges. The country's future economic challenge is to deliver a rapid, yet inclusive, and people-centered form of economic growth in support of the ambitious social and economic goals expressed in Indonesia's new National Mid-term Development Plan (RPJMN 2015-19). This was adopted in early 2015 to reflect the current administration's strategy to meet development challenges.

However, increasing pressures on the environment threaten progress toward these goals. Indonesia's natural capital base is being eroded, with corresponding impacts on the country's food, water, and energy security affecting the long-term prosperity of all Indonesians. Indonesia's total GHG emissions are estimated to account for over 6% of the global total. Forestry and land use emissions are by far the largest source, emissions from energy consumption also growing. Transforming Indonesia's growth pattern into a more sustainable one remains a challenge due to weak institutions, poor governance, and a global market for unsustainable extractive sectors, which results in high rates of deforestation and other social and environmental issues. Green growth will require demonstrations of innovative technologies, organizations and processes, effective government policies to protect the environment, and consistent involvement by private business and civil society groups in the shift to cleaner, more inclusive growth.

The main elements of Indonesia's Economic Master Plan (MP3EI), launched during the previous administration, still feature in the current government's development priorities. Specifically, the establishment of SEZs throughout the country has been stepped up and prioritized. Ambitious plans to develop a number of SEZs across Indonesia highlight the importance of ensuring green growth in these processes.

Indonesia's NDC lays out an exciting and challenging approach to integrate food, water, and energy security through a 'landscape approach' underpinned by sound ecosystem management. This approach is well suited to valuing natural capital and ecosystem services. It also puts a premium on good spatial planning and effective, cross-sectoral governance.

This project aims to serve the priorities of Indonesia's RPJMN 2015-19, which sets a course for a clean, transparent, democratic government, strengthening the rural economy, land tenure reform, and increasing the productivity and competitiveness of the Indonesian people. The plan is particularly ambitious in setting targets for economic growth, food and energy security, poverty reduction, spatial planning, and natural resource management. These targets reflect the nation's urgent development needs, as well as Indonesia's international commitments to contribute to SDGs and climate change actions.

Building on 2015-16 Work

The 2017-18 WPB for Indonesia covers the second phase of the Indonesia Green Growth program. Phase I (2013-15) focused on mainstreaming green growth in development planning, building the capacity of government partners to use innovative tools, and facilitating green growth strategies. Notable results to date include a national green growth roadmap, district-level Green Growth Strategies supported by government budget allocations, and the adoption of an approach and methodology to mainstream project design and investment through a Green Growth Assessment Process (GGAP). The GGAP was supported by extended cost-benefit assessments (eCBA) of four projects and an eCBA handbook. By the end of 2016, investment opportunities in the solar PV and bioenergy sectors, as well the forest and landuse sectors, will be leveraged through improved project design and green growth guidelines for SEZs will be completed.

³² UNFCCC, Indonesia http://www4.unfccc.int/submissions/NDC/Published%20Documents/Indonesia/1/NDC_REPUBLIC%20OF%20INDONESIA.pdf

Based on the success of Phase I, GGGI obtained earmarked funding from Norway to continue with Phase II (2016-19). Phase II builds on these results by piloting green investments, enhancing sustainability, and replication by institutionalizing green growth methods and mainstreaming green growth within policies and investment plans.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop and submit recommendations on incorporating renewable energy into Regional Energy Master Plans of East and Central Kalimantan
- Support the adoption of green growth policy guidelines in SEZs in 2 provinces or districts
- Develop and submit recommendations on mainstreaming green growth into sectoral, provincial and district level development plans in East and Central Kalimantan
- Develop and submit a renewable energy investment framework at district or provincial level
- Develop and submit national-level policy recommendations and fiscal instruments to promote green investment in SEZs
- Design and submit policy instruments to reduce risk and enhance investment decisions for REDD+ activities
- Deliver at least 4 training events on green growth planning and investment tools and methods
- Prepare and submit 1 pre-feasibility study and 2 project designs for bankable projects
- Prepare and submit 1 pre-feasibility study for a green infrastructure project in a Special Economic Zone
- Develop and submit 3 proposals for forest and land-based GHG mitigation projects for financing
- Green Growth Facility expands its knowledge support services beyond the existing 2 pilot provinces
- At least 12 knowledge products on green growth produced and disseminated
- Finalize design and pilot delivery of a green growth curriculum for government agencies
- Mainstream safeguards, poverty reduction and social inclusion (including gender) into all program outputs

PROJECT OUTCOMES FOR 2017-18:

- Governments adopt green growth plans relating to energy, SEZs, forest- and land-based GHG mitigation for implementation
- Governments adopt and implement policies and instruments to improve the enabling environment for green investment
- Financing is approved for at least 3 bankable green projects
- Green Growth Facility effectively supports the development and implementation of green growth policies at national and sub-national levels

Planned Results

The four outcomes of the Phase II framework are designed with multiple linkages to make them mutually reinforcing. For green growth to succeed, it requires systematic planning and coordination, the right mix of policies and enabling conditions, and an adequate flow of public and private investment to projects on the ground. All of these require capable institutions and leaders.

Implementation plans set the overall direction, goals, and means of economic development for sectors, regions, and the nation to deliver green growth. The following outputs will drive this outcome:

- Recommendations on incorporating renewable energy into Regional Energy Master Plans of East and Central Kalimantan developed;
- Adoption of green growth policy guidelines in SEZs in 2 provinces or districts supported; and

- Recommendations on mainstreaming green growth into sectoral, provincial, and district level development plans in East and Central Kalimantan developed.

Improvements to the enabling environment provide a conducive investment climate reducing risks which builds the confidence of public and private investors to invest in green growth. The following outputs will drive this outcome:

- Renewable energy investment framework at district or provincial level developed;
- National-level policy recommendations and fiscal instruments to promote green investment in SEZs developed;
- Policy instruments to reduce risk and enhance investment decisions for REDD+ activities designed; and
- At least 4 training events on green growth planning and investment tools and methods delivered.

Green financing from both public and private sources is needed to demonstrate the bankability of green projects and programs. The following outputs will drive this outcome:

- 1 pre-feasibility study and 2 project designs for bankable projects;
- 1 pre-feasibility study for a green infrastructure prepared;
- 3 proposals for forest and land-based GHG mitigation projects for financing developed; and
- Knowledge support services of a Green Growth Facility expanded beyond the existing 2 pilot provinces.

Well governed and capable institutions and leadership are needed over the longer term. To ensure the sustainability of applying a systematic approach toward green growth, the use of tools to support decision making and performance measurement, and to replicate the development of bankable green projects, a **Green Growth Facility** will support replication and scaling up of in-country capacity building of systems and institutions that can deliver green growth. The Facility will act as a clearinghouse and delivery mechanism for green growth information, knowledge, and skills. Training modules will be developed for inclusion in official curricula and programs, both with national and sub-national partners, as well as to reach a broader target audience in other sectors and in provinces and districts across Indonesia. The following outputs will drive this outcome:

- At least 12 knowledge products on green growth produced and disseminated; and
- Design of a green growth curriculum for government agencies finalized and piloted.

Phase II of the Program will focus on three areas: (i) energy, with a particular focus on renewable energy and energy efficiency; (ii) SEZs, with a focus on green infrastructure projects; and (iii) forest- and land-based mitigation, with a focus on enabling and financing REDD+ programs within the broader context of green growth, with an expanded support beyond the two pilot provinces Central Kalimantan and East Kalimantan to other priority provinces.

Key Stakeholders

The key stakeholders for this project are expected to include:

- Key government stakeholders, including the ministries of National Development Planning (BAPPENAS), Energy and Mineral Resources, Economic Affairs, Environment and Forestry, and Finance;
- Key partners in the pilot provinces, including the regional development planning agencies and the provincial climate change council in East Kalimantan;
- PT SMI, an infrastructure financing company operating as a State-Owned Enterprise under the Ministry of Finance;
- Key civil society partners, including the Indonesian Biodiversity Foundation (KEHATI) and the Partnership for Governance Reform in Indonesia (Kemitraan); and
- Key private sector stakeholders represented, including the Indonesian Chamber of Commerce and the National Banking Association.

Phase II will be governed by a multi stakeholder steering committee, a BAPPENAS-led joint secretariat, and hybrid teams embedded within implementing ministries and sub-national agencies.

MONGOLIA Overview

TITLE	Mongolia Transition to Green Development – Phase 2		
COUNTRY	Mongolia		
MEMBER	Member		
INCOME LEVEL	Lower Middle Income Country (LMIC)		
KEY PARTNERS	Ministry of Environment, Green Development and Tourism (MEGDT), Invest Mongolia Agency, Capital City of Ulaanbaatar		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$1,112,000	\$1,063,000

Relevant SDGS



7.2

By 2030, increase substantially the share of renewable energy in the global energy mix



12.2

By 2030, achieve the sustainable management and efficient use of natural resources



13.a

Implement the commitment undertaken by developed-country parties to the United Nations Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible

Relevant aspect(s) of Mongolia's NDC

- Outlines a series of policies and measures expected to reduce emissions by 14% by 2030, compared to BAU levels. Conditional upon international funding.
- Increase renewable electricity capacity to 20% by 2020 as a share of total electricity generation capacity
- Reduce building heat loss by 20% by 2020³³

Project Rationale

The Government of Mongolia (GoM) has identified improving the resilience of communities to the impacts of climate change and transitioning to a greener development pathway as priorities in its National Green Development Policy (NGDP). Mongolia's energy sector is highly dependent on fossil fuels with over 90% of heating and electricity derived from coal. The resulting soil and air pollution is particularly acute in the peri-urban areas of Ulaanbaatar and other secondary cities, where poverty exceeds the national rate of 27%³⁴.

Mongolia has therefore made commitments to increase renewable energy generation and improve urban planning and resilience in its NGDP and Action Plan, NDCs and Sustainable Development Vision 2030. While the supporting policy environment has improved, implementation and financing to address these challenges remain well below the levels needed to transition to inclusive green growth. Additionally, green growth is not yet fully integrated into energy and urban development policy implementation and financing at the line ministry or provincial and municipal levels. Given the current impacts of weak commodities prices and low investment, a stretched government budget reduces the ability to introduce many of the intended green development measures.

The GoM therefore seeks to identify and build commitments to the steps needed to achieve its green growth ambitions through the formulation of investment plans. This project, supporting Mongolia's transition to Green Development Phase 2, is designed to enable additional resource mobilization in the thematic areas of energy and cities. The project aims to address the problems of fossil fuel dependence, uneven urban development, and limited capacity to finance green growth in order to build resilience to climate change. GGGI's core service offerings under this project directly support the GoM's green development targets of 20% renewably generated electricity, 20% building heat loss reduction, and 2% of GDP for green investment by 2020.

Building on 2015-16 Work

The Mongolia WPB 2015-16 supported the development of national and sub-national green growth action plans for Mongolia's NGDP and initiated bankable project design and preparation in education buildings, waste-to-energy, and heating systems. GGGI is also completing the first stages of the development of a Green Credit Fund, which is National Financing Vehicle (NFV) initiative being led by the Mongolian Bankers Association.

The WPB 2017-18 will build upon these results by continuing to support the implementation of the NGDP Action Plan and sub-national green development strategies, and ensuring that the NFV is fully operational. The project concepts initiated in 2016 will be advanced to bankability assessment and go-to-market, and will be included in the development of a project pipeline for the NFV.

33 UNFCCC, Mongolia http://www4.unfccc.int/submissions/NDC/Published%20Documents/Mongolia/1/150924_NDCs%20of%20Mongolia.pdf
34 National Statistical Office of Mongolia, 2015.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Support the development of at least 3 green energy project proposals
- Support the development of at least 3 green public building project proposals
- Prepare a project design and financing proposal for 1 green urban infrastructure project and submit to a financier
- Develop operational arrangements for a National Green Credit Fund and submit to government

PROJECT OUTCOMES FOR 2017-18:

- Government approves the green energy and green public building proposals, and the policy and guidelines and criteria used to develop them, for further implementation
- Financing is approved for at least 1 project relating to green energy, green public buildings or green urban infrastructure
- Government approves and begins operating the National Green Credit Fund

Planned Results

The project will drive the mobilization of resources for the delivery of Mongolia's NGDP by delivering the following outputs:

At least 3 green energy project proposals supported. GGGI will conduct an analysis of energy conservation legal regulatory and institutional frameworks and support the development of the National Action Program for Energy Conservation. An assessment of energy needs for heating in peri-urban areas of a key city will also be conducted to identify potential low-cost energy efficiency and renewable energy solutions for incorporation into the action plan. Criteria for green energy projects based on potential funding sources and market demand will then be developed. GGGI will support government and local stakeholders to select and prepare a green energy project for at least 3 pilot sites, provide support in presenting project concepts for financing decision and conduct communications and public outreach.

At least 3 green public building project proposals supported. Building on the 2016 work, GGGI will a demonstration of green public kindergarten building and support the design and implementation of a comparative study on green and traditional public kindergarten buildings. Green education building technical guidelines will be adapted for at least one priority sector. GGGI will support government and local stakeholders to select and prepare a green public building project for at least 3 pilot sites and will support the government and private sector to present project concepts for financing decisions and conduct communications and public outreach.

Design and financing proposal for green urban infrastructure project prepared. Building on the foundational work done in 2015-16, GGGI will complete the business case for a low carbon and cost efficient public infrastructure PPP and will hold consultations with government counterparts, potential funding agencies, development partners and potential private sector partners. GGGI will then prepare and submit a funding proposal for blended finance to the potential funding entity identified through the consultations and will support the government in preparing and managing PPP procurement process. This will include the bid preparation, tendering, negotiation and contracting. GGGI will monitor the implementation of the project, simultaneously building government capacity to manage projects of this nature.

Operational arrangements for a National Green Credit Fund developed. Building on the first phases of NFV development completed in 2016, GGGI will complete final steps of design and initiate the start-up phase of the NFV in the form of a National Green Credit Fund, including an operation manual, management plan, guidelines, and communication. GGGI will also support development and origination of a projects pipeline for the Green Credit Fund. This will culminate in the launch of the operational phase of the fund, which GGGI will continue to monitor post-launch.

Key Stakeholders

- Ministry of Environment, Green Development and Tourism (MEGDT) – Department of Green Development Policy and Strategic Planning, and the Nature Conservation Fund, Ministry of Finance (MoF), Invest Mongolia Agency – Innovation and Concessions Division, Ministry of Construction and Urban Development (MCUD), Ulaanbaatar City Administration, and Energy Regulatory Commission;
- Key multilateral development partners, including UNEP-PAGE and ADB;
- Bilateral development partners, including GIZ and JICA; and
- Key private sector partners, including the Mongolian Bankers Association and the Business Council of Mongolia.

MEGDT is the lead implementing counterpart for the project who will facilitate communications with other line ministries, while MoF is a critical partner for all matters relating to public finance and procurement. A Project Steering Committee will be set up including representatives from the relevant government ministries and key non-governmental stakeholders, including civil society. This will play an important role in increasing stakeholder ownership and will help to leverage additional resources for the government's green development priorities.

MOROCCO Overview

TITLE	WEEE Pilot Project: Sustainable and Inclusive Management		
COUNTRY	Morocco		
MEMBER	Non-Member		
INCOME LEVEL	Lower Middle Income Country (LMIC)		
KEY PARTNERS	Ministry Delegate in Charge of Environment, Ministry of Interior, Ministry of Industry and Informal Sector		
FUNDING SOURCE	Earmarked (UAE) ³⁵		
BUDGET ³⁶		2017	2018
	Total	\$459,000	\$365,000

Relevant SDGS



8.2

Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors



12.4

By 2020, achieve the environmentally sound management of chemicals and all wastes throughout their life cycle, in accordance with agreed international frameworks, and significantly reduce their release to air, water and soil in order to minimize their adverse impacts on human health and the environment



12.5

By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse

³⁵ The earmarked budget figures are indicative, subject to final approval by the donors
³⁶ Subject to confirmation

Relevant aspect(s) of Morocco's NDC

- An unconditional 13% reduction on BAU emissions by 2030, with a conditional 32% reduction, if Morocco receives new sources of finance and enhanced support.
- Waste identified as an intervention area through the National Waste Recovery Program³⁷

Project Rationale

The Government of Morocco (GoM) has identified the improvement of Waste Management as a national focus area. It is a major priority outlined in Morocco's National Charter for Environment and Sustainable Development, and Morocco's NDC proposes waste recovery as an area of intervention to reduce GHG emissions. The GoM has given priority to the management of Waste Electrical and Electronic Equipment (WEEE) due to its classification as hazardous waste and the related health and environmental impacts.

Volumes of WEEE are growing worldwide and Morocco generates over 30,000 tons a year of e-waste³⁸. Morocco has one of the highest number of mobile subscribers and internet users within the region, accompanied by high volumes of electronic devices such as mobile phones and computers. The development of recovery channels for the valuable materials present in WEEE will help alleviate scarcity in energy and mineral resources in Morocco, which means that less hazardous waste will go to landfill. In addition to these environmental and health benefits, the development of a WEEE treatment industry is likely to provide opportunities to integrate rubbish pickers in the informal sector into the value chain in collection, recovery, and recycling.

The GoM has requested technical support from GGGI on the development of a WEEE Pilot Project. The design of this project is dedicated to the inclusive and sustainable management of WEEE to achieve a waste recycling rate of 20% by 2020 targeted in the NDC and other policy documents.

Building on 2015-16 Work

The partnership between the GoM and GGGI was launched in November 2015, with the aim to build the foundations of a framework for enhanced cooperation in addressing sustainable development challenges, through support for the implementation of Morocco's National Sustainable Development Strategy (NSDS), which will accelerate Morocco's transition toward green growth and inclusive economy.

In 2016, GGGI is designing a multi-sector green growth program for Morocco, aligned to the NSDS, focusing on water, energy, agriculture, and waste. GGGI is also supporting sectoral implementation roadmaps to deploy actions for green growth transition at sector levels, and is specifically developing a needs assessment for the WEEE sector. The 2017-18 WPB WEEE pilot project is an implementation of the waste element of the green growth program and addresses the needs identified in 2016.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop policy and legislative recommendations for electronic waste management and submit to government
- Prepare a pre-feasibility study for a pilot facility for management of electronic waste and submit to government
- Deliver training events to strengthen the knowledge and skills of participants in relation to electronic waste management

³⁷ UNFCCC, Morocco <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Morocco/1/Morocco%20NDC%20submitted%20to%20UNFCCC%20-%205%20june%202015.pdf>

³⁸ GIZ, Sweepnet. 2014. *Country profile on Solid Waste Management Situation in Morocco*.

PROJECT OUTCOMES FOR 2017-18:

- Government adopts policy and legislative recommendations for electronic waste management for implementation
- Government approves pilot electronic waste management facility for financing and implementation
- 70% of training participants gain improved knowledge or skills relating to electronic waste management

Planned Results

The project will drive the outcome of improved electronic waste management policy, implementation and capacity by delivering the following outputs:

Policy and legislative recommendations for electronic waste management developed. GGGI will support the government of Morocco in developing a national strategy for WEEE. An important consideration of the strategy will be to include informal sector actors. Policy and legislative recommendations for the inclusive management of electronic waste will be developed through conducting an assessment on the collection, sorting, dismantling, recycling, treatment, and disposal of WEEE.

A pre-feasibility study of a pilot facility for electronic waste management prepared. GGGI will develop a business and initial finance models for a WEEE pilot project on an electronic waste treatment facility. The waste treatment platform will deal with the entire process from collection of waste to extracting recoverable material and recycling non-recoverable material. The project concept will then be developed into a full pre-feasibility study, and GGGI will organize an investor forum to generate stakeholder interest on the project to attract financing. To support the business case, GGGI will also develop a guideline on the assessment of the GHG Digital Technologies of Information and Communication (DTIC) to assess the GHG mitigation potential of electronic waste management for the private sector.

Training events to build capacity related to electronic waste management delivered. GGGI will deliver targeted capacity building training based on the results from the needs assessment carried out in 2016 in the WEEE sector. An extended group of relevant stakeholders will be involved in this capacity building program in all key stages of the project. The training will drive awareness of the pilot project and will serve to disseminate lessons learned from the project that can be applied at a national and regional scale. Awareness-raising workshops will also be held to promote the reuse of electronic waste.

Key Stakeholders

- Ministry Delegate in Charge of Environment, Ministry of Industry, Trade, Investment and the Digital Economy, Ministry of Solidarity, Women, Family and Social Development, Ministry of Finance, and Ministry of Interior;
- Key development partners, including GEF, WB, ADB, and GIZ; and
- Key private sector partners, including MANAGEM, VALDEM, IVSEP, MACZED, DELL, Green Systems and LOGIPRO.

The Ministry Delegate in Charge of Environment is the key project counterpart, and the Ministry of Industry, Trade, Investment and the Digital Economy is responsible for the integration of the informal sector and small business. An existing steering committee, chaired by the Ministry Delegate in Charge of Environment, expressed the need for the development of a WEEE management system to GGGI. This committee will play an important role in keeping the project deliverables on track and in increasing stakeholder ownership. It will also service as an opportunity to include relevant civil society groups and women's rights associations to ensure that the project drives poverty reduction and social inclusion.

PHILIPPINES

In addition to the ongoing Ecotown Scale-Up Project: Climate Resilient Green Growth (CRGG) Planning at the Provincial Level, GGGI has initiated two new scoping projects: 1) Support to the Operationalization of the People's Survival Fund (PSF); and 2) Mainstreaming Green Growth in Development Planning in late 2016. Over 2017-18, these scoping projects will enter the delivery phase.

GGGI is pursuing these strategic interventions at the national, provincial, and municipal levels to more effectively respond to the decentralized governance system in the Philippines. These initiatives have been designed to collectively support the Country Planning Framework and seek complementarities and institutionalize lessons for far-reaching impacts. These projects are undertaken through a scientific, evidence-based, and participatory approach that help transition analytical results to tangible outputs consistent with the GGGI value chain model.

- The **CRGG Planning Project** builds on the experiences gained from the Demonstration of Ecotown Framework Project implemented at the municipal level and completed in 2014. This project helped two pilot provinces to formulate on a provincial-scale "Climate Resilient Green Growth Strategies" which identify priority projects that foster sustainable livelihoods, social inclusion, and climate resilience. Further, it will support project development and fund sourcing to help the provinces realize priority investment, while also strengthening development planning at the provincial level.
- The **Support to the Operationalization of the People's Survival Fund (PSF) Project** aims to strengthen the operational capacity of this national financing mechanism, which is mandated to provide long term and concessional financing for climate adaptation projects, and support the development of a pipeline of bankable local government projects that could access the PSF. Investments identified under the CRGG Planning Project will likewise be submitted for PSF financing.
- The **Mainstreaming Green Growth in Development Planning Project** aims to serve as a platform to integrate relevant Green Growth elements, SDG commitments, and NDC targets in the Philippines' development planning processes. This initiative, which also considers relevant green growth and climate resilience lessons from in-country and global programs of GGGI, will facilitate incorporation of these aspects in national and local plans.

Overview

TITLE	Climate Resilient Green Growth (CRGG) Project		
COUNTRY	Philippines		
MEMBER	Member		
INCOME LEVEL	Lower Middle Income Country (LMIC)		
KEY PARTNERS	Climate Change Commission, National Economic Development Authority		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$786,000	\$761,000

Relevant SDGs



11.3

By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries



13.2

Integrate climate change measures into national policies, strategies and planning



13.a

Implement the commitment undertaken by developed-country parties to the UNFCCC to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible

Relevant aspect(s) of Philippines' NDC

A reduction in GHG emissions of about 70% by 2030, relative to a BAU scenario, on the condition of international support. The Philippines prioritizes adaptation and adopts it as the anchor strategy as espoused by the National Framework Strategy on Climate Change and subsequently elaborated in its National Climate Change Action Plan.³⁹

³⁹ UNFCCC, Philippines' NDC <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Philippines/1/Philippines%20-%20Final%20NDC%20submission.pdf>

Project Rationale

The Global Climate Risk Index of 2016 identifies the Philippines, an archipelagic island consisting of more than 7,000 islands, as one of the most vulnerable countries to climate change. Since 2009, the Philippines has encountered a number of extreme weather occurrences, such as Typhoon Haiyan, that have resulted in significant loss in terms of properties and lives of Filipinos. Recognizing the threats of climate change, the Government of the Philippines (GoP) has undertaken key initiatives, such as the passage of the Climate Change Act of 2009, the creation of the Climate Change Commission (CCC), and the adoption of the National Climate Change Action Plan (NCCAP). The CCC is the lead policy and coordinating body on climate change concerns and since 2010, it has implemented projects to pursue the GoP's thrust of promoting climate resilience and inclusive growth.

Following the completion of the "Demonstration of Eco town Framework Project (Phase 1)" in 2014⁴⁰ and in response to the interest shown by the GoP, the CCC and GGGI initiated, in 2015, the implementation of the "Ecotown Scale-Up Project: Climate Resilient Green Growth Planning at the Provincial Level (Phase 2)". Phase 2 is more commonly referred to as the Climate Resilient Green Growth (CRGG) Planning Project.

Currently implemented in the provinces of Palawan and Oriental Mindoro, the project is designed to scale up the lessons learned from the municipal implementation experience to target a wider coverage and broader economic base of provinces. Technical assistance entails: CRGG analysis for the preparation of Provincial CRGG Strategies; formulation of national and local policies; and the development of project studies that will help the two selected provinces concretely implement climate resilience and green growth projects. Sharing knowledge and developing capacity among local stakeholders is a cross-cutting intervention to foster ownership and sustainability.

Building on 2015-16 Work

Over 2015-16, GGGI has completed Component 1 "Development of Project Management Tools" aimed at supporting the Provincial Project Teams to implement CRGG-related activities. Over 2017-18, GGGI will continue to build on ongoing work related to Component 2 "Implementation of the Climate Resilient Green Growth Planning Approach" and Component 3 "Knowledge and Capacity Development" in the two participating provinces.

⁴⁰ In 2011, the CCC and GGGI partnered to implement the demonstration of Ecotown Framework Project (Phase 1). Undertaken in a scientific and participatory process, which involved local stakeholders including the marginalized constituents, the project helped the San Vicente Municipality in Palawan province understand vulnerabilities relating to the impacts of climate change, and identify the appropriate adaptation measures. The results of the project have informed local policies, plans, and initiatives now undertaken by the Municipality.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop recommended policy actions to implement the findings of the provincial CRGG strategies completed in 2016 and submit to government
- Deliver at least three capacity development events to support the implementation of provincial CRGG strategies
- Produce communication products that capture the results and lessons of the CRGG approach and disseminate to relevant stakeholders
- Pilot inclusive and pro-poor green growth actions as part of the CRGG approach in at least one municipality
- Pilot initiatives to green the business practices of two micro, small or medium enterprises as part of the provincial CRGG strategies that relate to private sector development in at least one of the participating provinces

PROJECT OUTCOMES FOR 2017-18:

- Findings of provincial CRGG analyses are incorporated into the development plans of participating provincial governments
- CRGG framework and approach incorporated in development plans of at least two other local government units (LGUs)
- Two micro, small and medium enterprises green their business practices

Planned Results

The objectives of the project is to support the government to enhance climate change resilience and promote inclusive green growth at provincial levels, as well as to incorporate CRGG analyses in the development plans of at least two LGUs. This will be done by delivering the following outputs:

Recommended policy actions to implement the findings of the provincial CRGG strategies completed in 2016 developed and submitted to the government. Based on the provincial CRGG strategies, GGGI will support the incorporation of green growth and climate resilient elements in national and local policies. The national policies focus on supporting the national government to address the gaps noted in the implementation of the CRGG Planning Approach, and promoting the replication of the Provincial CRGG Planning Approach in other provinces. In parallel, the local policies are aimed at supporting the participating provinces in implementing the Provincial CRGG Strategies, which include provincial resolutions and ordinances to allocate funds for climate resilient and green growth projects, as well as local incentives to encourage private sector investments in relevant sectors.

At least three capacity development events to support the implementation of provincial CRGG strategies delivered. GGGI will conduct a rapid assessment to determine technical capacity gaps and to formulate a replication and sustainability plan. The objective is to deliver an institutional capacity development plan tailored for relevant agencies, which will include training modules, materials and manuals on the CRGG strategies.

Communication products that capture the results and lessons of the CRGG approach produced and disseminated to relevant stakeholders. GGGI will use CRGG-relevant content to develop IEC materials and utilize appropriate local channels and delivery platforms, including national and local media, and academic institutions to share experiences and disseminate materials.

Inclusive and pro-poor green growth actions as part of the CRGG approach piloted in at least one municipality. GGGI will establish a Municipal Technical Working Group for piloting in a municipality and conducting field appraisal activities to formulate and implement inclusive and pro-poor green growth strategies. The demonstration of this approach will result in the implementation of actual initiatives that will improve the conditions of marginalized and vulnerable sectors in a pilot municipality, as well as provide practical experience to strengthen the “inclusive and pro-poor lens” of the Provincial CRGG Methodologies, which will eventually be replicated in other provinces.

Initiatives to green the business practices of two micro-, small- and medium-sized enterprises as part of the Provincial CRGG Strategies piloted in at least one of the participating provinces. Building on the private sector development-related aspects in the Provincial CRGG Strategies, a technical working group, led by the Department of Trade and Industry, will select and engage micro-, small- and medium-sized enterprises (MSME) to pilot MSME greening initiatives in at least one of the participating provinces. Engaging the private sector for the effectiveness and sustainability of CRGG implementation will be demonstrated through this initiative. The results and lessons learned will support the government in subsequent replication and scale up of the CRGG planning approach.

Key Stakeholders

- Climate Change Commission, Provincial Governments of Palawan and Oriental Mindoro; and
- Civil society, including World Vision, World Wildlife Fund, Association of Rural Improvement Club, Mindoro Biodiversity Conservation Foundation, Mindoro Oriental Ecological, and Sustainable Agriculture Foundation, amongst many other local NGOs, and Philippine Commission on Women.

To ensure that it remains attuned to national dialogue and development, the project has a National Project Advisory Committee (NPAC) involved in providing policy guidance. The NPAC consists of the CCC, Department of Trade and Industry (DTI), Department of the Interior and Local Government (DILG), National Economic and Development Authority (NEDA), Department of Science and Technology (DOST), and Department of Finance. The project will engage the private sector to promote green business practices in the operations of MSME in the two selected provinces.

Overview

TITLE	Support to the Operationalization of the People’s Survival Fund		
COUNTRY	Philippines		
MEMBER	Member		
INCOME LEVEL	Lower Middle Income Country (LMIC)		
KEY PARTNERS	PSF Secretariat (Climate Change Commission – Climate Change Office) PSF Board (DOF, CCC, DBM, DILG, NEDA, DILG, Philippine Commission on Women, and Sectoral Representative)		
FUNDING SOURCE	Core		
BUDGET			
		2017	2018
	Total	\$705,000	\$749,000

Relevant SDGS



13.2

Integrate climate change measures into national policies, strategies and planning



13.a

Implement the commitment undertaken by developed-country parties to the UNFCCC to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Climate Fund through its capitalization as soon as possible

Relevant aspect(s) of Philippines' NDC

A reduction in emissions of about 70% by 2030, relative to a BAU scenario, on the condition of international support. The Philippines prioritizes adaptation and adopts it as the anchor strategy as espoused by the National Framework Strategy on Climate Change and subsequently elaborated in its National Climate Change Action Plan.⁴¹

Project Rationale

Developed by the Climate Change Commission (CCC), PSF is a national mechanism established to support implementation of climate change adaptation interventions that aim to respond to the National Framework Strategy on Climate Change (NFSCC) and the National Climate Change Action Plan (NCCAP). The NCCAP highlights the important roles of LGUs in serving as frontline agencies in the formulation, planning, and implementation of climate change action plans.

The PSF is a special fund under the National Treasury. Capitalized at approximately \$25 million annually, the PSF intends to finance climate change adaptation projects proposed by LGUs and government-accredited local community organizations. Specifically, the PSF will address funding gaps for climate adaptation projects that are aligned to the national/local climate change adaptation-disaster risk reduction (CCA-DRR) development plans and national/local action plans and strategic frameworks.

While the PSF serves as an attractive grant facility, the PSF Secretariat continues to face challenges in operationalizing the Fund and in ensuring that its requirements do not disadvantage the poorer LGUs, who are in dire need of financing and technical support. Continued technical assistance is necessary to strengthen the capacity of the PSF Secretariat in executing the mandate of the Fund, as well as the ability of LGUs to develop and submit proposals that would meet the processing requirements of the PSF and other similar climate financing facilities.

Building on 2015-16 Work

The project will continue to build on GGGI's ongoing scoping work and will lead to a Rapid Assessment of the overall PSF operation. The assessment will provide the overarching framework on the succeeding activities of the PSF's work, but is not limited to the PSF Secretariat, PSF Board, and the Technical Evaluation Committee, in order to identify existing institutional gaps and challenges that need to be addressed to improve the PSF's operationalization. The results of the Rapid Assessment will also define and provide a stronger basis for the design of technical assistance activities. GGGI will further determine concrete activities and PSF interventions in relation to other development partners upon completion of the preparatory studies and activities to be delivered under the scoping work.

41 UNFCCC, Philippines' NDC <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Philippines/1/Philippines%20-%20Final%20NDC%20submission.pdf>

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Development of a Capacity Development Plan and Monitoring and Evaluation system to strengthen the operationalization of the People's Survival Fund
- Enhance Proponent's Handbook and tailored People's Survival Fund project development manuals for local government and community organizations
- Support the development and submission of at least 2 project proposals for green infrastructure projects aligned with the findings of CRGG analysis and submit it for potential funding to the People's Survival Fund
- Identification and development of bankable green infrastructure projects related to green cities or other sectors identified under the CRGG Strategies and analysis

PROJECT OUTCOMES FOR 2017-18:

- Number of funding proposals submitted to the People's Survival Fund is increased by at least 30% compared to the start of 2016
- Financing is mobilized for CRGG priorities identified from provincial CRGG analyses

Planned Results

The overall outcome of the project is to improve the operational capacity of the PSF, particularly the Secretariat's ability to manage, deploy, and track progress of the climate resources channeled through the Fund. Adaptation projects and activities identified through the CRGG Planning Project could potentially be submitted to the PSF for funding, as the PSF is aimed at financing climate change adaptation projects proposed by LGUs and government-accredited local community organizations to supplement the internal revenue allotment of LGUs for climate-change-related programs and projects. Possible projects to be funded by the PSF should be aligned with the national or local climate change adaptation-disaster risk reduction (CCA-DRR) development plans, vulnerability and risk assessments, and national or local strategic frameworks.

The project will provide the necessary support to assist the LGUs in project identification and development, and in complying with the processing requirements of the PSF and other similar climate financing facilities. This is due to poorer LGUs being relatively behind in terms of capacity to satisfy the technical conditions and requirements of the PSF. Further, the project will place an emphasis on supporting LGUs and communities in the preparation of socio-economically viable projects on climate change adaptation.

The project will achieve this through the delivery of the following outputs:

A capacity development plan to strengthen the operationalization of the People's Survival Fund developed and implemented. Based on the results of the Rapid Assessment⁴² to be completed in 2016, GGGI will develop an institutional capacity development plan and provide training to the PSF Secretariat, and other relevant stakeholders. A credible monitoring and evaluation system for the PSF's operations will also be a key focus in the capacity development plan in order to equip the Secretariat to monitor, evaluate, track progress, and chart appropriate interventions in relation to the Fund's operations. This will also boost the accountability of the beneficiaries and other stakeholders of the PSF.

A handbook to support the development of project proposals for potential funding by the People's Survival Fund developed and submitted. GGGI will support the development and enhancement of the Proponent's Handbook, particularly in the areas of eligibility and requirements for financing application, project development, and other related information.

⁴² The Rapid Assessment will assess the effectivity of the PSF initial cycle of implementation after six months of its implementation. The aim is to describe the current situation, outline the perceived needs, gaps and to plan priority interventions that is critical to the effective and efficient operationalization of the PSF. The timely and accurate assessment can be used for policy debates for developing a more profound strategy for determining focus areas for development assistance, and for planning and implementing climate adaptation programs.

This will also include developing tailored PSF project development manuals that will serve as a resource tool, alongside the Proponent’s Handbook, for LGUs.

At least two project proposals developed and submitted for potential PSF funding. GGGI will provide technical support to prepare at least two project proposals for PSF funding. This will be aligned with the findings of the CRGG analysis. To ensure the long-term sustainability and efficacy of the PSF, GGGI will also facilitate partnerships between the PSF and relevant training institutions on “how to access the PSF”. This will include utilizing the enhanced Proponent’s Handbook and tailored project development manual.

At least two bankable projects in energy or other sectors identified and developed for PSF funding. GGGI through the Green Investment Services unit will provide technical support in developing bankable proposals based on the priority projects and activities identified in the Provincial CRGG Strategies. The assistance will come in the form of conducting a pre-feasibility studies and development of business case in order to access relevant funding entities aside from the PSF.

In addition to the outputs identified above, GGGI will establish a systematic link between PSF and GCF for resource mobilization purposes. This will be covered under the global initiative for NFVs. For further details, see project briefing on NFV.

Key Stakeholders

The key stakeholders for this project are expected to include:

- People’s Survival Fund Secretariat, Local Government Units, government accredited local communities, the PSF Board; and
- Bilateral development agencies including GIZ.

The PSF itself has a multi-stakeholder governance mechanism as it is managed and administered by the PSF Board. The Board is chaired by the Department of Finance. Its members are the CCC, Department of Budget and Management, National Economic and Development Authority, Department of Interior and Local Government, Philippine Commission on Women, representative from the academe and scientific community, business sector, and non-government organizations.

GGGI will consult with academic institutions, LGUs and community groups to ensure gender and social inclusion considerations are incorporated into the project development approach and in the monitoring and evaluation of the PSF program as a whole.

Overview

TITLE	Mainstreaming Green Growth in Development Planning		
COUNTRY	Philippines		
MEMBER	Member		
INCOME LEVEL	Lower Middle Income Country (LMIC)		
KEY PARTNERS	National Economic and development Authority, Department of Trade and Industry, Climate Change Commission and Provincial Governments		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$415,000	\$429,000

Relevant SDGS



13.2

Integrate climate change measures into national policies, strategies and planning



17.14

Enhance policy coherence for sustainable development

Relevant aspect(s) of Philippines' NDC

A reduction in emissions of about 70% by 2030, relative to a BAU scenario, on the condition of international support.⁴³

Project Rationale

The Philippines has a decentralized governance structure that gives rise to significant institutional challenges in the coordination of climate efforts between the national government and the Local Government Units (LGUs). In addition, the cyclical changes in Government Administrations - six years for national government and three years for local government - affect the continuity of government plans and programs. Further, the inherent lack of technical capacity of politically autonomous LGUs impedes the ability of the government to systematically integrate climate change related measures in national and local government.

Recognizing these institutional constraints, NEDA, the lead socio-economic planning agency of the Philippines, has developed a National Long-Term Vision (NLTV) to give continuity to government programs across ensuing administrations. Known as "Ambisyon Natin 2040", the NLTV embodies the aspirations of the Filipino people and provides the basic framework in the formulation of national, sectoral, and local development plans, such as the Philippine Development Plan, for the next 25 years.

The NLTV serves as a strategic platform to introduce new approaches in national development planning. However, a critical gap remains in the operationalization of the NLTV, particularly in its ability to be cascaded with appropriate climate resilient goals and adopted by the LGUs to eventually influence the formulation of their respective local development plans.

GGGI will cooperate to use the NLTV as an entry point to mainstream green growth along with the Philippines' SDGs and NDC commitments in a way that these elements are considered in the preparation of national and local development plans.

Building on 2015-16 Work

This project will build on GGGI's ongoing scoping work in order to a draft set of green growth guidelines that potentially include indicators and monitoring and evaluation mechanisms for mainstreaming green growth in selected NDPs and in the Provincial Long-Term Vision (PLTV) of pilot provinces. The project also represents an opportunity to utilize the mechanisms and experiences gained from the CRGG Planning project in two participating provinces to pilot the draft guidelines, and to draw experiences from GGGI's other country programs that have undertaken similar initiatives, such as Ethiopia and United Arab Emirates.

⁴³ UNFCCC, Philippines' NDC <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Philippines/1/Philippines%20-%20Final%20NDC%20submission.pdf>

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Green growth related recommendations incorporated into selected National Development Plan and submitted to government
- Green growth related recommendations incorporated into the Provincial Long Term Vision of two pilot provinces and submitted to government
- Guidelines for mainstreaming green growth in development planning and replication plan finalized and submitted to government

PROJECT OUTCOMES FOR 2017-18:

- Guidelines for mainstreaming green growth in development planning approved by government

Planned Results

The overall outcome of the project is to support the government in ensuring that green growth is incorporated into national and provincial development planning. This will be done by piloting green growth guidelines in selected NDPs, as well as in the PLTVs. This will facilitate the improvement of the guidelines for adoption and the development of a replication plan in order to scale up the use of the guidelines. To achieve this, the project will deliver the following outputs:

Recommendations on mainstreaming green growth into the NDP developed and submitted to government. To pilot the draft guidelines on mainstreaming green growth, which will be developed in 2016, GGGI will conduct a desk review and stakeholder consultations to analyze relevant national plans and determine how green growth elements could be incorporated. This will test the applicability of the draft guidelines in national level planning and result to the formulation of updated national development plans that incorporate green growth elements for publication and dissemination to relevant audiences.

Recommendations on mainstreaming green growth into the PLTV for two provinces and submitted to government. GGGI will conduct stakeholder consultations and a desk review to analyze the relevant provincial plans, and prepare a PLTV that aligns with the NLTV 2040 and incorporates green growth elements. This technical work will involve piloting the draft guidelines on mainstreaming green growth to facilitate the development of the PLTV and updating the Provincial Development and Physical Framework Plan (PDPFP) to align with the PLTV.

Guidelines on mainstreaming green growth into development planning finalized and submitted to government, along with a replication plan to scale up its use. GGGI will finalize the guidelines based on the results of the noted pilot exercise at the national and provincial levels. The final guidelines and a replication plan will be submitted to the government, presented to concerned institutions and stakeholders, and published for dissemination.

Key Stakeholders

The key stakeholders for this project are expected to include:

- National Economic and Development Authority (NEDA), Climate Change Commission (CCC), Department of Trade and Industry (DTI), pilot Provincial Governments;
- Selected development partners to be determined upon completion of scoping; and
- Philippine Commission on Women.

The project has a broad set of stakeholders, including key national government agencies, LGUs, private sector organizations, academic institutions, and civil society organizations. In particular, the project will partner with two pilot provincial governments. The project will require a highly consultative approach in order to ensure that the application of the guidelines will adequately capture pro-poor, gender, and social inclusion considerations.

VIET NAM Overview

TITLE	Scaling up Biomass Waste-to-Energy in Viet Nam
COUNTRY	Viet Nam
MEMBER	Member
INCOME LEVEL	Lower Middle Income Country (LMIC)
KEY GOVERNMENT PARTNERS	Ministry of Industry and Trade (MOIT), Ministry of Planning and Investment (MPI), Ministry of Natural Resources and Environment (MONRE)
FUNDING SOURCE	Core

BUDGET

	2017	2018
Total	\$364,000	\$338,000

Relevant SDGS



7.2

By 2030, increase substantially the share of renewable energy in the global energy mix



17.14

By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse



13.2

Integrate climate change measures into national policies, strategies and planning

Relevant aspect(s) of Viet Nam's NDC

An 8% reduction in emissions by 2030, compared to a BAU. Portion of reductions to be achieved through changes in fuel structures in industry and transport, and increases in the proportion of new and renewable energy sources, including waste management and conversion. GHG emissions reductions could be increased to 25% conditional upon international support.⁴⁴

Project Rationale

Viet Nam's GHG inventory (2010) reveals a 602% increase since 1990, with emissions per unit of GDP surpassing all other Asia-Pacific developing countries except for China. This is fueled by domestic coal consumption, which has increased by 21% between 2013 and 2014 alone. Coal currently accounts for 36% of electricity supply, and is projected to increase 56% by 2030. Over 98% of the population is connected to the grid, and demand will increase by a further 10% a year until 2030.

The Government of Viet Nam (GoV) has signaled support for the removal of fossil subsidies and for both cost-recovery pricing for electricity and market-based pricing for coal. The GoV's willingness to remove coal subsidies can only do so much; the current feed-in tariffs are not set at a sufficient level to cover risk and encourage large-scale private sector investment across all technologies. However, profitable options do exist such as agricultural waste-to-energy. These biomass inputs are widely available throughout the country, but have so far been under-utilized.

Despite significant potential, renewable energy accounts for just 6% of total installed capacity, the vast majority of which is small-scale hydropower. Further, the reliance on hydro is increasingly fragile in a world of climatic variations in river flow and geopolitical tensions as some 60% of Viet Nam's river flow originates from outside of its borders.

Recognizing these challenges, the GoV's Green Growth Action Plan (VGGAP) includes focus on the national energy strategy, policies to develop clean energy sources, biomass and geothermal R&D, and energy infrastructure sustainability. The GoV has also adopted a Renewable Energy Development Strategy and the Revised National Power Development Master Plan 7, which set biomass targets of around 6% and 2% of the energy mix, respectively, by 2030.

This project will contribute to poverty reduction and social inclusion (PR&SI) by working directly with farmers to provide additional source of income through the payment for their waste products of bagasse (sugar), wood, rice husk, and rice straw. Farmers currently use the waste product to grow mushrooms for additional income. For waste-to-energy to be economically viable, the payment must be larger than the profit they currently receive from mushrooms, thus raising their overall income. The project will work closely with the Ministry of Labour, Invalids, and Social Affairs (MOLISA) across relevant activities and stakeholder consultation.

Building on 2015-16 Work

Though "energy" is a relatively new area of work for GGGI in Viet Nam, the Institute will leverage integrated in-house capacity, and relationships built and experiences acquired in 2015-16. This experience includes partnering with the MPI, the MOIT and the MONRE to produce and validate a CPF that prioritizes increased green energy production, as well as ongoing work with GIZ, to develop feasibility studies for biomass-to-energy projects that will then be taken to bankability in 2017.

Effectively responding to the request by MPI, MOIT, and MONRE to support the development of green energy resources will require further technical assistance to the GoV to design actionable plans and finance bankable biomass and waste-to-energy projects.

⁴⁴ UNFCCC, Viet Nam's NDC <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Viet%20Nam/1/VIET%20NAM'S%20NDC.pdf>

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop a waste-to-energy action plan at the provincial level and submit to government
- Develop a proposal for a project in waste-to-energy and submit to potential funders

PROJECT OUTCOMES FOR 2017-18:

- Government approves the waste-to-energy action plan for implementation
- Funding approved for a bankable project in waste-to-energy

Planned Results

The overall outcome of the project is to support an increase in green energy production, and consequently a reduction in emissions, through the adoption of action plans that will be implemented and result in the financing of waste-to-energy projects. This will be done by delivering the following outputs:

A waste-to-energy action plan at the provincial level developed. Based on Viet Nam's Green Growth Strategy (VGGS), VGGAP and the GoV's request for support to increase green energy sources, a provincial action plan for waste-to-energy production will be developed. In consultation with stakeholders, GGGI will identify a suitable province for action plan development, assess and identify potential waste-to-energy options in both electricity production and fuel switching for process heating, to develop a list of suitable actions that take into account national and sub-national policy objectives, including PR&SI, and prioritize biomass waste-to-energy actions for implementation.

A proposal for a waste-to-energy project developed and submitted to potential funders. Building on the work with GIZ in 2016, which developed feasibility studies for sugar bagasse waste-to-energy projects, GGGI will develop a pilot project within the biomass waste-to-energy sector. This pilot project will be taken to bankability by mobilizing concessional funding resources to fill any investment 'gap'. The pilot project will be drawn from the provincial waste-to-energy action plans, and will continue to engage GIZ in order to support resource mobilization and facilitate knowledge sharing synergies.

Key Stakeholders

The key stakeholders for this project are expected to include:

- Ministry of Industry and Trade (MOIT), Ministry of Planning and Investment (MPI), Ministry of Natural Resources and Environment (MONRE), the Provincial People's Committees (PPCs);
- Civil society partners including the Asia Foundation and GreenID;
- Private sector organizations, such as the European Chamber of Commerce and partners, including commercial banks and investment firms (i.e. Dragon Capital), sugar companies, farmers, and industrial firms; and
- Development partners, including ADB, EU, GIZ, UNDP, and WB.

MOIT, together with the Institute for Energy, its policy think tank, will be the focal point on energy and MPI will be the focal point for green growth. MPI already provides an in-kind contribution of two offices, and the Institute is engaging MOIT to provide additional resources to support project activities. To strengthen their working relationship, GGGI and MOIT will enter into an MOU. Workshops chaired by MOIT and GGGI, with the relevant provincial leadership in the form of the PPCs, and a wide range of other stakeholders will be used to deliver outputs. MONRE is the focal point for NDC Implementation.

Overview

TITLE	Enhanced Policy for Increased Green Finance in Viet Nam
COUNTRY	Viet Nam
MEMBER	Member
INCOME LEVEL	Lower Middle Income Country (LMIC)
KEY GOVERNMENT PARTNERS	Ministry of Planning and Investment (MPI), Viet Nam Development Bank (VDB)
FUNDING SOURCE	Core

BUDGET		
	2017	2018
Total	\$336,000	\$341,000

Relevant SDGS



17.3

Mobilize additional financial resources for developing countries from multiple sources



17.9

Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South, and triangular cooperation



17.14

Enhance policy coherence for sustainable development

Relevant aspect(s) of Viet Nam's NDC

An 8% reduction in GHG emissions by 2030, compared to a BAU. Emissions reductions could be increased to 25% conditional upon international support. Viet Nam has identified the challenge of accessing national and foreign finance for adaptation and mitigation activities.⁴⁵

⁴⁵ UNFCCC, Viet Nam's NDC <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Viet%20Nam/1/VIET%20NAM'S%20NDC.pdf>

Project Rationale

Viet Nam has identified the importance of shifting away from traditional models of growth in order to sustain the development gains of recent decades. The country has adopted a National Green Growth Strategy (VGGS) and developed a corresponding Green Growth Action Plan. However, the cost to implement the VGGS is estimated to be at least \$30 billion, requiring a significant increase to current financing levels. Further, Viet Nam's MIC status means that ODA grants and highly concessional loans will cease in 2017. Funding for sustainability projects is already precarious. According to a recent study, investment in renewable energy fell by over half between 2013 and 2014.

To move toward a low-carbon pathway by 2030, Viet Nam will face an incremental cost of 1% of GDP; however current expenditure is only about 0.1% of GDP. To overcome this and to enable green growth, Viet Nam will need to increase the effectiveness of each dollar of climate finance and diversify funding sources. However, the lack of effective domestic funding sources for targeted investments inhibits the leveraging of external funds.

Viet Nam's five-year plan, the Socio-Economic Development Plan (SEDP) 2016-2020, targets the long-term restructuring of the economy toward sustainable development. Increased coordination and investment is also needed to meet green energy and urbanization targets in the SEDP. Additionally, the VGGS calls for increased investment across sectors, including through Public Private Partnerships (PPPs) and international sources, and specifically calls for a scaled up domestic financing for green growth.

Building on 2015-16 Work

This project will build on GGGI's work with the MPI to develop and institutionalize Investment Guidelines for Green Growth (IGGG), which provides an analytical framework to assist the government in screening and prioritizing investment options in line with the VGGS. GGGI and MPI also worked closely together to develop a five-year CPF that aligns GGGI green growth work to the VGGS, and identifies the need for public and private finance for energy, transportation, and industrial infrastructure that is environmentally sound.

Mobilizing finance to support VGGS and CPF implementation will necessitate technical support to further the application of the IGGG in order to strengthen green growth financing policies and institutions.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop a handbook and deliver training on the use of the Investment Guidelines for Green Growth in the appraisal of public investments
- Establish coordination mechanism for financing and implementation of Viet Nam Green Growth Strategy
- Develop policy recommendations for a SME guarantee scheme for green businesses and submit to the government for approval

PROJECT OUTCOMES FOR 2017-18:

- Government incorporates Investment Guidelines for Green Growth into public investment appraisal processes
- National coordination mechanism for implementation of the Viet Nam Green Growth Strategy is operational
- Government adopts green criteria into the SME guarantee scheme to improve access to finance for green businesses

Planned Results

The overall outcome of the project is to support the GoV to achieve targeted poverty reduction, social inclusion, environmental sustainability and economic growth through increased capacities on access to finance. This will be done by delivering the following outputs:

A handbook is developed and training delivered on use of the Investment Guidelines for Green Growth in public investment appraisal processes. Based on consultations with MPI's Department of Investment Services (DISA), GGGI will develop the IGGG as a handbook and investment appraisal tool. GGGI will incorporate the IGGG into public investment appraisal process by providing training to DISA staff on its application across priority sectors and/or provinces.

A coordination mechanism is established for financing and implementation of Viet Nam Green Growth Strategy. To enhance the environment for green growth investment in Viet Nam, greater engagement and collaboration is needed between stakeholders. GGGI will establish and coordinate a mechanism at the national level that will engage government partners, CSOs, and the private sector for stronger green growth investment coherence at the national level.

Policy recommendations for the SME guarantee scheme for green businesses are developed and submitted to the government for approval. To address the identified need to strengthen domestic financing sources and mechanisms for green growth, GGGI will conduct an analysis of the Viet Nam Development Bank (VDB) SME Guarantee Scheme to identify ways to improve lending for green businesses. This assessment will include an appraisal of VDB processes and resources, consultations with loan recipients from the private sector, and a review of international best practices for SME guarantee schemes. GGGI will also consult with ongoing initiatives in the area of green finance to avoid duplicative efforts and explore opportunities for synergy. Based on the results of this exercise, GGGI will develop recommendations to mainstream green growth into the SME scheme and conduct validation activities to facilitate approval in the VDB.

Key Stakeholders

The key stakeholders for this project are expected to include:

- Ministry of Planning and Investment (MPI), Viet Nam Development Bank (VDB);
- Civil society partners, including GreenID, the private sector (SMEs), and Viet Nam Chamber of Commerce & Industry; and
- Development partners, including ADB, BTC, Denmark, GIZ, and WB.

MPI, as the NDA to the GCF, and Chair of the national Climate Finance Task Force, as well as coordinating agency for the VGGS, will be the focal points for the project. MPI already provides an in-kind contribution of two offices and has been requested to provide further resources. GGGI will work closely with VDB to develop policies and a comprehensive approach to identify and prioritize green business ideas. Consultations with, and validation by, stakeholders through workshops and bilateral meetings will form the basis for delivering the outputs.

Overview

TITLE	Viet Nam Urban Green Growth Action, Phase II		
COUNTRY	Viet Nam		
MEMBER	Member		
INCOME LEVEL	Lower Middle Income Country (LMIC)		
KEY PARTNERS	Ministry of Construction (MOC), City People's Committees (CPC)		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$498,000	\$621,000

Relevant SDGs



11.3

Enhancing inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries



11.6

By 2030, reduce the adverse per capita environmental impact of cities, including by paying special attention to air quality and municipal and other waste management



13.1

Strengthen resilience and adaptive capacity to climate-related hazards and natural disasters in all countries

Relevant aspect(s) of Viet Nam's NDC

An 8% reduction in GHG emissions by 2030, compared to a BAU. Viet Nam has identified the need to construct climate change resilient urban infrastructure. GHG emissions reductions could be increased to 25% conditional upon international support.⁴⁶

Project Rationale

Viet Nam's economic growth in recent decades has been accompanied by significant rural to urban migration, which has led to increased social and environmental challenges. Over the past decade, 700 square kilometers of land have been converted into urban areas and inhabited by 7.5 million new city residents. While Viet Nam's cities represent potential engines for strong economic growth, the largest urban centers operate with poor urban design and lack adequate infrastructure.

⁴⁶ UNFCCC, Vietnam's NDC <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Viet%20Nam/1/VIETNAM'S%20NDC.pdf>

Cities also lack sufficient levels of green growth investment, due in part to insufficient climate change and green growth mainstreaming in policy and planning processes, and climate-relevant project orientation.

To address these challenges Viet Nam has adopted a National Green Growth Strategy (VGGS), which includes priorities to deploy technologies to adapt to climate change and reduce GHG emissions through green growth actions in infrastructure, employment, and natural capital. The VGGS calls for 50% of cities to attain green urban status and targets a public transportation utilization rate of 45% by 2020. Many of the VGGS mitigation goals as reflected in the NDC will require increased low-carbon infrastructure investment in the wastewater, energy, and transport sectors. Additionally, one of the three key objectives of the Socio-Economic Development Plan (SEDP) 2016-20 is to build an infrastructure system focusing on transport and large urban infrastructure.

Building on 2015-16 Work

This project will build on GGGI's urban green growth work in Viet Nam at the national, provincial, and city levels. Over the past two years, GGGI has collaborated with the MOC on national policy development, which culminated in the National Urban Green Growth Strategy (NUGGS). In the city of Ben Tre, GGGI conducted a feasibility study on wastewater management to unlock a \$25 million ADB loan. Additionally, GGGI, MOC and the MPI worked closely together to develop a five-year CPF that includes urban green growth objectives. Achieving urban green growth development targets in the VGGS and SEDP will require technical support to develop green city action plans and tap into financing that will facilitate implementation.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Conduct assessment of potential green city developments that would help achieve Viet Nam's NDC commitments and submit to government
- Prepare a green city master plan for 1 selected city and submit to government
- Develop recommendations on integrating green growth into the next National Urban Development Program and submit to government
- Develop feasibility studies and financing proposals for 2 projects in green urban infrastructure and submit to government

PROJECT OUTCOMES FOR 2017-18:

- Government adopts green city master plan aligned to Viet Nam's NDC commitments for implementation
- Government adopts recommendations for integrating green growth into the National Urban Development Program
- Government approves 2 proposals for green urban infrastructure projects for financing and implementation

Planned Results

The overall outcome of the project is to support the GoV to achieve targeted poverty reduction, social inclusion, environmental sustainability and economic growth through urban green growth development. The project will provide policy advice at the national level and support sub-national implementation by partnering with cities to develop green master plans and bankable projects. This will be done by delivering the following outputs:

An assessment of potential green city developments that help achieve Viet Nam's NDC commitments is conducted and submitted to government. Since cities are engines for both growth and emissions, GGGI will conduct an assessment of the potential contributions by cities to NDC achievement. The findings, validated in consultation with stakeholders, will facilitate the alignment of local policy and planning with national low-carbon objectives, and assist cities and the MOC to implement a sectoral green growth action plan.

A green city master plan is prepared for one selected city and submitted to government. Based on the need to operationalize elements of NUGGS, GGGI will cooperate with a pilot city to develop a Green City Master Plan that incorporates the urban green growth indicators and the investment framework, and is informed by the revised planning code and GGGI's NUGGS. To facilitate development, GGGI will identify a candidate city for the Master Plan, and engage national and city level stakeholders to develop a pipeline of prioritized investment opportunities for follow-up financing and action.

Recommendations for integrating green growth into the next National Urban Development Program (NUDP) is developed and submitted to the government. MOC will engage donors to develop and finance the NUDP in 2019. GGGI will provide green growth mainstreaming support to MOC by developing policy recommendations to ensure the NUDP reflects green city development principles. To facilitate this, GGGI will conduct a policy gap analysis of the NUDP to identify linkages with urban green growth, provide technical assistance on policy development in line with MDB lending portfolios for sustainable urban infrastructure under the NUDP, and support the Viet Nam Urban Forum (VUF) as a stakeholder platform to align urban green growth in the VGGS, NDC, and NUDP.

Feasibility studies and financing proposals are developed and submitted to the government. Previous GGGI support identified and prioritized investment opportunities for urban infrastructure projects. GGGI will build on that support by conducting pre-feasibility studies and assessing available funding options. Findings will result in GGGI designing a business case for potential funding entities, and supporting projects to access identified funding sources.

Key Stakeholders

The key stakeholders for this project are expected to include:

- Ministry of Construction (MOC), Ministry of Planning and Investment (MPI), Ministry of Natural Resources & Environment (MONRE);
- City People's Committees (CPC) in target provinces and cities;
- Civil society partners, including Asia Foundation and Urban Climate Resilience Community of Practice (UCR-CoP);
- Private sector organizations, such as European Chamber of Commerce, as well as individual private firms in sectors relevant to urban development; and
- Development partners including ADB, GIZ, and WB.

MOC, as the leading government agency on construction and urban planning will be the focal point for the project. MPI, MOC, which already provides GGGI an in-kind contribution of two offices, will be engaged as the green growth coordinating agency, and the Institute is engaging MOC to provide additional office space and resources to support project activities. GGGI will engage the MONRE as the lead on NDC implementation. Consultations with, and validation by, stakeholders through workshops and bilateral meetings will form the basis for delivering the outputs.

4.2 Project Briefs: Upper Middle Income and High Income Countries

CHINA Overview

TITLE	China Global and Regional Knowledge Sharing		
COUNTRY	China		
MEMBER	Non-Member		
INCOME LEVEL	Upper Middle Income Country (UMIC)		
KEY PARTNERS	Ministry of Environmental Protection (MEP), Development Research Center (DRC) of the State Council of China, Energy Research Institute (ERI) of China's National Development and Reform Commission (NDRC)		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$736,000	\$761,000

Relevant SDGS



13.3

Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning



17.9

Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South, and triangular cooperation

Relevant aspect(s) of China's NDC

A peak in carbon dioxide emissions by 2030, with best efforts to peak earlier. China has also pledged to source 20% of its energy from low-carbon sources by 2030 and to cut emissions per unit of GDP by 60-65% of 2005 levels by 2030, potentially putting it on course to peak by 2027.⁴⁷

Project Rationale

China is the world's second-largest economy, the largest emerging economy, and largest GHG emitter and energy consumer. A series of national responses culminating in a shift toward sustainable development in 2009 has propelled China to become a global leader in both clean energy and economic development strategies. As of 2014, China has deployed more solar and wind capacity than any country in the world, adding an estimated 17.5 Gigawatts of solar energy by the end of 2015⁴⁸. China invested more than double, or \$83.3 billion, versus the \$38.3 billion⁴⁹ US investment in clean energy, making it by far the world's largest clean energy investor. China has positioned itself as a world leader in both manufacturing and deployment of clean energy technologies.

China's central planning institutions have identified clean technologies as a major aspect of their development plans moving forward, set on predicating their economic growth on "industries of the future". By definition, China's national plans are emblematic of aggressive green growth.

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

GGGI's mission, capacity, and membership make it an ideal partner for China in this endeavor. To address this need, in partnership with China, GGGI will seek to help the country maximize its Global and Regional Knowledge Sharing capacity with the goal of accelerating knowledge of green growth, investments, and projects in China, as well as other countries around the world.

Building on 2015-16 Work

As of 2015-16, GGPI has cooperated with its Chinese partner institutes to conduct sub-national programs in the Yunnan province and with selected Chinese cities. These projects piloted several sustainable cities policy concepts that will feed into Knowledge Sharing activities in 2017-2018, including Green Cities regional policy events being planned by KSD.

47 UNFCCC, China <http://www4.unfccc.int/submissions/NDC/Published%20Documents/China/1/China's%20NDC%20-%20on%2030%20June%202015.pdf>

48 Bloomberg. <http://www.bloomberg.com/news/articles/2015-11-02/by-the-numbers-china-s-clean-energy-investments-show-big-strides>

49 FS-UNEP Collaborating Centre, Global Trends in Renewable Energy Investment 2015. <http://fs-unep-centre.org/publications/global-trends-renewable-energy-investment-2015>

The 2016 work also kicked off cooperation with China's Energy Research Institute (ERI) on low-carbon guidelines for greening China's overseas investments. This knowledge product will inform large state-owned enterprises, international financial institutions, as well as country recipients of foreign direct investment capital on policies and concepts facilitating green capital development. This project will feed directly into 2017-2018 Knowledge Sharing activities aimed at scaling up these guidelines to direct customized aid to GGGI's partner countries in strengthening both project bankability and low-carbon development, concurrently.

In delivering the 2015-16 WPB, GGGI partnered with the four leading agencies in China: the China Council for International Cooperation in Environment and Development (CCICED); the Policy Research Center of Environment and Economy (PRCEE); the Development Research Center (DRC) of the State Council; and the Energy Resource Institute of National Development and Reform Commission (ERI-NDRC). The partnerships built during this work have laid the foundation for the 2017-18 China WPB focus on global and regional knowledge sharing.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- In collaboration with Chinese partners, collect, process, and store Chinese experience of relevant South-South Cooperation activities relevant to GGGI's service offerings
- Engage Chinese experts for joint studies to identify, compile, and disseminate successful Chinese green growth practices for possible replication under the framework of South-South Cooperation

PROJECT OUTCOMES FOR 2017-18:

- China's green growth experiences and lessons are documented and shared
- GGGI's South-South Cooperation programs are designed and executed jointly by GGGI and Chinese experts

Planned Results

The overall outcome of the project is to drive global and regional knowledge sharing by documenting China's green growth experience and achieving improved green growth knowledge and skills in event participants. GGGI will achieve this by delivering the following three outputs in collaboration with counterparts in China:

Chinese experiences relevant to South-South Cooperation activities and GGGI's service offerings are collected, processed and stored in collaboration with Chinese partners. GGGI will build partnerships and collaborations with China-based ministries and relevant organizations in order to develop knowledge sharing resources. These activities will include the collection, analysis, and development of best practices of Chinese and global experience of green growth initiatives. GGGI will also identify, customize, and share green growth policy and planning tools for global use through the Green Growth Knowledge Platform (GGKP), and will support the global project on knowledge sharing. This will be based on China's direct experience and will allow China to play a leadership role showcasing successes and lessons learned.

Green growth lessons are documented through joint studies. To complement the delivery of the output above, GGGI will work with China-based experts and institutes on the development and adoption of three joint studies on regional applications of Chinese best-practices. The aim of these studies will be to consolidate and customize Chinese successes and best practices into regional applications through collaboration with regional country partners. The three topics proposed are:

- Green Cities policy and project implementation and development.
- Early experiences on greening overseas investment and FDI in specific country contexts.
- Rapid Renewables Deployment Lessons from China: highlights and pitfalls.

Key Stakeholders

- The key government stakeholders are the Ministry of Foreign Affairs (MOFA), Development Research Center (DRC) of the State Council, the Energy Research Institute (ERI) a think tank to the National Development and Reform Commission (NDRC) and the Ministry of Environmental Protection (MEP) Agencies, the Policy Research Center of Environment and Economy (PRCEE), the China-ASEAN SCO on Environmental Cooperation Center (CAEC), and the China Council for International Cooperation in Environment and Development (CCICED);
- Multilateral development partners, including UNEP, UNDP, WB, ABD, NDB and AIIB; and
- Bilateral development partners include DFID and USAID.

The key government stakeholders listed will serve as counterparts on the project, as well as think tanks on energy and low carbon policies and green growth policy innovations. The State Council will validate recommendations and the ERI will collaborate with GGGI on analytical work, project design and national and international stakeholder engagements and knowledge exchange. The MEP acts as the implementing agency and the related China ASEAN Environmental Center with its focus on regional cooperation on green economy and environmental sustainability will co-organize knowledge sharing workshops and events and identify and summarize country specific knowledge.

COLOMBIA Overview

TITLE	Policy and investment development to advance Colombia's Long-Term Green Growth Objectives		
COUNTRY	Colombia		
MEMBER	Non-member		
INCOME LEVEL	Upper Middle Income Country (UMIC)		
KEY GOVERNMENT PARTNERS	National Planning Department (DNP), Ministry of Environment and Sustainable Development (MADS), Presidential Agency for Cooperation (APC).		
FUNDING SOURCE⁵⁰	Core		
BUDGET			
		2017	2018
	Total	\$701,000	\$755,000

Relevant SDGS



12.2

By 2030, achieve the sustainable management and efficient use of natural resources



13.2

Integrate climate change measures into national policies, strategies and planning



15.2

By 2020, promote the implementation of sustainable management of all types of forests, halt deforestation, restore degraded forests and substantially increase afforestation and reforestation globally

⁵⁰ GGGI will be submitting an earmarked funding proposal to Norway in August, 2016. Depending on the outcome, the core budget will be reconsidered to ensure there is no duplication of funding aimed towards delivery of same outputs.

Relevant aspect(s) of Colombia's NDC

A 20-30% reduction in (GHG) emissions by 2030, compared to BAU. The lower end is unconditional whereas the top end of ambition is subject to the provision of international support.⁵¹

Project Rationale

Colombia remained one of the strongest economic performers in the Latin American region, with a GDP growth rate of 4.6% in 2014, slowing slightly to 3.1% in 2015⁵². Colombia's recent growth has mostly been generated in the energy and extractives industries, boosted by the global commodity boom. The increase in foreign investment and government revenues derived from energy extractives has led to economic expansion. However, concentrated growth and employment creation in these industries has also created high dependence on oil and gas and mining exports.

In this context, the Government of Colombia (GoC) wishes to develop a Green Growth Long-Term Policy that will drive new sources of growth, innovation and job creation and at the same time chart the way for the country to achieve its NDC and SDG commitments. This program will set green growth targets in a mid-term timeframe and enable these targets to be reflected in the next Development Plan for the 2018-2022 period.

For the first time in many years, Colombia has a real prospect for peace after decades of armed conflict. If a peace agreement is achieved, government expenditure would be injected in rural areas; most of which are abundant in natural capital in the form of forests, but devastated by the internal conflict. If not properly managed, this could lead to natural resource degradation and increased GHG emissions due to land use change. The GoC therefore needs to adopt and implement sound policies and investments to ensure that reduced deforestation targets are met and that long-term, socially inclusive and environmentally resource efficient growth occurs in marginal and impoverished areas.

Building on 2015-16 Work

GGGI's Country Planning Framework for Colombia identifies mainstreaming of green growth into national development policies, mobilizing sectoral green growth investments, and sustainable forestry as the key areas of focus for GGGI in the medium term. In line with this, over the WPB 2015-16 period, GGGI supported the establishment of a payment-for-performance scheme to reduce deforestation in the Amazon. In partnership with the National Planning Department (NPD), GGGI began the process of mainstreaming green growth into Colombia's National Development Plan by supporting the inclusion of sector-specific green growth targets in the current National Development Plan 2014-2018, as well as following up on policies and investments to meet them. In 2016, GGGI is supporting NPD in the diagnosis and green growth potential assessment phase of a Green Growth Task Force, which will bring together experts to assess priority issues and provide recommendations to be adopted in the Long-Term Green Growth policy during its formulation in 2017-2018.

In 2016, GGGI is also supporting Colombia on delivering on the Joint Declaration of Intent (DoI) with Norway to reduce GHG emissions through REDD+ by conducting design work to structure a Financial Mechanism and strengthening Colombian institutions to receive funding as part of the Financial Mechanism under the DoI. The 2017-18 WPB will continue to support the achievement of DoI milestones through policy and implementation support and the development of investment proposals to be submitted to the financing mechanism.

51 UNFCCC, Colombia, <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Colombia/1/Colombia%20NDC%20Unofficial%20translation%20Eng.pdf>
52 World Bank, <http://www.worldbank.org/en/country/colombia/overview>

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop long term green growth policy and submit to Economic and Social Policy Council
- Develop at least 3 project proposals for upscaling of Amazon Vision program, taking into account gender and social inclusion aspects
- Develop and submit at least 4 sets of recommendations on policies and implementation measures to meet Policy milestones under Colombia's Joint Declaration of Intent for reducing GHG through REDD+
- Document and share lessons on effective land-use policies and approaches to reduce deforestation
- Prepare design and financial proposal for 1 energy efficiency project

PROJECT OUTCOMES FOR 2017-18:

- Government adopts long term green growth policy and incorporates targets into the 2018-2022 National Development Plan
- Increased financing mobilized to reduce deforestation and GHG emissions in priority areas, through Amazon Vision and Colombia's Joint Declaration of Intent

Planned Results

The intended outcomes of this project are that Colombia adopts and incorporates the green growth policy into national development planning, and that resources are mobilized toward reducing deforestation. GGGI will drive these outcomes through the delivering the following outputs:

Long term green growth policy developed and submitted. GGGI will provide strategic, operative, and technical support for a Green Growth Task Force (GGTF) that will deliver recommendations for and support the drafting of, the Green Growth policy. This will be done by supporting the assessment and technical validation of the recommendations to be submitted for consideration under the green growth policy and the investments required to achieve the long-term targets that these address. This includes supporting all relevant stakeholders in the preparation and validation of the draft green growth policy document, which will follow the Government's protocols for ensuring sub-national and local participation. GGGI will also support the formulation of targets to integrate and align targets of the long-term green growth policy into the National Development Plan.

Amazon Vision Project Proposals developed. GGGI will conduct an assessment of intervention requirements and investments needs to fulfill the Amazon Vision program targets in two new areas, taking into account local realities, social inclusion and gender aspects. GGGI will identify jointly with local and regional key stockholders, national, sub national and local resources that can link to or leverage AV funds to scale up the Amazon Vision Program activities. Based on this assessment, GGGI will design and submit projects for financing in areas of interventions of the Putumayo and Meta Departments.

Recommendations on Colombia's Joint Declaration of Intent on REDD+ developed and submitted. GGGI will support relevant government authorities responsible for specific Modality 1 (Policy Design and Implementation) milestones under the Joint Declaration of Intent (DoI) with Norway for reducing GHG emissions through REDD+ by assessing gaps and needs, and providing technical support to attain the corresponding policy milestones in 2017 and 2018. Potential partners and resources needed to ensure milestone achievement within the timeframe defined in the DoI will be identified and GGGI will prepare a work plan to carry out the activities needed to achieve the milestone, including consultation with local and regional stakeholders as necessary. GGGI will advise and propose options for attaining selected policy milestones agreed under the DoI and support the corresponding government agencies to adopt those and secure their completion. Support will also be provided on the reporting of the milestones achieved to the relevant governance bodies of the DoI as required.

Lessons on effective land use policies developed and submitted. GGGI will conduct a sectoral assessment on sustainable value chains to promote forest conservation and identify international best practices in sustainable value chain management and land-use practices among priority sub-sectors. Consolidated policy recommendations for effective land-use and sustainable agricultural production policy to reduce deforestation will be developed and shared.

Energy efficiency project design and proposal prepared. GGGI will design and develop a bankable project in energy efficiency for a project identified during the second half of 2016. GGGI will develop a concept note, confirm government support and engage with relevant stakeholders to develop a financing plan. Support will be provided on conducting the feasibility study, including advice on the financing structure.

Key Stakeholders

- Key national government counterparts, including the Ministry of Environment and Sustainable Development (MADS), Ministry of Agriculture and Rural Development (MADR), Presidential Agency for Cooperation (APC), National Planning Department (NDP), and Ministry for Post-Conflict;
- Key local and sub-national government counterparts, including Regional Environmental Authorities (Regional Autonomous Corporations - CAR), Amazon region State and municipalities Governments, amongst others;
- Key multilateral development partners, including the WB and IDB;
- Key bilateral development partners, including USAID, GIZ, and KfW;
- Relevant industry associations; and
- A wide range of civil society organizations, including WWF, The Nature Conservancy, and Conservation International.

GGGI will engage directly with the key focal points identified by key government agencies to advance on project activities and output deliverables. In addition, the government is strengthening the coordination and implementation of Steering Committees for the implementation of the Amazon Vision and the Joint Declaration with Norway. An additional Government coordination structure is emerging under the umbrella of the Sustainable Colombia Initiative, which includes the key government stakeholders in this project.

JORDAN Overview

TITLE	Implementation Support for the National Green Growth Plan of Jordan		
COUNTRY	Jordan		
MEMBER	Member		
INCOME LEVEL	Upper Middle Income Country (UMIC)		
KEY PARTNERS	Ministry of Environment (MoENV), Ministry of Planning and International Cooperation (MoPIC), Ministry of Finance (MoF)		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$748,000	\$717,000

Relevant SDGS



6.4

By 2030, substantially increase water-use efficiency across all sectors and ensure sustainable withdrawals and supply of freshwater to address water scarcity and substantially reduce the number of people suffering from water scarcity.



13.2

Integrate climate change measures into national policies, strategies and planning.

13.a

Implement the commitment undertaken by developed-country parties to the United Framework Convention on Climate Change to a goal of mobilizing jointly \$100 billion annually by 2020 from all sources to address the needs of developing countries in the context of meaningful mitigation actions and transparency on implementation and fully operationalize the Green Fund through its capitalization as soon as possible.

Relevant aspect(s) of Jordan's NDC

A 14% reduction in emissions compared to BAU levels by 2030, 1.5% of which is unconditional, and 12.5% is conditional upon international support. The country will need around \$5bn to fulfill the conditional side of its pledge.

Improving energy use efficiency in water utilities, and implementing a number of projects based on renewable energy sources.⁵³

Project Rationale

As one of the smallest economies in the Middle East, Jordan has high ambitions for economic growth but faces a number of challenges to sustainable development. Given the central importance of economic development, Jordan's traditional approach to economic growth has driven some of the key challenges that it now faces, such as water scarcity and an overreliance on external resources, particularly oil. While Jordan achieved high economic growth from 2002-2008, neither poverty nor unemployment were significantly reduced⁵⁴. As a result, many young Jordanians leave the country to find employment. This is exacerbated by the complex and unpredictable challenge of the refugee crisis.

In particular, Jordan has scarce water resources and is currently using them at a rate twice that of natural replenishment. The country's short-term strategy is heavily reliant on using groundwater resources, which are expensive and energy intensive to access and desalinate, accounting for about 14% of Jordan's total energy demand⁵⁵. If current trends continue, Jordan will have less than 100 cubic meters of water available per person by 2025 and will face absolute water shortage⁵⁶.

In addition, Jordan faces some serious challenges relevant to green finance. Although there are several green financing mechanisms established in Jordan that can support small scale projects, these mechanisms do not have sufficient financial resources or technical capability to support country priorities and high level development projects.

In response to these challenges, Jordan will launch the National Green Growth Plan (NGGP) in 2016. The NGGP provides a comprehensive development approach to green growth planning and implementation, supported by the quantitative analysis of twenty-four projects across six green growth sectors, namely energy, water, waste, transport, tourism and agriculture, as well as an analysis for the green financing environment in Jordan. A common theme throughout the NGGP is the need to alleviate pressures from the Syrian refugee crisis in Jordan. While demonstrating green growth benefits, implementation interventions must address the importance of providing equal employment opportunities to Jordanian citizens and refugees alike. This reflects the most pressing social development priorities of both the Government of Jordan (GoJ) and international donors.

The NGGP is the first document that aims to mainstream green growth into government policy-making. It is seminal for the success of green growth in Jordan that recommendations made in the NGGP are adopted and that resources are mobilized toward implementation.

Building on 2015-16 Work

GGGI's 2015-16 program in Jordan focused on the development of the Jordan's National Green Growth Plan. Complementing this is GGGI's work on strengthening the supporting institutional framework and stakeholders' capacity for implementation.

GGGI has also explored barriers and opportunities regarding the availability of existing finance to provide the quality and quantity of green financing needed to support green growth implementation. Over 20 green growth project categories were assessed at a detailed level, including the most suitable types of financing available for consideration. Current funding facilities both in Jordan, such as Jordan Renewable Energy and Energy Efficiency Fund and the Jordan Environment Fund, and international commercial and concessional finance were assessed. As a result, GGGI made 12 key recommendations to the GoJ.

The WPB 2017-18 will support and expedite the implementation of the NGGP and Implementation Roadmap, where specific projects will be taken to financing. GGGI will continue to build capacity for implementation, and will provide technical assistance to support operationalization of the Jordan Environment Fund (JEF). GGGI will help address financing barriers

53 UNFCCC, Jordan, <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Jordan/1/Jordan%20NDCs%20Final.pdf>

54 Jordan Vision, 2015

55 Jordanian Ministry of Water and Irrigation, Annual Report, 2014

56 UNHCR, 2014 <http://data.unhcr.org/syrianrefugees/country.php?id=107>

to the implementation of the NGGP and support the preparation of two bankable green projects with the goal of helping transform the country's green financing model into one that supports green growth and provides better access to national and international green financing.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Prepare feasibility study and financial arrangements for 2 bankable projects in water, green energy or green transport and submit to government
- Deliver 4 training events to build capacity in relation to green growth policies and approaches
- Provide technical assistance to strengthen the implementation of the Jordan Environment Fund

PROJECT OUTCOMES FOR 2017-18:

- Government approves bankable projects for further development and financing
- 70% of training participants gain improved knowledge or skills relating to green growth
- Jordan Environmental Fund is operating more effectively, with capitalization of \$1 million and financing mobilized for 2 approved projects.

Planned Results

The overall outcomes of the project are to take Jordan's National Green Growth Plan to implementation through the development of a green financing mechanism and the development of two – high priority - bankable projects. GGGI will achieve this through the delivering the following outputs:

Feasibility study for two bankable projects prepared and submitted. GGGI will develop two bankable projects in the water, energy or transport sector for submission to government. The final selection of projects will be based on a project identification process that will take place during the second half of 2016. Out of the 24 interventions presented in the NGGP, two have been taken into further analysis and developed as business cases and are potential candidates for selection. These include procurement approaches for electric vehicles in Amman and procurement approaches for Solar PV powering water desalination and pumping. For the identified projects, GGGI will develop concept notes, confirm government support, engage with relevant stakeholders and develop a financing plan. GGGI will provide technical support in the feasibility study, including financing structure. Additionally, GGGI will explore opportunities to engage with and/or benefit refugees through Environmental Social Impact Assessment (ESIA) for bankable projects.

Capacity building training events delivered. GGGI will design and implement training and awareness programs to build capacity among public sector stakeholders to develop bankable projects. Training programs will also build capacity of potential implementing entities on GCF accreditation requirements. GGGI will conduct a technical assessment on one of the bankable projects selected for development, potentially on water desalination. The assessment will be used as a tool to help project stakeholders make informed decisions about the selected project's economic viability, technical options and potential risks.

Implementation of Jordan Environmental Fund strengthened. GGGI will work on the development of the JEF by supporting operation and implementation of the Jordan Environment Fund (JEF) with the aim of finding a green financing instrument within the governmental body in Jordan. In the implementation and operationalization phase, GGGI will support the JEF's day-to-day operations, organize regular stakeholder meetings to assess the operational status of JEF and advise the JEF on project origination and development as needed. GGGI will also help to implement monitoring and evaluation of JEF operation and management and support the JEF's securing access to external financing.

Key Stakeholders

- The key government stakeholder is the Ministry of Environment (MoE), the Ministry of Planning and International Cooperation (MoPIC) and the Ministry of Finance (MEF), including consultation with other line ministries and the Central Bank of Jordan;
- The two local funds are the Jordan Environmental Fund (JEF) and the Jordan Renewable Energy & Energy Efficiency Fund (JREEEF);
- Key multilateral development partners such as UNDP and GCF;
- Key bilateral development partners such as KFW, USAID; and
- Key private sector stakeholders represented include business associations such as the Jordan Chamber of Commerce, the Jordan Chamber of Industry and EDAMA, a coalition of private sector companies working in the field of Environment, Waste and Energy.

The MoE, MoPIC, MEF, JEF and JREEEF are core project stakeholders that GGGI will collaborate with and engage with regularly to receive inputs, feedback and guidance. Other relevant government ministries, the Central Bank of Jordan, development partners, civil society organizations and the private sector will be consulted to obtain information and opinions. Lastly stakeholders who are expected to understand the headline issues of the project in order to take it forward will be informed of progress at appropriate milestones, such as other line Ministries with active projects.

MEXICO Overview

TITLE	State of Sonora (Mexico) Green Growth Strategy		
COUNTRY	Mexico		
MEMBER	Member		
INCOME LEVEL	Upper Middle Income Country (UMIC)		
KEY GOVERNMENT PARTNERS	SEMARNAT		
	State of Sonora		
FUNDING SOURCE	Core		
BUDGET			
		2017	2018
	Total	\$219,000	\$231,000

Relevant SDGs



7.2

By 2030, increase substantially the share of renewable energy in the global energy mix



8.2

Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value added and labor-intensive sectors



11.2

By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

Relevant aspect(s) of Mexico's NDC

Mexico is committed to reduce unconditionally 25% of its GHG and Short-Lived Climate Pollutants emissions below BAU for the year 2030. The 25% reduction commitment expressed above could increase up to a 40% in a conditional manner, subject to a global agreement addressing important topics including international carbon price, carbon border adjustments, technical cooperation, access to low cost financial resources and technology transfer.⁵⁷

Project Rationale

Mexico is the second largest economy in Latin America, achieving a moderate annual rate of growth of 2.5% in 2015. However, Mexico's climate change vulnerability poses threats to the country's continued economic growth. Its location between two oceans, as well as its latitude and topography significantly increase Mexico's exposure to extreme climate events. Further, Mexico is the 13th largest GHG emitter in the world, with the costs of its environmental degradation estimated to be approximately 5.7% of GDP in 2013.

The Government of Mexico (GoM) clearly recognizes the threats associated with climate change and the economic costs of emissions left unchecked. Mexico has demonstrated commitment to implement green growth to tackle climate change and as a core national economic development strategy by including inclusive green growth as an objective of its National Development Plan 2013-2018. The country has also created a legal framework that sets ambitious GHG emission reduction objectives, including greater use of renewables for electricity generation.

While Mexico has committed to robust climate action and sustainability at the national level, similar initiatives need to be implemented at the sub-national level. Many of the levers for climate change mitigation and adaptation, and sustainability in general, reside at the state and municipal level, particularly in relation to public transport, solid waste, water and wastewater, and urban planning. To address these issues effective institutional frameworks and capacity in the area of green growth need to be developed at the sub-national level.

Building on 2015-16 Work

The project builds on the work GGGI has been carrying out over the last two years at the national and sub-national levels. At the national level GGGI has assisted the National Institute of Ecology and Climate Change (INECC), part of the Ministry of the Environment (SEMARNAT), in the preparation of the Climate Change National Strategy and Climate Change Special Program, which among other issues, identifies the role that states and municipalities can play in addressing climate change mitigation and adaptation.

Also at the national level, GGGI has been supporting the development of recommendations to improve conditions for technology innovation in Mexico aimed at achieving climate and clean energy goals, while developing national industries and value chains. This work is relevant to the State of Sonora, which is heavily industrialized and presents opportunity areas for the enhancement of industrial activities and value chains.

At the sub-national level, GGGI has been working with the Environmental Commission of the Megalopolis (CAME), a group of six states in and around Mexico City, with a particular emphasis on mobility and transportation systems. GGGI's work with CAME began after the need to enhance planning and implementation capabilities at the sub-national level was identified.

Based on this work, and GGGI's experience in other countries, SEMARNAT and the recently appointed Governor of the State of Sonora, requested GGGI's support to develop a State Green Growth Strategy. The State Government is favorable to the concept of green growth, as it sees the need to promote economic growth, particularly around innovation, while enhancing environmental protection and closing social gaps.

Effectively developing green growth strategies that align with Sonora's development goals will require close strategic and technical assistance from GGGI across prioritized state level institutions and sectors.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Prepare scoping report on green growth priorities where GGGI should focus its support.
- Deliver technical assistance for preparation of the State Green Growth Strategy.
- Support implementation of recommendations resulting from the State Green Growth Strategy.

PROJECT OUTCOMES FOR 2017-18:

- The State of Sonora prepares with the support of GGGI a State Green Growth Strategy defining a pathway toward green growth.

Planned Results

The overall outcome of the project is to support the State of Sonora in the development of a state-level Green Growth Strategy. The project will be cross-cutting by virtue of being a state-level instrument, and will include diagnosis, green impact assessment, and sector/sub-sector strategic planning. This will be done by delivering the following outputs:

Scoping report for GGGI support areas and green growth priorities prepared. Based on the request to develop a state-level Green Growth Strategy, a determination of green growth priorities will first need to be made. GGGI will conduct a scoping exercise of potential sectors and develop a report identifying areas of opportunity. GGGI will also establish a steering committee engaging state-level stakeholder to assess and validate the results, and develop a work plan targeting agreed upon priorities.

Technical assistance for the preparation of the State Green Growth Strategy is delivered. Based on the results of the scoping exercise, GGGI will conduct deeper diagnoses of the opportunities identified. Stakeholder mapping and situational and sectoral analyses will be carried out in order to evaluate and prioritize the green growth opportunities. This will allow for the creation of a roadmap that will chart the way forward for the development of the Green Growth Strategy, and will include specific action plans, identify investment needs, as well as a budget to support implementation.

Support provided for the implementation of recommendations from the State Green Growth Strategy. Based on the development and validation of the roadmap, GGGI will support implementation by assisting in the design of public policies, supporting the development of financial mechanisms and providing monitoring and evaluation services.

Key Stakeholders

The key stakeholders for this project are expected to include:

- SEMARNAT and State of Sonora; and
- Delivery partner and donors: Potential donors will be identified and approached as the scoping progresses, specific technical needs are identified, and high-level political support for the project is demonstrated. Tentatively, the Border Environment Cooperation Commission, a binational US-Mexico agency has expressed interest and attended meetings. Other potential donors to be considered are GIZ, USAID, and the UK and Danish cooperation.

The State of Sonora will be the principal focal point and lead the process. All relevant state ministries will be consulted and an engagement plan will be developed at the project onset. SEMARNAT will coordinate with high-level officials from the state government, and participate in platforms addressing technical issues. Partner organizations engaged in the project will provide funding for project components and technical assistance through the project steering committee.

Overview

TITLE	Improving public transportation systems in Mexico		
COUNTRY	Mexico		
MEMBER	Member		
INCOME LEVEL	Upper Middle Income Country (UMIC)		
KEY GOVERNMENT PARTNERS	CAME Megalopolis Environmental Commission Secretariat of Environment and Natural Resources (SEMARNAT)		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$286,000	\$304,000

Relevant SDGS



11.2

By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons

Relevant aspect(s) of Mexico's NDC

Mexico is committed to reducing unconditionally 25% of its (GHG) and Short Lived Climate Pollutants emissions below BAU for the year 2030. The 25% reduction commitment could increase up to a 40% in a conditional manner, subject to a global agreement addressing important topics including international carbon price, carbon border adjustments, technical cooperation, access to low cost financial resources and technology transfer.⁵⁸ Transport is the sector with the largest GHG emissions in Mexico and the NDC projects the second largest mitigation potential after Electricity generation.

Project rationale

Mexico is the second largest economy in Latin America, with a moderate annual rate of growth of 2.5% in 2015. Despite its size and general positive growth rate, the Mexican economy has yet to make much progress in reducing poverty. It is estimated that 46% of Mexico's population of 122 million remains under the poverty line; a figure that has essentially remained static over the past two decades.

Mexico is also a highly vulnerable country to the adverse impacts of climate change. Its location between two oceans, as well as its latitude and topography significantly increase Mexico's exposure to extreme climate events. This climate vulnerability is compounded by Mexico's status of the 13th largest GHG emitter in the world.

The transportation sector is the second highest source of GHG emissions in the country (26% of total), after electricity generation. In fact, the transport sector, based almost exclusively on fossil fuels, has significant negative effects on local pollution and congestion particularly in Mexico's urban areas where close to 80% of the population live.

58 UNFCCC, Mexico's NDC, <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Mexico/1/MEXICO%20NDC%2003.30.2015.pdf>

Moreover, local pollution, lack of access to public transport, congestion (i.e. lost time), and poor quality of service are felt disproportionately by the poor. Deficiencies in the public transport system present significant challenges to Mexico's sustainable development goals and the development of green, productive cities.

The Government of Mexico (GoM) clearly understands the impact of the country's transportation system on GHG emissions, public health, quality of life and productivity. For example, in the megalopolis of Mexico City, one of the most traffic-congested cities in the world, billions have been invested in public and mass transit infrastructure. However, the goal to create an integrated, multi-modal and sustainable transportation system is yet to be realized. This is also true for most other cities in the country.

Public transportation in the Megalopolis region of central Mexico continues to be heavily based on outdated business models using old buses that deliver unsafe, inefficient, polluting and uncomfortable service. Furthermore, the current regulatory and concessions frameworks hinder the renovation of the bus fleet, the efficient integration of buses with other modes of transport, such as BRT and subway, and the creation of formal and efficient enterprises. Improving the public transport system will have benefits in the three pillars of green growth: environmental (GHG and local pollution), economic (reduced congestion leading to improved productivity; creation of formal enterprises and jobs) and social (improved access and service for the poor).

Building on 2015-16 Work

The project builds upon GGGI's support to the Environmental Commission of the Megalopolis (CAME) and its six member states over the last two years. GGGI will take the lessons learned so far and undertake new activities to move the project to the right of GGGI's value chain by working specifically with one state willing to implement developed recommendations and by leveraging a financial instrument to support public transport. It is important to point out that transportation is in the purview of state governments, although state governments coordinate with municipal governments as necessary.

This work will rely on previous related efforts to create a trust fund for bus replacement, development of new bus concession models, the development of a calculator to estimate externalities, and the economic modelling of bus operators.

GGGI will support the implementation of recommendations related to improved concession models, and financing mechanisms in a selected Mexican state.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop policy recommendations on improving public transport in one state or municipality of Mexico and submit to government
- Develop recommendations on mechanisms to improve access to financing for public transport reform in one state of Mexico and submit to government

PROJECT OUTCOMES FOR 2017-18:

- Government adopts policy recommendations on improving public transport for implementation
- Government adopts recommendations on mechanisms to improve access to financing for public transport for implementation

Planned Results

The overall outcome of the project is to support the transformation of public transportation systems in Mexico, by modernizing the regulatory and concessions frameworks, establishing financial mechanisms, and strengthening institutions. This will be accomplished by delivering the following outputs:

Policy recommendations for improving public transport in one state or municipality of Mexico are developed and submitted to the government. Based on the needs identified for the improvement of public transport, GGGI will work with stakeholders to develop tangible recommendations that the government can implement. To do this GGGI will conduct analyses to further evaluate and quantify interventions. These will then be prioritized by taking into consideration their cost, their system transformation potential, institutional capacity needed, and ease of implementation. To ensure these recommendations are realistic and implementable, extensive consultations will be carried out with key stakeholders. Based on the results of these exercises recommendations will be delivered to one state government. Opportunities will exist to replicate these measures in other states of the CAME region.

Recommendations for mechanisms to improve access to financing for public transport reform in one state of Mexico are developed and submitted to the government. Based on the prioritized reform intervention, GGGI will recommend a financing mechanism that will support implementation. To do this GGGI will identify similar cases in developing countries and demonstrate the alternative mechanisms utilized. In consultation with local government, the most suitable financial mechanism will be selected to support intervention implementation. GGGI will then engage with local government and relevant financial institutions to implement a financial mechanism to support reform.

Key Stakeholders

The key stakeholders for this project include:

- The Megalopolis Environmental Commission (CAME), Secretariat of Environment and Natural Resources (SEMARNAT);
- State of Morelos; and
- Development partners including WB, World Resources Institute, the Mario Molina Center.

SEMARNAT and CAME will be important counterparts for the project, with the selected State for intervention being the focal point throughout the project. This project has been discussed extensively with partners at CAME with whom GGGI has worked with in a number of different issues, including air quality and mobility. GGGI will initiate the creation of a technical committee engaging stakeholder that meets periodically to review progress and make key decisions.

PERU Overview

TITLE	Implementation phase of Peru's National Eco-efficiency Strategy
COUNTRY	Peru
MEMBER	Non-member
INCOME LEVEL	Upper Middle Income Country (UMIC)
KEY GOVERNMENT PARTNERS	Ministry of Economy and Finance, Ministry of Environment (MINAM), Compras Perú (National Public Procurement Management Unit)
FUNDING SOURCE	Core

BUDGET		
	2017	2018
Total	\$456,000	\$442,000

Relevant SDGS



12.2

By 2030, achieve the sustainable management and efficient use of natural resources



12.7

Promote public procurement practices that are sustainable, in accordance with national policies and priorities



13.2

Integrate climate change measures into national policies, strategies and planning

Relevant aspect(s) of Peru's NDC

An unconditional 20% reduction in emissions by 2030, compared to BAU. A 30% reduction is offered conditional on international funding.⁵⁹

Project Rationale

Peru has been one of the world's fastest growing economies over the last decade. In an effort to balance economic growth with sustainable use of natural resources to increase competitiveness, Peru has developed a multi-sectoral agenda led by the MEF's National Competitiveness Council (CNC) that tasks 12 sectors with improving efficiency in productive processes and natural resource use.

Peru's strong economic growth has come from resource intensive sectors such as mining, commercial agriculture and fishing for export. In the WEF's 2014-15 World Competitiveness Report, Peru is categorized as an 'Efficiency Driven Economy'. At this phase of a country's economic development, more efficient production processes become an important driver for further economic development.

The National Competitiveness Agenda (2014-18) is the flagship multi-sectoral government plan driving all measures to promote competitiveness. Its principle objective is to increase Peru's global competitiveness to attract investment as measured by indices such as the Ease of Doing Business Index.

Peru's public sector currently has no systematized and uniform criteria for resource efficient purchases and no incentive structure to green its public purchases, which on average amount to \$7-9 billion annually. GGGI's role will be to develop the enabling policy framework for green procurement jointly with the MEF.

Building on 2015-16 Work

GGGI's support for the National Competitiveness Agenda has been both in the design and implementation phases. In 2013, GGGI helped design the structure and indicators of the Natural Resources and Energy chapter of the Agenda. In 2014-15 GGGI continued support in diagnostics to determine the implementation of priority support for water and natural resource efficiency. These diagnostics gave way in 2015-16 to the implementation phase where GGGI is supporting the development of the National Eco-Efficiency Strategy (NES) and the National Irrigation Plan (NIP) with the Ministries of Environment, and Agriculture and Irrigation respectively to set the standards for resource efficiency. This project will take the implementation phase forward through developing specific outputs focused on improving public procurement to drive eco-efficiency.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Recommendations on standardized eco-efficiency criteria for public procurement
- Recommendations on a standardized list of eco-efficient goods for public procurement

PROJECT OUTCOMES FOR 2017-18:

- Government endorses recommendations on eco-efficiency criteria and standardized list of eco-efficient good for public procurement

59 UNFCCC, Peru, <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Peru/1/NDC%20Per%C3%BA%20english.pdf>

Planned Results

The intended outcome of this project is that the Government of Peru endorses the outputs for use in the development of public policy. GGGI will achieve this through the delivering the following outputs:

Recommendations on standardized eco-efficiency criteria for public procurement developed. GGGI will begin by mapping current eco-efficiency criteria in priority ministries. Using this as the baseline, GGGI will identify key actors and main acquisition plans for the development of systematized, uniform criteria across ministries and for priority goods and will conduct research on international best practices in eco-efficiency criteria for public procurement. Based on this research and on engagement with key sector stakeholders, a proposal for systematized, uniform eco-efficiency criteria will be developed for application across ministries. GGGI will also develop a proposal to incorporate eco-efficiency criteria into the appropriate legal framework.

Recommendations on standardized list of eco-efficient goods developed. GGGI will identify key actors for the development of a list of priority eco-efficient goods, conduct an analysis of public purchasing trends to identify common goods procured among the ministries, and conduct best practice research. Based on the analysis and on engagement with key sector stakeholders, GGGI will develop a proposal for a standardized list of eco-efficient goods, together with a list of possible providers and sources of goods that meet specifications.

Key Stakeholders

The key stakeholders for this project are expected to include:

- Key government counterparts include the Ministry of Economy and Finance (MEF) and the Ministry of Environment (MINAM). Principle Implementation Ministries will be identified through the analysis of public sector purchasing trends; and
- Key private sector players exhibiting leadership in eco-efficiency will be engaged to promote eco-efficiency measures.

Within the MEF, the National Competitiveness Council (CNC) leads the competitiveness agenda and will be the government advocate and coordinator for the initiative to incorporate eco-efficiency into public acquisition. The Supervisory Agency for Public Acquisition (OSCE) regulates state contracting and public procurement, also within MEF, and PERU COMPRAS, the executing body for public acquisition will also be closely engaged. Their procedural expertise and support will be crucial for the development of the eco-efficiency criteria and roadmap to incorporate it into public procurement laws and regulations. To facilitate strong ownership and ensure effective coordination with key stakeholders, GGGI will work with CNC to establish a Project Steering Committee with representation from relevant government and private sector partners. As part of this initiative, GGGI will also leverage its experience with the National Forest Service (SERFOR) and its new National Legal Timber Agreement for public procurement. Currently, SERFOR is working with OSCE to develop parameters for public purchases that place special emphasis on traceability for timber sources. GGGI will work with SERFOR, OSCE and other relevant actors to explore the manner and extent to which this important criterion can be introduced and expanded as part of environmental criteria in public procurement.

Overview

TITLE	Identifying synergies between Green Growth actions across national strategies and implementing priority options		
COUNTRY	Peru		
MEMBER	Non-member		
INCOME LEVEL	Upper Middle Income Country (UMIC)		
KEY GOVERNMENT PARTNERS	Ministry of Economy and Finance, Ministry of Environment (MINAM),		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$208,000	\$180,000

Relevant SDGs



13.2

By 2030, achieve the sustainable management and efficient use of natural resources



17.14

Goal 12 12.2 Goal 13 13.2 Integrate climate change measures into national policies, strategies and planning

Relevant aspect(s) of Peru's NDC

An unconditional 20% reduction in emissions by 2030, compared to BAU. A 30% reduction is offered conditional on international funding.⁶⁰

Project Rationale

Peru's impressive average economic growth rate of 5.9%⁶¹ over the past decade has largely relied on extractive sectors that have a significant impact on natural resources such as water quality and availability, and has resulted in land use changes including deforestation. Industrial activity and the growth of cities have also resulted in high levels of air pollution.

Peru assumed a series of green growth commitments following COP20 in Lima. These include the Peruvian NDCs, the SDGs, and preparation for the OECD membership process. Among the requirements for OECD membership is the recommendation to develop a National Green Growth Strategy (NGGS) that can coherently drive OECD green growth targets, NDC commitments, and the achievement of the SDGs. The purpose of the NGGS is to align current policy efforts in priority sectors and develop a roadmap to mobilize public and private funds for new initiatives that comply with OECD

60 UNFCCC, Peru, <http://www4.unfccc.int/submissions/NDC/Published%20Documents/Peru/1/NDC%20Per%C3%BA%20english.pdf>

61 World Bank, <http://www.worldbank.org/en/country/peru/overview>

readiness and achieve NDCs and SDGs. The Government of Peru has requested GGGI's support for the NGGS because of our specific green growth experience combined with a successful track record in inter-sectoral coordination and key INDC, SDG and OECD areas of land use and water.

Building on 2015-16 Work

The Government of Peru (GoP) requested GGGI's support in late 2015 to assist with the development of the NGGS that can align various short term priorities of the Government of Peru. In the 2015-16 WPB, GGGI assisted with the design of the NGGS, consisting of Peru's green growth challenges, its green growth vision, objectives and major action areas. GGGI's work complemented the Ministry of Environment's work to develop the full NGGS, which will take place between June and August 2016.

GGGI is also assisting in the development of a high-level NGGS Implementation Plan in the second half of 2016. The Implementation Plan combines nascent initiatives in current sectoral plans, and recommendations from the Green Growth Planning Assessment in water and land use. The plan will consist of a list of high impact interventions as a result of multi-criteria prioritization analysis based on green growth impact in the short, medium, and long term and will present high-level options for financing interventions.

In keeping with GGGI support for green growth planning in other member countries, the 2017-18 WPB builds on 2015-16 work by developing specific Action Plans in high priority areas of NDCs and OECD recommendations of land use and water, while ensuring synergies between different strategies in these important sectors.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop action plan for the land-use sector that aligns the National Green Growth Strategy and other sectoral policies and submit to government
- Develop action plan for the water sector that aligns the National Green Growth Strategy and other sectoral policies and submit to government
- Deliver 2 workshops and 2 webinars to share knowledge in the region on sustainable land-use and water management

PROJECT OUTCOMES FOR 2017-18:

- Government endorses action plans for the land-use and water sectors for implementation

Planned Results

The intended outcome of this project is that the GoP adopts the land use and water sector action plans developed for implementation. GGGI will achieve this by delivering the following outputs:

Action plan for land-use sector delivered. GGGI will build on prior work in land use that contributed to the development of the National Forest and Wildlife Plan (NFWP) by developing an expanded action plan for key land use activities in the NGGS that support achievement of NDC targets, SDGs related to climate resiliency mainstreaming and OECD green growth recommendations in forests and agriculture. Many of these priority activities will also provide co-benefits for government implementation of other major sectoral strategies for sustainable forest management and climate-resilient agriculture. The Action Plan will connect the NGGS with these sectoral plans. The Action Plan will be shaped through the identification of and consultation with key sectors and actors and research on international best practice. GGGI will develop policy options and investments, perform a prioritization exercise and consult with stakeholders to validate and finalize the Action Plan. Given Peru's prioritization of mitigation measures in forest and agriculture practices for the INDCs, special emphasis will be placed upon these measures as part of the land use action plan.

Action plan for water sector delivered. GGGI will build on prior work in water that contributed to the development of the National Water Resources Plan (NWRP) by developing an expanded action plan in water stress and management for implementation. The Action Plan will connect the NGGS with water sector plans as the NGGS contains a wider variety of water initiatives including water pricing, reuse strategies and green infrastructure. These additional initiatives will support not only the roll-out of the NWRP, but also other sectoral strategies whose objectives seek to achieve NDC water commitments and SDG water goals. Both the GGPA and CPF processes identified the NGGS as a necessary instrument to help align current initiatives and prioritize key OECD recommendations such as pricing, reuse and green infrastructure that are absent from current policies. The Action Plan will be shaped through the identification of and consultation with key sectors and actors and research on international best practice.

GGGI will develop policy options and investments, perform a prioritization exercise and consult with stakeholders to validate and finalize the Action Plan. GGGI will also provide specialized support in the form of a detailed water pricing analysis. Research will be conducted on identified water pricing issues such as demand and supply for priority sectors and projections for pricing changes, potential water supply costs and proposed tariff scheme for cost recovery, and a current tariff scheme leveraging international best practices and GGGI experience in member countries.

By contributing to international commitments such as those described above, GGGI will also assist Peru in achieving its national development goals established in other multi-sectoral strategies such as the Competitiveness Agenda 2014-2018, the National Production Diversity Plan and others.

Knowledge shared on sustainable land use and water policy. GGGI's Peru country team and KSD will organize a combination of one webinar and one regional knowledge sharing workshop on land use and also on water stress, management and pricing. Important lessons will be highlighted from countries also involved in REDD+ land use issues such as Colombia and Indonesia, where GGGI supports governments on issues similar to those in Peru. The workshops will be conducted in Peru and will be hosted by the GoP to inform stakeholders of best practices, experiences, innovations and lessons learned that can help underpin, reinforce, and strengthen the delivery and impact of the Action Plans. GGGI will conduct post-event assessments and extract success stories, examples, and case studies from each workshop. Additionally, the GGGI Peru team will increase its cross-project communication with Colombia and Indonesia to ensure that lessons learned from these countries can be incorporated into planning for Peru, and conversely, that elements from Peru's progress can be shared to enrich planning in countries with similar green growth aspirations.

Key Stakeholders

- Key government counterparts include the Ministry of Economy and Finance (MEF), the Ministry of Foreign Relations and the Ministry of Environment (MINAM);
- Principle Implementation include the Ministry of Agriculture and Irrigation, the Ministry of Energy and Mines, the Ministry of Production, and the National Water Authority; and
- Key civil society organizations such as, the National Society for Industry, Lideres+1 and the Program for Responsible Investment, a private sector platform.

GGGI works closely with MINAM on the design of the NGGS and its implementation plans and has a high level of engagement and support from the MEF and implementing ministries. Currently, a newly-formed, multi-sectoral work group exists in the framework of the OECD Country Program that is charged with green growth issues. Within this group, the Ministry of Environment has the technical lead for the development of the National Green Growth Strategy. In addition to the Ministry of Environment, GGGI is working with the directorate that oversees climate change matters in the Ministry of Economy and Finance and also will leverage its current work with the National Competitiveness Council in the Ministry of Economy and Finance (MEF) to support the expansion of the MEF's participation in the National Green Growth Strategy. This will help incorporate measures into planning in a multi-sectoral fashion with key ministries such as Production, Agriculture and Irrigation, the National Water Authority and others.

The GIZ, USAID, and non-governmental organizations that inform land use policy will also provide technical knowledge inputs on land use. The Nature Conservancy, Agualimpia, Aquafondo, GIZ and other non-governmental organizations that inform water policy will also provide technical knowledge inputs for the water action plan.

THAILAND Overview

TITLE	Accelerating Implementation of Thailand’s Nationally Determined Contribution (NDC)
COUNTRY	Thailand
MEMBER	Member
INCOME LEVEL	Upper Middle Income Country (UMIC)
KEY PARTNERS	Office of Natural Resources and Environmental Policy and Planning (ONEP), Ministry of Natural Resources and Environment
FUNDING SOURCE	Core and Earmarked ⁶²

BUDGET		
	2017	2018
Core	\$323,000	\$283,000
Earmarked	\$367,000	\$300,000
Total	\$690,000	\$583,000

Relevant SDGS



7.3

By 2030, double the global rate of improvement in energy efficiency



9.4

By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-used efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities



13.2

Integrate climate change measures into national policies, strategies and planning

⁶² The earmarked budget figures are indicative, subject to final approval by donors

Relevant aspect(s) of Thailand's NDC

A 20% reduction in emissions from the projected BAU level by 2030, or 25% reduction subject to adequate international support.⁶³

Project Rationale

Under its Nationally Determined Contribution (NDC) commitment, Thailand aims to reduce GHG emissions by 20-25% from projected BAU levels by 2030. This forms part of the government's vision for climate-resilient and low-carbon growth and is aligned to both the current 5-year **National Economic and Social Development Plan** and Thailand's **Climate Change Master Plan**.

To meet this commitment, there is an urgent need to systematically cascade the economy-wide NDC target into sectoral targets, so that sector-specific plans can be formulated and implemented. The industrial sector, which represents 38% of GDP and at least 23% of emissions, is particularly crucial to success and is therefore the focus of this project⁶⁴. Shifting industry toward a low emissions pathway will not only increase the country's competitiveness in the world market, but also boost opportunities for green job creation.

The Government of Thailand's (GoT) Industry GHG Reduction Roadmap, which was developed with GGGI support, focuses on three high impact industrial sectors: automotive parts, palm oil, and frozen seafood. All of these sectors are crucial to consider in NDC implementation. From the study, it was found that automotive part industry has the highest GHG emissions and very high emissions growth. Improving energy efficiency of the auto parts sector could therefore significantly contribute toward Thailand's NDC targets. However, companies lack the technical and financial capacity to implement energy efficiency measures, which has been identified as the key focus area of this sector⁶⁵. Thus, acceleration on energy efficiency measures, not only in the auto part industry, shall be enhanced through identifying bankable projects with an aim to demonstrate and accelerate green investment in the Thai industrial sector.

This project is a concrete and necessary step toward NDC implementation and long-term sustainable development of the industrial sector. Based on successful Roadmap work during WPB 2015-16, the GoT has requested GGGI for further cooperation and support on NDC implementation to ensure that the country can successfully achieve its NCD targets.

Building on 2015-16 Work

This project will build on GGGI's work in 2015-16, which focused on working with the Ministry of Natural Resources and Environment to develop a practical and implementable **Industry GHG Reduction Roadmap** for three industrial sectors: palm oil, automotive parts, and frozen seafood. The Roadmap was successfully developed, and well received by related stakeholders especially the government and the industries.

Since signing the Paris Agreement, the GoT has confirmed its intention to include this roadmap as part of an expanded Action Plan to deliver its NDC commitments across the entire industrial sector, and has sought GGGI's assistance. GGGI will leverage the methodology implemented to formulate the GHG Reduction Roadmap and strong relationship with relevant stakeholders, to develop the NDC Action Plan in 2017-18. Built on the valuable results of the Roadmap, GGGI will move toward the implementation side of the organizational value chain by working to develop bankable projects, and providing capacity development on NDC.

63 UNFCCC, Thailand's NDC, http://www4.unfccc.int/submissions/NDC/Published%20Documents/Thailand/1/Thailand_NDC.pdf

64 GGGI, Industry GHG Reduction to Support the Implementation of Thailand's Climate Change Master Plan: Final GHG Reduction Roadmap Report, 2016

65 GGGI, Industry GHG Reduction to Support the Implementation of Thailand's Climate Change Master Plan: Final GHG Reduction Roadmap Report, 2016

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop an NDC Action Plan for the industrial sector and submit to government
- Develop proposals for 2 bankable projects aligned to the NDC Action Plan and submit to potential funders
- Deliver 3 training events to strengthen capacity of key stakeholders to implement NDC Action Plan

PROJECT OUTCOMES FOR 2017-18:

- Government adopts the NDC Action Plan for implementation
- Funding approved for 2 bankable projects to reduce GHG emissions from the industrial sector

Planned Results

The outcomes of the project are that the GoT adopts, and implements plans and measure of the NDC Action Plan for the industrial sector. The project outputs are as follows.

NDC Action Plan for industrial sector developed and submitted. Thailand's NDC commitment will be assessed to bridge the economy-wide target with sector specific quantified targets and to identify methodological gaps. A report on the potential contribution of the industrial sector to Thailand's NDC will be completed to determine the potential contribution of the industrial sector to the NDC target. Challenges in NDC implementation (e.g. institutional financing and technology) will be identified. Based on the results, GGGI will develop a NDC Action Plan for the Industrial Sector outlining priority emission reductions measures for the industrial sector, potential implementation mechanisms and key elements of a monitoring, review, and verification framework to track progress toward NDC goals. The Action Plan will be validated through stakeholder dialogues⁶⁶.

NDC Implementation supported through the development of bankable projects. GGGI will help to kick-start green investment in the industrial sector by identifying potential green projects, working with the projects to prepare high-quality proposals or business plans, and effectively matching them with potential investors. In 2016, GGGI is conducting a scoping of Thailand's NDC to identify potential projects with transformational impact. This exercise will be coordinated with the preparation of the NDC Action Plan to ensure complementarity. Potential projects will then move to bankable stage, subject to availability of funding from GGGI and/or partners, after the finalization and acceptance of the NDC Action Plan. GGGI aims to move at least two green projects to financing in order to address the downstream challenges of NDC implementation by leveraging and mobilizing financial resources.

Three training events delivered to strengthen NDC implementation capacity. This component aims to develop national capacity for long-term NDC implementation through policy and budget planning and regulatory mechanisms. This also includes seeking funds for "readiness support" to help build the institutional capacity required to access international sources of climate finance, such as the Green Climate Fund. Capacity development needs for both the government and private sector consistent with NDC implementation and green project development will be identified. On the basis of this assessment, capacity development activities will be planned and delivered to relevant government and private sector stakeholders.

⁶⁶ Note that GGGI will start implementing this output in FY2016 as part of the follow-on activity, and some of the remaining tasks will be implemented in FY2017.

Key Stakeholders

- Office of Natural Resources and Environmental Policy and Planning (ONEP), Ministry of Natural Resources and Environment, the Ministry of Industry, the Ministry of Energy, the Office of National Economic and Social Development Board;
- Institutional partners such as the Federation of Thai Industries, and sector specific industrial associations.
- Multilateral financing mechanisms such as the GCF, and IFC; and
- Private sector entities, including local financial institutions.

ONEP will serve as a policy formulator, with the Ministry of Industry and Ministry of Energy acting as implementers of policies and measures. To facilitate strong ownership and ensure effective coordination with key stakeholders, GGGI will work with ONEP to establish a Project Steering Committee with representation from relevant government and private sector partners.

UAE Overview

TITLE	UEA Green Growth Initiative		
COUNTRY	UAE		
MEMBER	Member		
INCOME LEVEL	High Income Country (HIC)		
KEY PARTNERS	Ministry of Climate Change and Environment (MOCCAE), Ministry of Foreign Affairs		
FUNDING SOURCE	Earmarked (UAE) ⁶⁷		
BUDGET⁶⁸			
		2017	2018
	Total	\$1,747,000	\$1,743,000

Relevant SDGS



13.1

Integrate climate change measures into national policies, strategies and planning



13.3

Improve education, awareness-raising and human and institutional capacity on climate change mitigation, adaptation, impact reduction and early warning



17.9

Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South, and triangular cooperation

⁶⁷ The earmarked budget figures are indicative, subject to final budget approval by the UAE.

⁶⁸ Budget is currently under review. UAE contribution is expected to be divided into two a. core supporting portion of knowledge sharing services b. earmarked for UAE and Morocco. Details to be finalized in consultation with the UAE.

Relevant aspect(s) of UAE's NDC

To continue to expand actions to limit emissions and increase the share of clean energy in the energy mix to 24% by 2021, up from 0.2% in 2014. Includes section on adaptation actions with mitigation co-benefits.⁶⁹

Project Rationale

The UAE's environment is characterized by an extreme climate and severe water scarcity. This contributes to high energy demand both for cooling and for desalinated water production to meet industrial and residential water use, on top of normal baseload demand and a growing industrial sector. The UAE faces challenges creating work for its youth population to address an increasingly younger demographic in the nation and a steadily rising youth unemployment rate.⁷⁰ The country has a highly decentralized federal system and there is an increasing gap in development between Abu Dhabi and Dubai and the other emirates.

The UAE sees green growth as an approach to address this complex set of challenges and is pursuing its Federal Vision 2021 and its Green Economy for Sustainable Development Vision as a framework for long-term sustainable development. The UAE, with the support of GGGI, has strived to close identified gaps in achieving these visions through systematically building a national framework where inter-emirates and cross-sector coordination and collaboration can effectively take place and progress can be monitored. These renewed policy frameworks now need to be implemented and made fully functional.

Building on the UAE's success in developing and mainstreaming green growth and drawing on the understanding of the need for collective action to address common regional challenges, the UAE wishes to share its experience with other countries in the region. This will be part of GGGI's South-South Cooperation program.

Building on 2015-16 Work

GGGI's work in 2015-16 has contributed to the adoption of the National Green Growth Strategy (NGGS) and Green Agenda, which is a policy and institutional framework to mainstream green growth in the UAE. GGGI is currently working with the Ministry of Climate Change and Environment (MOCCA) to develop a renewed policy framework that integrates enhanced climate elements with existing Green Growth Strategy programs, and is piloting an implementation support mechanism.

In 2017-18 work plan's outputs will support the government to implement the renewed policy framework for green growth. Within the framework of South-South cooperation, GGGI will continue to expand the capacity development program into the youth sector, as well as policy practitioners and government officials of the UAE, aligned with emerging national priorities.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Establish and operationalize a support mechanism to assist the government in implementing the National Green Growth Strategy
- Establish and operationalize a Green Business Council to provide private sector perspectives and advice to the Emirate Green Development Council
- Deliver training and knowledge sharing initiatives relating to green growth
- Establish an online knowledge sharing platform for the Green Growth Middle East north Africa (MENA) Network

69 UNFCCC, UAE, <http://www4.unfccc.int/submissions/NDC/Published%20Documents/United%20Arab%20Emirates/1/UAE%20NDC%20-%202022%20October.pdf> - Accessed 1 June 2016

70 World Bank Data <http://data.worldbank.org/indicator/SL.UEM.1524.ZS?page=1> Accessed 1 June 2016

PROJECT OUTCOMES FOR 2017-18:

- Government is able to effectively implement its green growth and climate change policies, including the National Green Growth Strategy and the forthcoming Climate Resilient Green Growth Plan

Planned Results

The overall outcome of the project is to support the government to implement its green growth and climate change policies. This will be achieved through a combination of support mechanisms, training, knowledge platforms and knowledge sharing events, described in further detail below:

Implementation support mechanism established and operationalized. GGGI will offer a systematic support mechanism (“G-support”) to fill in the immediate capacity and data gaps in implementing various elements of the NGGS. G-support will be an implementation support tool specific to the NGGS and open to government officers through Emirates Green Development Council (EGDC). The support packages are expected to include the items in the identified project pipeline: the establishment of a national green economy data system, a GHG emission reduction target and mechanism, a climate resilient water management system, a waste-to-energy pilot and a risk mitigation methodology and advisory service to hedge against instability in the conventional energy market. The packages will be finalized with the involvement of MOCCAЕ and the EGDC. GGGI will manage each package from inception and assist with the development of policy recommendations, and advise on policy enactment and pilot program development. Responding to the e-government movement in the UAE, GGGI will offer an online interface of the G-support mechanism.

Green Business Council established. As green growth implementation efforts mature, proactive engagement of the private sector will become increasingly important. GGGI will set up and operationalize a Green Business Council bringing together key local, regional and global business stakeholders and with a capacity to advise the EGDC and MOCCAЕ.

Under South-South Cooperation Framework and In-country Integrated Capacity Development Program (for further details, see the global project), the following outputs will be delivered.

Green growth training and knowledge sharing delivered. As part GGGI’s integrated in-country capacity development program, GGGI will continue to deliver tailored capacity building and training programs for government officials and the youth group to enhance national ownership, ensure long-term viability among key stakeholders and contribute national talent to implementation projects. GGGI will specifically perform the needs assessment and design the training programs, mobilize facilitators and define training methodologies, organize trainee participation and implement the programs.

Online knowledge sharing platform established. To leverage the UAE green growth experience and facilitating dialogue amongst regional governments on common challenges and solutions, GGGI will set up the Green Growth MENA network (GGMN). This will be an online regional knowledge sharing platform and is intended to encourage a community of practice amongst government officials and professionals. The annual World Future Energy (WFES) summit will be used to further reach out to regional partners.

Key Stakeholders

- The key government stakeholder is the Ministry of Climate Change and Environment (MOCCAЕ) and secretariat of the Emirates Green Development Council (EGDC)⁷¹ as the focal point and lead in green growth work;
- Key civil society partners include the Emirates Wildlife Society in association with the World Wildlife Foundation (EWS-WWF); and
- Key private sector stakeholders represented include the proposed Green Business Council.

During the program period, the outputs will be delivered jointly with MOCCAЕ. Progress will be monitored and assessed through regular biweekly team meetings and monthly leadership reporting. Operational modalities of GGGI programs will be tied into the main government work programs and processes, focusing on MOCCAЕ and EGDC operations to ensure effectiveness and impact. In addition, G-support will be activated to engage with other champion Ministries and entities throughout the implementation phase, generating various catalytic projects.

⁷¹ The EGDC consists of representatives from the Ministries of Finance, Energy, Public Works and Economy, as well as the Environment Agency – Abu Dhabi, Dubai Supreme Council of Energy, and all seven Emirate governments.

5. Investment and Policy Solutions Supporting In-Country and Global Delivery



GGGI aims to foster green growth by channeling public and private finance to projects in developing countries that realize economic growth, social inclusion, and environmental sustainability objectives. This is achieved through an **integrated delivery model** centered on a three-pronged approach encompassing: (1) designing policy solutions, (2) developing investment and financing mechanisms, and (3) sharing knowledge and building capacity. While the eventual goal is to mobilize green investment, getting to this goal requires not just sound design of projects, but a framework of supportive policies and institutions that are conducive for institutional setups and investment.

GGGI is focusing efforts to develop policy and financing solutions that foster an enabling environment for investment towards green growth objectives. The sharing of knowledge and building capacity is essential for the sustainability of GGGI's country programming - the level and modality of which vary depending on the purpose and the audience.

GGGI's **investment services** support countries by facilitating and designing mechanisms that can close the “financing gap” between financial institutions and projects. This entails developing and prioritizing green investment project pipelines, establishing NFVs, ensuring rewards that are commensurate with risks, and achieving financial closure. These interventions demonstrate a valid business case for green growth in the target country and help prime the market for investments at a larger scale.

Figure 3. GGGI Investment Services



Similarly, its **policy solution services** assess policy and regulatory barriers, recommend new policies (where feasible) and align policies with green growth objectives, leveraging global knowledge and best practices, and ultimately, build an institutional framework that is conducive for green investments.

As GGGI moves more towards the right hand side, GGGI is ensuring new in-house skills sets are in place corresponding to the service offerings. In fact, by end of 2016, GGGI will have four thematic leads in place and by 2017, 6 investment specialists, at various levels, will be recruited bringing the total number of investment experts to 20.

Thematic Strategies. The thematic strategies are intended to define the GGGI's service offerings along the value chain in the four areas – Energy, Water, Land-Use, and Green Cities, with inclusive climate-resilient development as a cross-cutting driver. Two key principles guide the sustainability and robustness of GGGI's thematic capabilities: (i) ensuring a systematic feedback loop that captures learning, sharing, and in-country application of services offerings along the value chain; (ii) customizing services to country needs within the context of GGGI's strategic mandate and comparative advantages of partners.

Over 2017-18, GGGI will continue to strengthen signature products and services targeting three objectives: (i) enhance relevance of its country programs to respond to countries' needs, (ii) identify catalytic interventions for maximum impact,

and (iii) foster cross-country collaboration by capturing, synthesizing, and sharing knowledge among countries while leveraging partnerships and platforms. A brief highlight of the flagship initiatives underway and planned for the next biennium are as follows:

National Financing Vehicles (NFVs)

Developing countries face policy, institutional, and financing barriers in implementing national goals. GGGI is working on a series of NFVs to enhance institutional capacity to identify, access, and manage sources of finance, as well as to foster project development abilities so that green investments are made possible.

NFVs thus represent an important means for countries to streamline finances, procedures, coordination, and costs via a single mechanism in order to access international climate finance and blend public, private, bilateral, and other sources of capital. This area has been identified as a niche for GGGI given that multilateral financing institutions do not necessarily view it as their strategic mandate to support governments in establishing and managing these funds.

Learning and Sharing Green Growth Solutions for Transformative Change

Learning and sharing of knowledge, or “green growth solutions”, is intrinsic to GGGI’s work. A variety of mechanisms are utilized to facilitate such sharing of knowledge and experiences, including:

- The creation of knowledge products for higher quality delivery of GGGI programs, the articulation and implementation of service offerings both of which are informed by global knowledge networks such as the World Bank/OECD/UNEP/GGGI Green Growth Knowledge Platform
- The development of flagship initiatives such as the Green Growth Performance Assessment and their refinement through international peer groups

Knowledge sharing services are designed based on knowledge needs and delivered through mechanisms, such as “South-South Cooperation”, “Regional Policy Dialogues” and In-Country Capacity Development (ICCD). In all its knowledge-sharing and capacity-building efforts, GGGI adopts a systematic approach to scanning, analyzing, and capturing lessons across its value chain and delivers through “knowledge hubs” in Abu Dhabi, UAE, Mexico City, Mexico and Songdo, Republic of Korea. Building on GGGI’s on the ground experience, GGGI’s knowledge sharing services are expected to inform and help shape the international green growth agenda.

Green Growth Performance Measurement (GGPM)

GGGI is developing a methodology for effectively capturing national-level trends in green growth, with in-depth analysis of underlying actions that support strong performance. The GGPM aims to capture progress on green growth performance at the country level, drawing from pilot experiences of the Green Growth Potential Assessment tool and its South-South cooperation programming. It aims to enhance evidence-driven approaches to understanding and measuring green growth performance at the country level among policymakers and other stakeholders.

Green Growth and Win-win Strategies for Sustainable Climate Action (GREEN-WIN)

GGGI is providing support in a GREEN-WIN funded by the European Commission Horizon 2020 project being jointly implemented by a consortium of 16 organizations. GGGI will contribute to the interaction and sharing of the knowledge resources generated through GREEN-WIN by leveraging the GGKP.

Collaborating with other partners, GGGI will: identify, develop, and critically assess win-win strategies and green business models that bring short-term economic benefits, while also supporting climate change mitigation and adaptation goals, and reinforce knowledge around green growth pathways among scientific, policy, business, and civil society sectors.

The total core budget policy and investment solutions, including those allocated to country programs, is \$10.83 million in 2017 and \$10.30 million in 2018. In addition, a \$4.5 million envelope budget is proposed to be allocated annually for scaling up of NFVs and bankable projects within the thematic and strategic parameters of GGGI's value chain.

The envelope budget tied to the WPB 2017-18 will provide flexibility to respond to emerging demands or opportunities. At the time of drafting WPB submissions, cost estimates are broadly based on initial scoping and may not take into account rising costs or needs.

At early stages, predicting exact costs is an abstract process. For example, programs may take on associated policy work to ensure a regulatory environment that maximizes the impact of a project. Similarly, pipelines for opportunity-based work are not always apparent; thus, GGGI is unable to predicate its program plans on probable funding. Additionally, the timespan between concept and funds disbursement for projects can take up to two years, essentially limiting the relative advantage of project-oriented fundraising over the WPB. Combined, these challenges impede GGGI's ability to remain nimble in addressing the real time needs of client countries.

Due to the nature of the budget envelope, GGGI will need to bring temporary experts on board in order to respond to specific project needs and will rely more significantly on consultants for this portion of the budget. Projects funded from this budgetary envelope are likely to require specialized skills which are often better sourced externally. Thus, the temporary nature of such an envelope means that hiring permanent staff is not appropriate. Therefore, the 20% ceiling on the use of consultants will not apply to the envelope budget.

Budget utilization under this envelope will follow GGGI's financial regulations and its activities will be regularly reported to the Council. This will include: (i) description of the project based on a Project Concept Note in accordance with GGGI internal templates, its outcomes and outputs; (ii) its economic justification; and (iii) the indicative completion date with results. Approval from the Council may be sought if single project approval is greater than \$500,000.

Bankable projects and NVF selection criteria for disbursing funds from this budget would include⁷²:

1. Not already programmed at the country or global levels in 2017-18;
2. Fully aligned with country priorities;
3. Fall within GGGI's value chain and thematic priority areas; and
4. Evidence of demand from partner governments.

Four global projects to be undertaken by GGGI are explained in the following section.

⁷² An indicative list of bankable projects and NFVs, along with letter of request from partner governments are available upon request.

5.1 Project Briefs

Overview

TITLE	National Financing Vehicles (Global)		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$1,275,000	\$590,000

Relevant SDGs



9.4

By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities



17.9

Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South, and triangular cooperation

Project Rationale

Over the next 15 years, the global economy will require \$89 trillion for infrastructure investments in cities, energy, and land-use systems, and \$4.1 trillion incremental investments in low-carbon transitions to limit the global temperature rise within 2°C. Channeling international finances into green growth sectors is challenging, especially within the complexity of development architecture.

Innovative NFVs provide a one-stop solution to the development complexity by streamlining finances, procedures, coordination, and costs via a single mechanism. In essence, NFVs simplify the process by channeling bi/multilateral aid, private sector investments, capital markets, and national budgets into the government-led pooling mechanism to implement national development priorities.

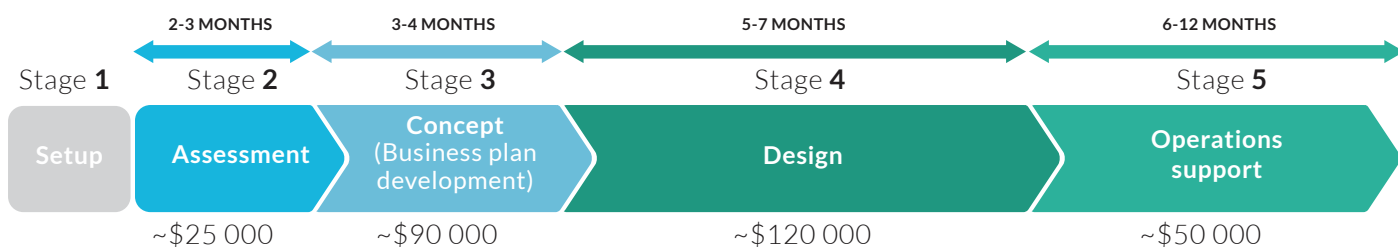
As a result of the streamlined process, development actions are more cost-effective, coordinated, and synergistic. For example, less development financing is wasted through misaligned activities from the broader national development strategy. Bureaucratic and overheads costs are minimized through a single pooling system. And, perhaps most critically, NFVs ensure that nations are empowered to lead their development agenda in a complex development landscape.

Building on 2015-16 Work

GGGI provides NFV development services where requested by governments through a successfully deployed methodology. Although always adapted to a specific context, this standardized model for designing and operating NFVs has five stages: **Setup**, **Assessment**, **Concept** (business plan development), **Design**, and finally **Operations support** (see Figure 4).

Costs associated with each stage vary; indicative costs are presented below. Because of the specialized nature of skills associated with the development of such vehicles, GGGI expects to incur a relatively higher share of outsourcing costs when compared to GGGI's more typical outputs.

Figure 4: Standardized process for NFV development*

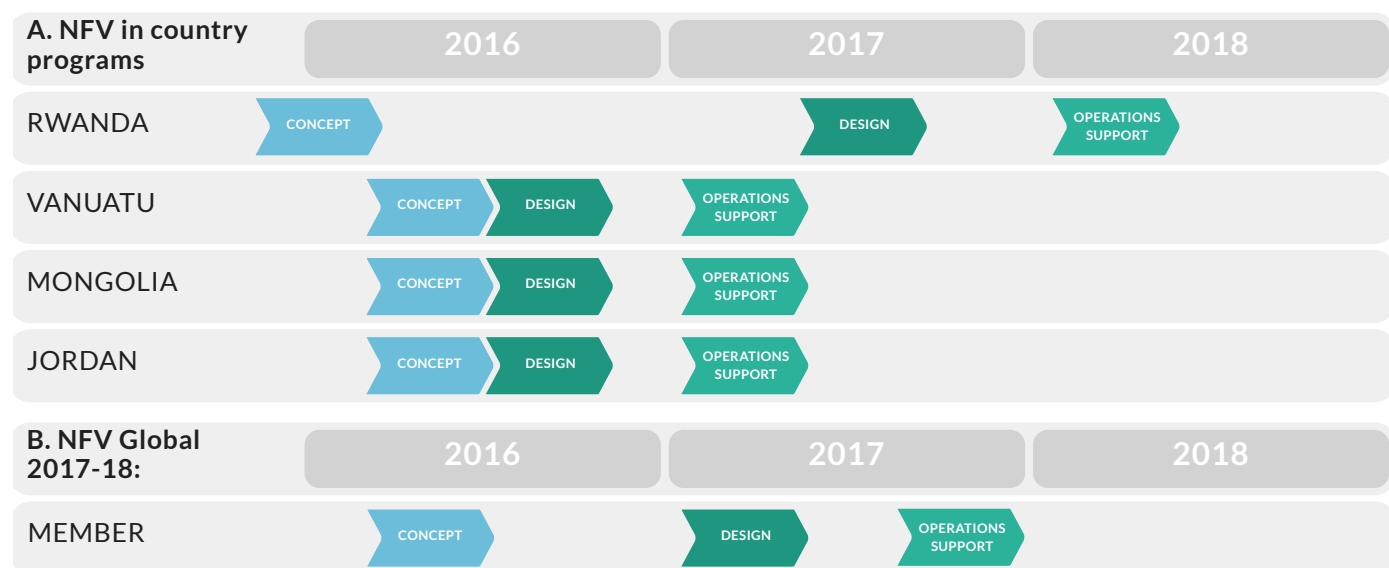


*Costs indicated are outsourcing and professional costs.

NFV projects are allocated either to (1) country budget, (2) global budget, and/or (3) the envelope budget. The allocation is determined primarily by assessing in which phase the NFV is positioned. The timeline for in-country programs and the global NFV program is outlined in Figure 5.

- Country budget.** NFV work that is relatively mature (i.e. past the assessment and concept stages) is allocated at the country level, the rationale being that there is sufficient certainty in both its viability and stakeholder buy-in. GGGI does not initiate any NFV work unless there is an explicit demand from the government, usually in the form of an official letter. NFVs that fall under this budget for 2017-18 are those in Jordan, Mongolia, Rwanda, and Vanuatu.
- Global budget.** NFV work that is in the early stages of development (usually in stages 2 or 3) is allocated to the global budget. This is a precautionary measure to ensure that country budgets are utilized only when there is a requisite degree of certainty on implementation. NFVs that fall under this category for 2017-18 are Philippines and Senegal. In addition, this budget will cover all consultancy costs related to NFVs in Jordan, Mongolia, Rwanda, and Vanuatu.
- Budget Envelope.** NFV work that is in stage 1 (Setup) or earlier, with strong demand from line ministries of governments based on initial ongoing consultations, will be sourced from this budget envelope. The rationale is similar to the above – apart from the rapid increase in government demand for NFVs, it will be challenging to determine budgetary requirements given nascent stage of discussions. This budget envelope, therefore, is integral for GGGI to conduct further scoping work in a timely and effective manner. NFVs that potentially fall under this category for 2017-18 are those in Bangladesh, Colombia, Fiji, Indonesia, Lao PDR, Mozambique, Myanmar, and Vietnam.

Figure 5: NFV In-Country and Global Programs



Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Operational design and financing arrangements for 2 NFVs prepared and submitted to government
- At least 5 project proposals per year that are submitted for financing by the national financing vehicle are supported and assessed

PROJECT OUTCOMES FOR 2017-18:

- Government approves 2 NFVs to commence operations
- Approved NFVs are provisionally capitalized with at least \$1 million of initial investment

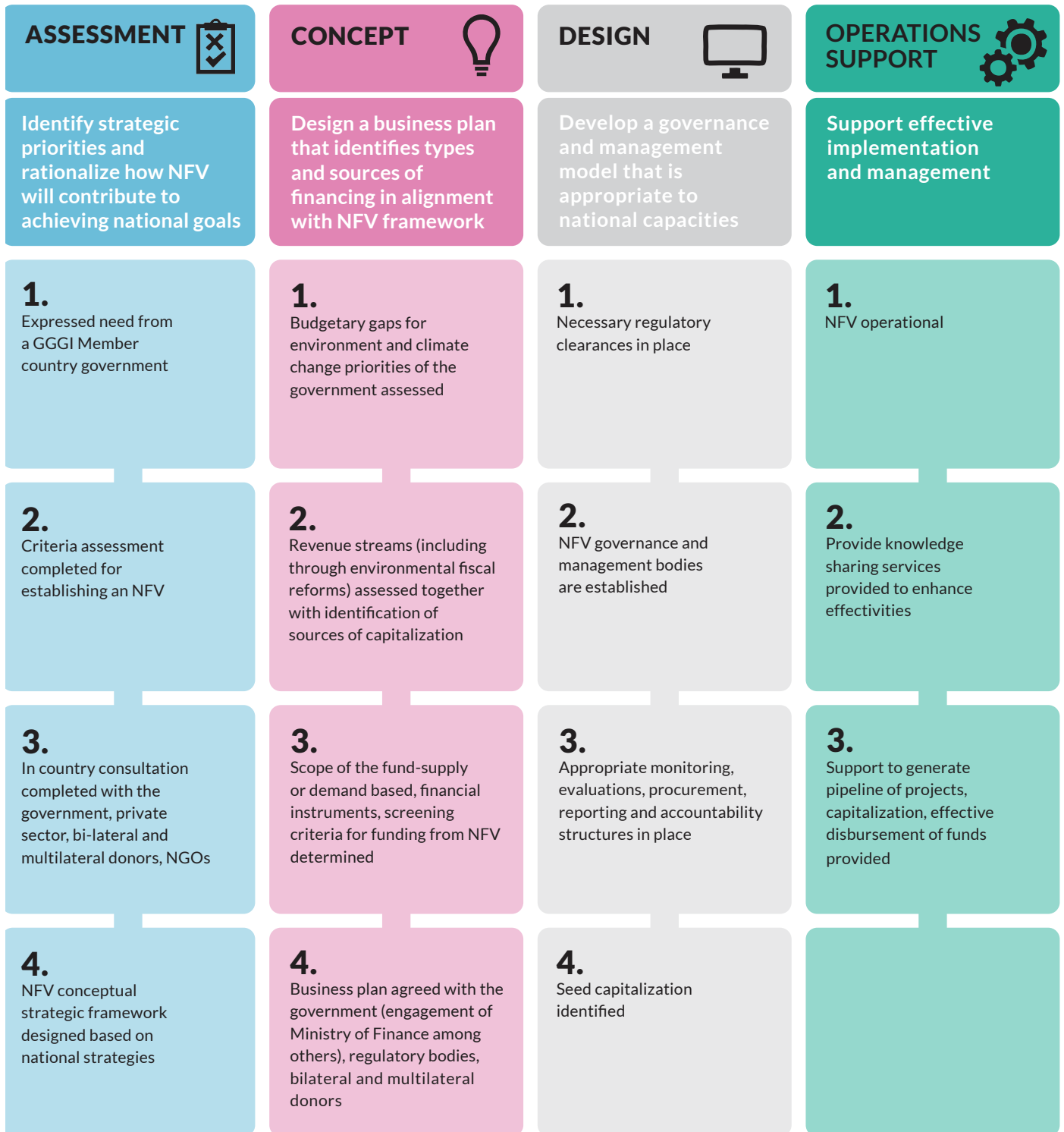
Planned Results

This global project proposes to design and support operations for two NFVs in support of national green growth objectives. The project will support government coordination and ownership to improve the mobilization of private and/or public capital for green growth objectives in the targeted country.

In order to deliver the results, GGGI will first develop the framework for NFVs through scoping and assessments. This will ensure the viability of a financing mechanism within the countries' development context and capacities. This work will involve supporting the targeted country to establish appropriate management mechanisms for operating the NFVs. This includes appropriate structures and capacity to ensure an accountable management of funds, including monitoring, evaluations, and reporting. The designed models will be embedded in local legislature to ensure strong ownership.

The overall result is to ensure commencing of operations by these NFVs with initial seed capitalization of \$1 million.

Figure 6: Objectives and sample activities of NFV stages



Overview

TITLE Learning and sharing green growth solutions for transformative change

FUNDING SOURCE Core and Earmarked UAE⁷³

BUDGET

	2017	2018
Core	\$1,148,000	\$979,000
Earmark (UAE) ⁷⁴	\$293,000	\$315,000

Relevant SDGS



13.b

Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities



17.9

Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South, and triangular cooperation



17.16

Enhance global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries

Project Rationale

The way GGGI develops, applies, and shares knowledge is crucial for the organization to deliver on its mandate and support partner countries in adopting evidence-based green growth pathways. This global project is designed to support the learning and sharing of green growth solutions for transformative change integral to GGGI's three strategic outcomes – particularly outcome 3 on multi-directional knowledge sharing and learning between countries.

As a cross-cutting function of the WPB 2017-18, GGGI is reinforcing the way knowledge sharing programs are designed and managed to strengthen in-country and global delivery. This is fundamental to ensure that green growth strategies, solutions and their implementation are owned and sustained by developing countries.

⁷³ The earmarked budget figures are indicative, subject to approval by the UAE.

⁷⁴ Subject to confirmation, this may be treated as core.

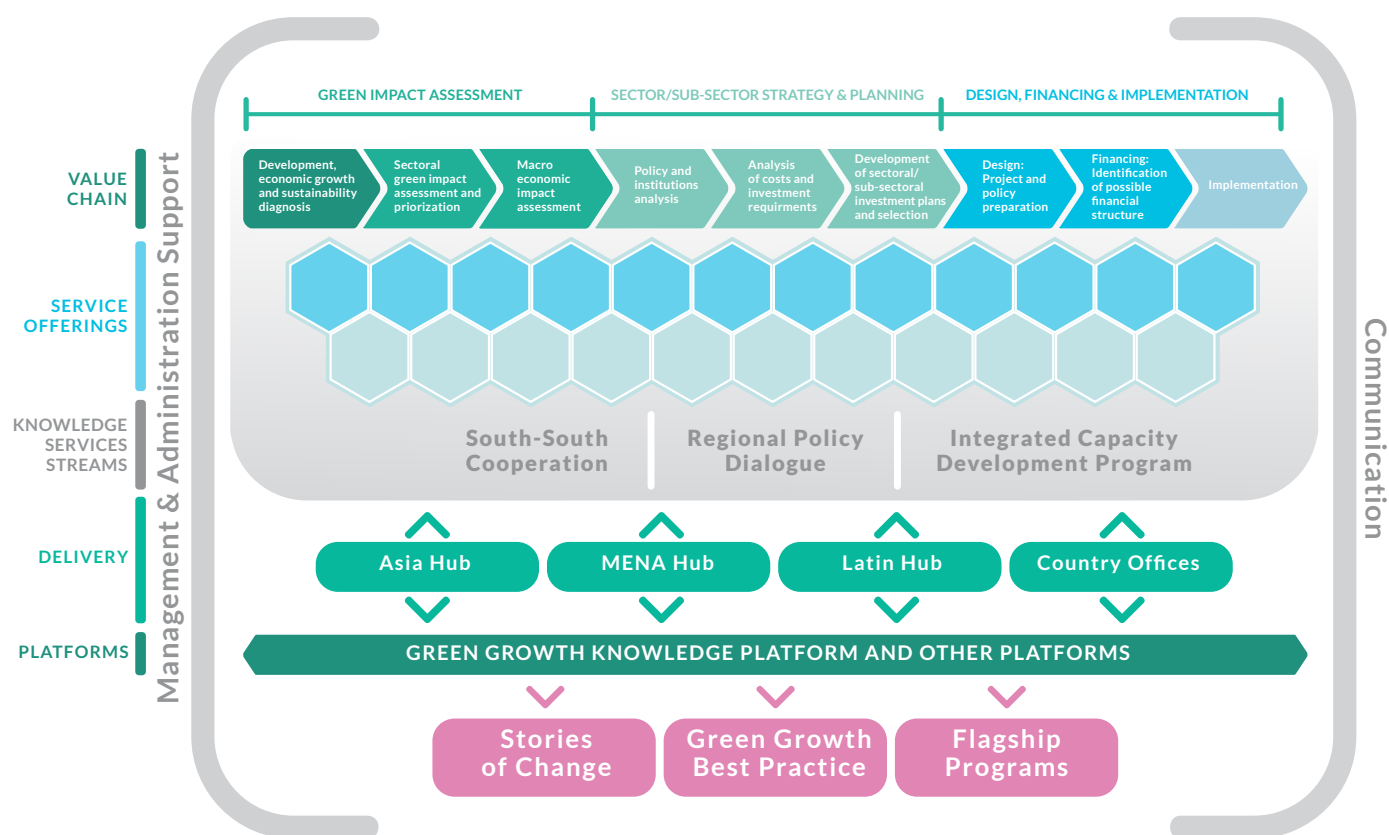
Project Overview

This project is structured around two components, **thematic content and delivery mechanism**. *Thematic content* refers to the areas of knowledge that GGGI seeks to share; *delivery mechanism* refers to the manner in which the content is communicated to the intended audience.

Thematic content

- **Sectors.** GGGI continues to focus green growth interventions in four areas – Energy, Water, Land-Use, and Green Cities (with climate change and economic growth as a cross-cutting backdrop) – as outlined in its *thematic strategies*. The project will focus on developing relevant content in these four themes/sectors⁷⁵.
- **Depth.** Content will be tailored to the specific circumstances of the target country and knowledge needs of partner governments. For example, officials from a country with an advanced energy sector may wish to learn about best practices in an emerging issue such as grid energy storage, whereas those from a country with a nascent energy sector may seek to learn more about the basics of energy planning, such as national energy systems and demand/supply-side management.
- **Development Process.** Content development will be led by GGGI’s four Sector Leads. Each Sector Lead is responsible for overseeing policy and capacity development work in the thematic areas. They will liaise with concerned country staff and partner governments to identify knowledge gaps and develop customized solutions.
- **Linkage to the Value Chain and Service Offerings.** All content developed under this project will have a clear link to GGGI’s value chain and service offerings. It will be tied to the delivery of policy and/or investment outputs of the country programs.

Figure 7: Integrated Knowledge Sharing Approach



75 The terms "sector" and "theme" are used interchangeably in this section.

Building on GGGI's value chain, service offerings, operational workstreams, and platforms, the delivery mechanism for this project is explained below:

- **In-country Capacity Development Program (ICCD).** ICCD involves customized and technical capacity building activities that are aligned to country programming objectives. The content is continually strengthened by GGGI's in-country experiences, as well as knowledge leveraged from global platforms. ICCD will be coordinated by country teams for cost efficiency, with technical support from Sector Leads through the provision of case studies, analytical tools, and financing expertise.
- **South-South Cooperation Program (SSC).** GGGI's South-South Cooperation Program is designed to facilitate information exchange, knowledge sharing, and learning on issues related to GGGI's value chain that are of common interest to MICs. Through this program, GGGI together with partner countries interested to take part in the program, will identify, synthesize, and package relevant content for dissemination. Platforms, such as GGKP, will also be used as source of knowledge for exchange. This "cooperation among the equals" program will be delivered through GGGI's Asia, MENA, and Latin America hubs.
- **Regional Policy Dialogue Program (RPD).** RPDs are designed to catalyze change through a high-level policy forum where participants discuss common challenges and potential solutions of regional significance. GGGI, for example, is hosting a RPD in Asia to explore avenues to scaling up investment in renewables over coal. RPDs are structured around evidence-based findings of technical reports. The intended outcome is an expressed consensus on the need for action and/or a framework for collaborative solutions (i.e. action agendas). RPDs will be delivered in the form of a high-level forum in GGGI's regional hubs, and will at every step involve other partner organizations relevant to the discussion.

The project also maintains the overall responsibility of:

- a. Tapping on evidence based global and country engagements to capture, develop, manage, and share knowledge through database, tools, and platforms, including, inter alia, GGKP, policy assessments, best practice case studies, as well as stories of change;
- b. Providing thematic support and guidance to country programs through teams led by Sector Leads;
- c. Refining GGGI's thematic areas and service offerings across the value chain, based on lessons and experiences;
- d. Supporting country specific capacity building programs, especially in LDCs; and
- e. Coordinating the production of Green Growth Performance Measurements, among others.

Building on 2015-16 Work

The project builds on the experiences gained from ongoing activities in relation to the GGKP and Green Growth Best Practices initiatives; GGGI's integrated knowledge management strategy; the design of the Asia Regional Policy Dialogue in 2016; and the delivery of various regional capacity development activities in Asia, Latin America, and the MENA regions.

These activities have been critical for GGGI to map and align knowledge products, processes, and systems to design a more integrated and systematic knowledge approach that:

- Integrates relevant knowledge within country operations;
- Strengthens knowledge exchange and capacity development mechanisms aimed at targeted learning outcomes; and
- Enhances GGGI's visibility in the global green growth agenda;

Delivery Strategy

PROJECT OUTCOMES FOR 2017-18:

Cross-cutting

- Number of GGGI country programs mainstreaming recommendations from South-South and Regional Policy Dialogue programs
- Partner countries express satisfaction with GGGI's technical expertise in four thematic areas

Planned Results

The proposed global project plays a crucial, pivoting role to centrally coordinate, manage, and deliver knowledge in close collaboration with GGGI country programs. Delivered through GGGI's Asia, MENA, and Latin America regional hubs, the project will target the aforementioned outcomes based on the following three knowledge-sharing mechanisms explained previously:

	In-country Capacity Development Program	South-South Cooperation (SSC)	Regional Policy Dialogues (RPDs)
Primary Focus	LDCs	MICs	LDCs/ MICs
Objective	Enable participants to be equipped with the necessary knowledge and skills so as to independently implement green growth policies and strategies	Extracting and sharing knowledge from large emerging economies and other pivotal countries – specifically, China, India, and the UAE – who have developed “homegrown solutions” in advancing green growth	Identify, manage, and deliver policy-relevant knowledge for participant countries through the development and sharing of experiences and solutions in addressing common regional and/or thematic challenges
Themes	Based on project outputs at the country levels	Themes across GGGI's value chain that are of common interest among the Middle Income Countries	Latin America: Land-Use – Payment for ecosystem and greening transportation MENA: Energy and Green Cities – Renewable energy policy/green cities and National Financing Vehicles Asia: Cross-cutting – Innovative policy solutions for green growth planning and investment
Method	Peer-to-peer knowledge exchange, on the job trainings, workshops	Peer-to-peer knowledge exchange	Policy dialogues
Targeted Countries	LDCs	MICs	LDCs/ MICs
Targeted Participants	Technical officials in line ministries	Senior government, private sector, CSO officials	Policymakers
Delivery	In-country	Regional Hubs	Regional Hubs
Results	Knowledge and skills in relation to issue-specific green growth delivery and implementation are improved in participating countries	Quality and quantity of green growth planning, financing, and institutional set up are improved in participating countries Number of successful practices adapted and scaled up in participating countries, as a result of South-South cooperation	Policy-relevant solutions shared at GGGI-supported platforms are being considered and used by participating countries and key stakeholders Response to regional challenges to overcome green growth barriers through coordination of policy/strategy formulation is strengthened

Large Emerging Economies—including China, Colombia, India, Mexico, Indonesia, Peru, and UAE—need to reflect the fact that their primary interest is not necessarily to receive technical assistance services. Rather, these countries are prepared to play a leadership role in sharing their own development experience and successes, and want to learn from other similar emerging economies (larger and smaller MICs). GGGI provides a unique and important convening ability to bring together MICs interested in similar topics and facing similar green growth challenges, as well as to provide linkages to global knowledge sharing platforms like the GGKP and GGGW.

Thus, the most relevant activities for GGGI in these countries include:

- Engaging in and hosting global and regional knowledge exchange activities;
- Supporting or hosting regional knowledge hubs;
- Contributing experience that can be developed into best practice case studies; and
- Sharing their own knowledge products—analyses, tools, papers, etc.—with peers.

In order to facilitate the above-mentioned workstreams, GGGI will continue to rely on established platforms and practices, including GGKP, GGBP, flagship initiatives, and stories of change to extract knowledge.

Key Stakeholders

- Government ministries and policymakers;
- Development practitioners (including technical experts, aid organizations, multi/bilateral donors, and the private sector);
- Green Growth Knowledge Platform Steering Committee and Knowledge Partners;
- GGGI Communications Unit;
- Green Growth Planning and Implementation Division; and
- Inclusive Green Growth Partnership.

Overview

TITLE	Green Growth Performance Measurement		
FUNDING SOURCE	Core		
BUDGET		2017	2018
	Total	\$676,000 ⁷⁶	\$1,019,000 ⁷⁷

Relevant SDGs



9.4

By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-used efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities



13.2

Integrate climate change measures into national policies, strategies and planning

⁷⁶ Budgeted under the following country programs-Cambodia, Lao PDR, Mozambique, and Myanmar.

⁷⁷ Budgeted under GGP&I and KSD global programs to focus on LDCs until programming needs are identified.



17.9

Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South, and triangular cooperation

Project Rationale

Performance measurements of green growth efforts have not been fully adapted to gauge the success of the various green growth actions practiced by many countries. In fact, there is currently no standardized approach to measure green growth performance at the country level.

This project proposes to develop a tool that can effectively capture national-level trends in green growth and provide analysis of underlying actions that support strong performance. The objectives of this tool are as follows:

- **Provide an interactive learning tool.** The tool should be accessible, interactive, and help enhance the capacity of its users with respect to green growth.
- **Encourage productive competition.** The tool, and possibly rankings, should encourage productive competition among the listed countries. The tool will eventually include sectoral or country focused reports which will contain detailed case-studies of top performers. These reports will further enable other countries to pursue similar attempts or scale up existing ones.
- **Demonstrate thought leadership.** The tool will demonstrate GGGI's thought leadership in the area of green growth. It will showcase the institute's capacity to design and execute a major analytic undertaking while making a valuable addition to the global stock of green growth knowledge. The tool could also be promoted as one of GGGI's flagship outputs.
- **Foster a data- and evidence-driven approach to green growth.** The tool will provide policymakers with an objective standard on which to base their decisions. The tool and its underlying dataset (if any) will contribute significantly to the quantitative dimension of the concept of green growth, fostering a scientific, rigorous, and data-driven approach to policy/project implementation.

Building on 2015-16 Work

In 2016, the GGPM is being developed and a full version, with assessment results for developing countries where GGGI is active, will be available by the end of 2016. The full version will also incorporate the results from pilot assessments in two countries with GGGI operations. GGGI's work in 2017-18 is focused on developing a sector/country focused report based on the measurements. In 2017, a dedicated website providing intuitive and interactive infographics based on the results of annual publications of GGPM will be also developed.

GGPM builds on, and contributes to other GGGI's previous initiatives by:

- Green Growth Performance Assessment (GGPA) is an analytical tool assessing countries' green growth potential and its key enablers. The results of sector and sub-sectoral work of GGPA results will be utilized in GGPM as they share the data sources and cross-utilize the insights provided by each initiative. GGPA assesses the performance of given sectors of a country against its peer countries while GGPM focuses on identifying success criteria and provides more comprehensive cross-country comparisons. Another advantage of GGPM is that it could provide an insight on the progress of green growth as the annual publication of GGPM will capture changes in green growth performance over time.
- GGGI's South-South Cooperation (SSC) work in 2015-2016 focused on sharing best practice cases from our partner countries. The insights and lessons GGGI has learned from the analysis of these best practices will be utilized to assess the success factors required for green growth. It is expected that GGPM would further enhance SSC through cross-country comparisons of success factors.

- GGPM utilizes GGKP's expert knowledge on green growth theory and practice, as well as its global network of international organizations and experts to identify which dimensions of green growth deserve closer attention and need to be incorporated in GGPM's in-depth analysis. Furthermore, the analytical work to be included in the Sectoral/Country Case reports will be further disseminated through the GGKP to a broader audience.
- GGPM contributes to GGGI's development of Country Planning Framework (CPF) by providing data and evidence-based insights that could be incorporated in CPFs. Similarly, GGPM could utilize the analyses already conducted by CPFs.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Develop and publish 2 global reports on the Green Growth Performance Measurement for 2017 and 2018
- Develop and publish 2 sectoral or country-specific analytical reports based on the global Green Growth Index reports for 2017 and 2018
- Develop a Green Growth Performance Measurement website

PROJECT OUTCOMES FOR 2017-18:

- At least 1 country utilizes the Green Growth Performance Measurement to inform development or implementation of their green growth policies

Planned Results

Two global reports on the Green Growth Performance Measurement for 2017 and 2018 developed and published.

GGPM aims to capture quantitative measurements of progress on green growth performance at the country level, with supplemental publications on analytic case studies of most successful practices.

GGPM will enhance evidence-driven approaches to the understanding and measurement of green growth performance at the country level among policymakers and other stakeholders by providing scientific, rigorous, and reliable data. By capturing and structuring green growth into an interpretable and comparable measure, the resulting product is expected to draw strong public attention and help governments prioritize their policy options to be better aligned to green growth.

Two sectoral or country-specific analytical reports based on the global Green Growth Index reports developed and published for 2017 and 2018. GGPM is expected to support GGGI Member countries' capacity to evaluate their green growth performance and monitor their progress on the commitments both at the national and international level. Concurrently, it would enhance GGGI's ability to identify and capitalize on successes, as well as share most relevant knowledge on practices through more tailored support to those in need.

Additionally, GGPM is intended to bring a greater visibility to GGGI's flagship knowledge products and successful practices. As a GGGI flagship publication, GGPM will showcase the institute's capacity to design and execute a major analytic undertaking while making a valuable addition to the global green growth knowledge.

GGPM will provide complementarity to similar green performance measurement tools, providing synergy rather than duplication. For example, UNEP is currently developing the Green Economy Progress (GEP) Index, which is focused on tracking the progressive performance of the green economy with the objective of monitoring each countries performance against the SDGs. In comparison, GGPM will enhance GGGI's ability to measure and compare green growth performances in GGGI program countries, with a particular focus on meeting green growth goals.

Green Growth Performance Measurement website developed. GGPM will be publicly available through GGGI's GGPM website starting from 2018.

Key Stakeholders

- Governments and policymakers;
- National/International organizations;
- Multilateral development banks;
- Educators and academic professionals in development field;
- Private sector actors with special ties to green growth; and
- Any other individuals or organizations that have prior engagement in similar performance measurement projects, as well as deep interest in the topic of green growth.

Overview

TITLE	Green Growth and Win-win Strategies for Sustainable Climate Action (GREEN-WIN)		
FUNDING SOURCE	Earmarked (European Commission)		
BUDGET		2017	2018
	Total	\$29,000	\$34,000

Relevant SDGS



13.b

Promote mechanisms for raising capacity for effective climate change-related planning and management in least developed countries and small island developing States, including focusing on women, youth and local and marginalized communities



17.9

Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South, and triangular cooperation



17.6

Enhance global partnership for sustainable development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the sustainable development goals in all countries, in particular developing countries

Project Rationale

GREEN-WIN is a three-year project funded by the European Commission Horizon 2020 and jointly implemented by a consortium of 16 other organizations that includes GGGI. This project describes a continuation of the existing grant, which began in September 2015 and will end in August 2018. The GREEN-WIN project primarily works to address the third SDG noted above.

The objective of GGGI's contribution to the GREEN-WIN project is to implement a specific task to support interaction and sharing, accelerate learning, and build capacity on the knowledge resources generated through GREEN-WIN using the GGKP. To this end, in 2016, GGGI linked the GREEN-WIN project website to the GGKP web platform. For 2017-2018, GGGI, through the GGKP, will maintain the project website and share project results through two webinars and two blog posts.

The overarching objectives of the European Commission's GREEN-WIN project are: (1) to identify, develop, and critically assess win-win strategies, green business models, and green growth pathways that bring short-term economic benefits, while also supporting climate change mitigation and adaptation goals; and (2) to co-develop shared narratives around win-win strategies, business opportunities, and green growth pathways among scientific, policy, business, and civil society sectors. Many past research efforts on mitigation and adaptation focus on what does not work.

As part of the consortium, GGGI has committed to supporting knowledge sharing components of the GREEN-WIN project through its support to the GGKP. Project outcomes will be shared through a GREEN-WIN project website hosted by the GGKP, and also disseminated through online blogs, a webinar series, and social media. GGGI's involvement in the GREEN-WIN project contributes to important knowledge dissemination on green growth and related issues with stakeholders worldwide, including GGGI member countries and partners.

The GREEN-WIN funding allocated to GGGI from the European Union is being used for the following activities: create, host and manage a website for the GREEN-WIN project, linked to the GGKP web platform; organize and coordinate a series of blogs and webinars once the research is ready for dissemination; and support other communications activities. The project focuses on the work of international and boundary organizations, change agents, and SMEs involved in implementing, financing, and building capacity for climate action. If teams are equipped with better knowledge assets, they will be able to execute their projects on-the-ground effectively, which (indirectly) translates into poverty reduction, policy adoption, etc.

Where appropriate, GGGI will seek to identify and utilize relevant knowledge products, including case studies and other materials, to help promote its own country program objectives. The Knowledge Sharing team in KSD will identify such knowledge products and share them with relevant counterparts in GGP&I and KSD. GGGI stakeholders may also participate in the webinars.

The GREEN-WIN project generates value for money by sharing knowledge resources through the GGKP's knowledge management and dissemination systems, as well as with GGGI country teams and partners. This project will enhance the value of such assets by promoting and sharing them internally and externally. KSD will identify and provide relevant knowledge assets created by other organizations to staff, especially for sectors/themes in which GGGI's internal assets may be insufficient. This will not only save staff time and resources, but it will also contribute to effective project execution.

Building on 2015-16 Work

This project began in September 2015 and will run until August 2018. As such, the GREEN-WIN project website was already developed and launched in April 2016. Additional activities in 2016 will include hosting and promoting blogs and webinars related to the project.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Green Growth Knowledge Platform (GGKP) shares GREEN-WIN knowledge on green growth

PROJECT OUTCOMES FOR 2017-18:

- GGGI is viewed as an active contributor of green growth knowledge and is an integral participant of major international knowledge networks

Planned Results

As mentioned above, GREEN-WIN activities will focus on creating, hosting and managing a web platform for GREEN-WIN. Linked to GGKP, all knowledge products of the GREEN-WIN project will be uploaded into this platform. In addition, two webinars and three blog posts will be supported for dissemination of research during the 2017-2018 period. GGGI will share its own case studies on country programs to capture and disseminate knowledge on green growth.

Key Stakeholders

- Government ministries and policymakers;
- Development practitioners (including technical experts, aid organizations, multi/bilateral donors, and the private sector);
- GGKP Steering Committee and Knowledge Partners;
- GGGI Communications Department; and
- GGP&I.

6. OFFICE OF THE DIRECTOR-GENERAL (ODG)



Introduction and Background

The Office of the Director-General (ODG) is responsible for directing strategic planning, providing advisory support to the Director-General (DG), and innovation processes. As a result, the ODG plays an executive role in securing GGGI's sustainability through coordinated resource mobilization and donor relations, strengthening GGGI's global brand by ensuring relevant programs, visibility of results and strategic networking, and ensuring effective decision-making and accountability through supporting management and operational coordination among divisions.

An organizational restructure in 2016 saw the realignment of the ODG and the Strategy, Policy and Communications Department⁷⁸. The restructuring resulted in the integration of two complementary units within the ODG: i) Strategy and Donor Relations, and ii) Communications. The ODG now comprises a single leadership unit that addresses strategy, corporate level initiatives, and internal and external communications that directly link to the DG's priorities. The new structure allows better oversight of GGGI's global footprint, scope, and roll-out strategy planning and positioning to provide technical advice to the DG. This has resulted in efficiency, communication and coordination while ensuring significant cost saving.

Total proposed budget for ODG is \$3.05 million (2017) and \$3.09 million (2018) (composed of Strategy and Donor Relations, Communications and ODG), which represent a decrease by 19.9% in 2017 and 18.9% in 2018 compared to the revised budget of 2016.

Table 5: Budget of the Office of the Director-General

ODG	Office of the Director-General	882,181.12	925,454.08
	Strategy and Donor Relations	1,525,000.20	1,510,032.04
	Communications	642,388.32	651,475.12
ODG Total		3,049,569.64	3,086,961.24

Strategy and Donor Relations Unit (SDR)

The SDR Unit is GGGI's primary business management unit that underpins the DG's objective to strengthen GGGI's donor base, including ensuring a donor retention rate of 90%. The Unit is responsible for ensuring healthy external relations while overseeing high-quality operations through relevant internal organizational strategy, work program and budget planning, and resource mobilization.⁷⁹

High-level objectives

1. Ensure the successful and relevant delivery of GGGI's Strategic Plan;
2. Ensure GGGI's operations effectively support global development goals;
3. Strengthen GGGI's global brand as a reliable, neutral and results-based service provider;
4. Catalyze organizational innovation and private sector engagement; and
5. Develop a strong and sustainable funding base through coordinated SDR⁸⁰.

⁷⁸ Governance is now integrated under management and administration. Please see page 177 for more information.

⁷⁹ Includes the "Strategy, Work Program and Budget" and "Inter-governmental Relations and Resource Mobilization" budget lines.

⁸⁰ Based on the Partnership and Resource Mobilization Strategy 2015-20 endorsed by the Council in July 2015.

Key Outcomes

Outcome 1: GGGI is a leading service provider of cutting-edge global green growth services

Results 1a: The Strategic Plan 2015-2020 is reviewed for progress and capacity to deliver objectives

GGGI strives to be a forerunner in addressing global green growth challenges. GGGI's programs flexibly respond to emerging developmental needs, climate change patterns, and technological advancements to support the implementation of Members' sustainable development plans. In order to maintain strategic alignment with GGGI's operating contexts, the SDR Unit will lead a mid-term review of the Strategic Plan against organizational performance, emerging global trends, and the evolving priorities of Member countries. The review will also assess GGGI's progress in delivering the Strategic Plan 2015-2020 and measure its capacity to effectively deliver programmatic and non-programmatic goals. This review will help ensure that GGGI is able to deliver strong programs in line with donor agreements.

The Impact and Evaluation Unit (IE Unit) will be a critical partner in conducting this review to holistically integrate learning with organizational trajectory. The SDR and IE Units will design a methodology through a consultative process that engages staff, Members and partners.

Results 1b: Revised WPB (2017-18) is approved by the Council

Results 1c: WPB (2019-20) is viewed as inclusive, is ambitious, and is adopted by the GGGI Council

The WPB is GGGI's core framework for delivering standardized services across the globe. Led by the SDR Unit, WPBs are developed and revised biennially to ensure achievable, yet ambitious, targets. The Unit will ensure that WPBs for 2017-18 and 2019-20 are the result of consultative processes that integrates information of stakeholders on global and national levels. For example, the WPBs will integrate inputs from the Management and Program Sub-Committee (MPSC), the Donor Consultative Group (DCG), and bilateral consultations. On a national level, CPFs contribute to the recommendations of national level stakeholder via collaboration with national, civil society, and private sector actors. GGGI prioritizes a holistic approach to strategy development as it fosters collaboration while cultivating its agility to respond to Member priorities through relevant and innovative program outcomes.

The SDR Unit, Management Team, and IE Unit, will synthesize key considerations from mid-term Strategic Plan reviews, donor reviews, donor priorities, global green growth trends, and GGGI's resource base. A budget revision will be conducted in 2017 and preparation of the WPB 2019-20 will begin in 2018.

Results 1d: Two strategic initiatives are piloted in coordination with country teams and relevant divisions

The Unit will collaboratively conceptualize and pilot two strategic initiatives. The pilots are intended to enhance GGGI's global relevance and strengthen its ability to respond adeptly with innovative services. Concurrently, the learnings from the pilot will support partner and global efforts to improve the lives of the global poor through prospective solutions to development challenges. Initiatives will be designed and piloted in coordination with country teams and relevant divisions to ensure they are relevant and responsive to country programs. For more information on the strategic initiatives, see the following section.

Initiative 1. Private Sector Engagement Plan

GGGI is in the process of developing a private sector engagement plan to better employ the potential of private sector partnerships in driving all of our three strategic outcomes. The plan is being drafted with the recognition that governments need the private sector to mobilize large sums of capital to realize national development objectives and that private sector entities can preserve and generate additional business value through engaging with the government on green growth opportunities. In the plan, we propose that GGGI select projects based on evidence of clear opportunity to drive 'win-win' outcomes between the relevant government and private sector actor that would not be possible to achieve if either partner worked in isolation. Without comprising GGGI's neutrality, continued engagement will be focused the three themes of creating an enabling policy environment, value creation and bankable projects. GGGI will pilot this plan in Mongolia, Rwanda, and the Philippines in support of GGGI's in-country operations.

Initiative 2. Green Growth Certification Standard

The Green Growth Certification Standard will provide a standardized method of validating green growth actions⁸¹ against global commitments. Certified actions could be eligible for a number of benefits, including lower interest rates, longer terms, fast track access to funding, lower insurance premiums, improved stakeholder relations, and potentially, at a national scale, tax or investment incentives. In return, certified projects will offer stakeholders improved transparency and governance alongside the best green-and low-carbon technologies that provide social, economic, and financial returns.

In support of the initiatives, the strategy team will support the pilots through: (i) further developing the concepts; (ii) guide communications plans with stakeholders (including GGGI's Management Team); (iii) evaluate bottlenecks in their applications; and (iii) monitor the successful implementation of pilots. Support will also be provided to holistically integrate pilot services into Country Planning Frameworks (2017-18).

Outcome 2: GGGI core and earmarked resources are increased and diversified

Results 2a: Alignment between planning, spending, results reporting and accountability is ensured

GGGI is operating in an increasingly competitive aid environment that is characterized by: (i) reduced availability of flexible core funding; (ii) funding for earmarked and multiyear project budgets; and (iii) increase in results-based donor investments. GGGI currently has seven core donors and three non-core donors, which it is seeking to broaden. Better results management and accountability will ensure that GGGI programs are relevant, efficient, and logically grounded in relations to target countries. This can improve GGGI's business case as a reliable and relevant development organization. In this context, the Unit and Management Team will ensure that GGGI:

1. Frames objectives and spending coherently against a results-oriented strategic framework
2. Ensure high-quality program achievements through a results-based project management approach and
3. Demonstrates return-on-investment to stakeholders through proven performance evidence

Working closely with the communications team, the Unit will produce information material to highlight results and enhance GGGI's visibility and recognition as a leading service provider. The Unit will concurrently manage the process of sustaining, strengthening, and expanding relationships with donors

Results 2b: \$45 million mobilized for core funds toward ensuring GGGI's vision for a resilient world of strong, inclusive, and sustainable growth

Results 2c: \$15 million mobilized for earmarked funds that simultaneously fulfil GGGI's vision and donor investments

The SDR Unit's core purpose is to ensure a stable and predictable revenue flow, particularly from bilateral sources. The SDR Unit will cultivate a vital link between securing external funding and ensuring internal improvements so as to achieve funding objectives. To this end, the Unit will (i) sustain and strengthen the partnerships with current and potential resource partners; (ii) diversify GGGI's partner base; and (iii) improve capacity to attract and mobilize resources.

The unit works to ensure flexible core funding and program-linked investments. SDR Unit will seek opportunities to ensure sufficient core funding and leverage resources to mobilize greater levels of earmarked funding. In coordination with country teams, the unit will also seek contributions from government with whom GGGI operates in partnerships.

GGGI HQ is the primary focal point for donor-related activities, as such HQ level collaborations set the foundation for country-level partnerships to ensure a coherent approach. When calls for proposals are identified, the SDR Unit will orchestrate the submission of competitive proposals. To ensure high-quality proposals, the Unit will review current guidelines for proposals in 2017, identify priority sources to target and prepare an engagement plan, together with the country teams to submit proposals on time with highest quality. Country Representatives will be trained on successful resource mobilization.

⁸¹ The term "actions" is intended to include, for example, projects, programs, plans and policies.

The SDR Unit will also engage with the DCG to promote GGGI services and strong record of ensuring return on investment. In order to facilitate this relationship, the ODG will further develop donor-specific communications material (e.g. brochures, posters, videos) that enhance visibility and recognition of GGGI's brand. The SDR Unit will coordinate two high-level donor visits to key GGGI program countries and explore two-way secondment opportunities for staff members with bilateral donors to increase donor exposure to GGGI programs and foster knowledge exchange across partners.

2017 Milestones

1. \$40.5 million mobilized for core funding
2. \$13.7 million (30% of the budget) mobilized for earmarked funding
3. 2018 Milestones
4. \$45 million mobilized for core funding
5. \$15 million (33% of the budget) mobilized for earmarked funding

Results 2d: \$5 million is mobilized from additional new sources, compared to 2016 baseline

Part of the SDR Unit's priority is to ensure sustainability of the organization through a healthy and diverse funding pipeline. In order to pursue new relationships, the Unit will review the mapping of the layout of donor priorities and opportunities in consideration of the developing funding context, including the growing need to invest in securing the safety and future of global refugees. Based on this revised mapping, the SDR Unit will advocate for GGGI's complementarity and competitive advantage with donors with the purpose of forming new partnerships and raising \$5 million in funding. These efforts are complemented by the Partnership and Resource Mobilization Strategy (PRMS), which, after early success in engaging Hungary and the Netherlands, the Unit will pursue with Canada, European Commission, Japan, France, Germany, Iceland. In addition, through GGGI's European presence, resource mobilization efforts will contribute through strengthened networks among European governments, and outreach efforts towards foundations.

Results 2e: Two project proposals per year are conceptualized and submitted to foundations

Over 200,000 foundations across the world fund development. This is a significant opportunity for seeking funding in alignment with GGGI's objectives. In coordination with country teams, the SDR Unit will identify opportunities and conceptualize new and targeted support to pursue opportunities with foundations at a country level. A preliminary mapping of selected top global foundations has been conducted by GGGI, which will be reviewed and adapted to identify opportunities. In forging new relationships with foundations, the SDR unit will coordinate with country teams to submit selected proposals annually to foundations investing in green growth, including foundations targeting climate action, SDGs, and other relevant development sectors. This will be linked to the GGGI private sector engagement plan.

Communications Unit (CU)

The Communication Unit (CU) is responsible for ensuring recognition of GGGI's vision, mission, programs, and services among stakeholders that include internal GGGI audiences and external audiences, such as donors, Member and potential Member countries, investors, partner organizations, and vendors.

High-Level Objectives

1. Enhance GGGI's international profile as a reliable, neutral, and results-based service provider;
2. Communicate GGGI's work and impact with donors and Member countries; and
3. Equip staff with resources that enable sharing of GGGI knowledge and experience, and internally enhance comprehensive understanding of GGGI's brand.

Communicating effectively with GGGI's external audiences requires cross-organizational collaboration. As such, the CU's WPB is integrated as a cross functional link between GGGI's HQ unit, KSD, and GGP&I.

Key-Outcomes

Outcome 3: GGGI staff have capacity and guidance to effectively represent GGGI's brand and services

Results 3a: GGGI Communication Strategy is developed

Results 3b: GGGI Communication Workplan is developed

Through detailed mapping of GGGI's key stakeholders, the CU has developed a detailed map of existing and potential audiences and their preferred modes of communications (e.g. face-to-face, newsletters, direct emails, stories of change videos, brochures, etc.). Based on this stakeholder and audience map, the CU develops communications strategies and workplans that prioritize the communications activities to effectively engage specific audiences with relevant messages that lead to an increase in green investment capital, growing GGGI's membership, and the establishment of more resilient partnerships. During WPB 2017-18, the CU will augment the communications capacity of GGGI staff as a whole to assist in the creation of content, and build and implement unique communications work plans as part of their program outputs.

Results 3c: Program teams are able to enhance the visibility of their respective projects as verified through performance assessments

To ensure continuous engagement of stakeholders, the CU will leverage relationships between HQ management and program teams (GGP&I and KSD) to jointly create detailed audience mapping and communications plans that generate content for audience consumption. To engage priority audiences, this process will empower program teams to utilize appropriate tools, including the GGKP, blogs, newsletters, fact sheets, webinars, social media, videos, and infographics.

Outcome 4: GGGI's external communication face is developed to effectively reach key audiences with engaging and user friendly messages

Results 4a: GGGI's communication platforms are maintained with relevant and accessible information for key stakeholders

Results 4b: GGGI staff are capacitated through targeted training to enrich the GGGI website with critical information on project results

Results 4c: 12 stories of change are published on GGGI platforms

Results 4d: Communications campaigns are developed around GGGI's flagship projects

The CU will focus on delivering GGGI's messages through scalable platforms that enable greater visibility of donors, stakeholders, and programs' outcomes. The CU will train and support staff to showcase GGGI's work and services on GGGI platforms, with particular emphasis on the external website. The website makes GGGI more accessible to the broader public, and improves GGGI's ability to communicate its value proposition to donors. The CU will augment its external website to manage global communications and showcase the activities and results of programmatic teams, including 12 stories of change videos that communicate the transformative impact of GGGI's programmatic interventions. The external website will be positioned as the primary channel for communications campaigns around GGGI's flagship projects during WPB 2017-18.

Results 4e: A media engagement plan that enhances GGGI's global brand is operationalized

As well as directly engaging target audiences, the CU will also communicate through third party endorsement of global media (journalists/publications/platforms). To build brand recognition, and expose new donors and supporters to GGGI's impactful programs, strong relationships with relevant media outlets and widely-read journalists are crucial. For this, the CU will use a media mining service to pin-point publications and thought leaders key to delivering GGGI's messages to target audiences.

Result 4f: GGGI's online communication platforms are monitored for impact and effectiveness

To maximize GGGI's communication activities, the CU will continue to monitor and evaluate the effectiveness of its work through a media monitoring service that measures the level of engagement of audiences. The insights generated will contribute to communication strategies that effectively respond to larger trends and behaviors of audience sub-sets. To complement and validate online monitoring, the CU will also solicit feedback from key audiences directly. Based on the input from both activities the CU will advance the communication strategy to improve the effectiveness of the GGGI's communications activities.

6.1 Project Briefs

Overview

TITLE	Pilot Testing Private Sector Engagement Plan ⁸²	
KEY PARTNERS	World Business Council for Sustainable Development, The Global Commission on Business and Sustainable Development, Global Consumer Goods Forum, IDH-Sustainable Trade Initiative	
FUNDING SOURCE	Core	
BUDGET⁸³		
	2017	2018
Total	\$50,000	\$60,000

Relevant SDGs



9.2

Promote inclusive and sustainable industrialization and, by 2030, significantly raise industry's share of employment and gross domestic product, in line with national circumstances, and double its share in least developed countries



9.3

Increase the access of small-scale industrial and other enterprises, in particular in developing countries, to financial services, including affordable credit, and their integration into value chains and markets



17.7

Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

Project Rationale

An estimated \$90 trillion is required between 2015 and 2030 to finance infrastructure-related SDGs alone.⁸⁴ Current investments amount to less than half of this amount. In order to close this gap, incremental investments of \$1 trillion per year in infrastructure are needed from the private sector.⁸⁵ Additionally, while the private sector represents 62% (\$243 billion) of overall climate finance investments⁸⁶, private sector actors also receive approximately \$271 billion in financing.⁸⁷ Given the sizable role of the private sector in achieving SDGs, an engaged private sector will complement GGGI's in-country work to support partner governments toward a model of green growth.

⁸² See GGGI Private Sector Engagement Plan for more information.

⁸³ Budget reflects personnel cost of approximately 25% of an existing staff member. This is covered under the budget of the Office of the ODG.

⁸⁴ SDG Financing Needs. <http://unsdsn.org/wp-content/uploads/2015/09/151112-SDG-Financing-Needs.pdf>

⁸⁵ McKinsey, 2015. Financing Change: How to mobilize private-sector financing for sustainable infrastructure

⁸⁶ Climate Policy Initiative (2015). Global Landscapes of Climate Finance 2015. climatepolicyinitiative.org/publication/global-landscape-of-climate-finance-2015/

⁸⁷ Ibid.

Building on 2015-16 Work

GGGI is already engaged with the private sector directly through in-country activities such as involving the private sector in the development of policy implementation plans, designing bankable project pipelines, deploying de-risking instruments, developing incentive mechanisms and identifying and blending sources of finance. GGGI, working together with the government, also engages indirectly by creating enabling conditions that encourage private sector participation. However, these private sector partnerships formed and leveraged through these processes have to date not been formalized or centrally coordinated within GGGI. Through this strategy, GGGI will be well placed to convene, mobilize and partner with private sector players seek country specific green growth investment opportunities.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

Phase 1: Initiation

- Sectoral/ sub-sectoral focus areas in targeted countries finalized, pre-mission analysis completed, and contacts established
- Stakeholder interest assessed for GGGI's possible program interventions

Phase 2: Design

- A road map with objectives for collaboration is in place

Phase 3 and 4: Launch and Evaluation

- Private sector engagement plan launched (further outputs to be defined in Initiation and Design Phases)

PROJECT OUTCOMES FOR 2017-18:

- Systematic private sector engagement plan initiated and rolled out

Planned Results

A core function of GGGI's work is to support Member countries in cultivating stable regulatory and operating environments for sustainable national growth. GGGI's work mitigates risks while addressing factors that inhibit the private sector in order to induce fertile business environments for shareholders and the communities within which they operate. GGGI's Private Sector Engagement Plan is intended to bring a structured expansion to GGGI's existing efforts by fostering national private sector engagement in green growth, while effectively capitalizing on GGGI's in-country presence.

In the plan, we propose that GGGI select projects based on evidence of clear opportunity to drive 'win-win' outcomes between the relevant government and private sector actor that would not be possible to achieve if either partner worked in isolation. Without comprising GGGI's neutrality, continued engagement will be focused the three themes of creating an enabling policy environment, value creation and bankable projects.

In 2017, under the Office of the Director General, GGGI will pilot the strategy as a special initiative in Mongolia, Rwanda, and the Philippines across four phases: (i) scoping and initiation; (ii) design; (iii) launch and iv) initiation. Country programs for the pilot have been selected based on needs and programmatic priorities of GGGI projects at the country level. The pilot will provide preliminary opportunities to investigate, evaluate, and define an effective framework for engagement within the framework of GGGI's country programs. Based on the recommendations of a pilot evaluation, GGGI will broaden the implementation of the plan in 2018.

Key Stakeholders

- Private sector actors, including local banks, financial institutes, small and medium enterprises;
- Relevant ministries, including ministries of finance;
- Civil society; and
- Academia.

Overview

TITLE	Green Growth Certification Standard		
FUNDING SOURCE	Core		
BUDGET⁸⁸		2017	2018
	Total	\$60,000	\$65,000

Relevant SDGs

9.5



Enhance scientific research, upgrade the technological capabilities of industrial sectors in all countries, in particular developing countries, including, by 2030, encouraging innovation, and substantially increasing the number of research and development workers per 1 million people, and public and private research and development spending

13.6



Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle

17.9



Enhance international support for implementing effective and targeted capacity-building in developing countries to support national plans to implement all the sustainable development goals, including through North-South, South-South, and triangular cooperation

Project Rationale

Development actors are increasingly committed to green growth as a vehicle for ensuring global poverty reduction, social inclusion, and environmental sustainability. The Paris Agreement (2015), nation-led NDCs, and the SDGs are recent examples of global commitments that foster green growth. References to green growth are widely used to demonstrate a range of environmental, social, and economic benefits. However, there are many interpretations of what green growth constitutes, how it is implemented and how it supports global targets. These interpretations, when operationalized by independent actors, do not necessarily contribute to a cohesive global effort nor comply sufficiently with national and international commitments. Investments in this rising concept, where methodologies are fairly new and the ability to contribute to green growth is in the process of being tested, can be risky. Additionally, with such a proliferation of interpretations, predicting a return on investment is tricky until there is a functional standard for measuring progress towards global targets.

⁸⁸ GGGI is in discussion with IGPP partners to launching this initiative during the Global Green Growth Week in Jeju in 2016. Partners are also expected to contribute to the development of the certification program. The budget reflects personnel cost of 25% of an existing staff member of GGGI

This proposal intends to address this gap with an internationally-recognized certification program, which will provide a standardized method for validating green growth actions⁸⁹ against global commitments. The certification of actions can help investors identify strong financing proposals, while concurrently playing an important role in mobilizing and fast-tracking finance for NDC/Paris Agreement compliant investments and investments in the SDGs.

The certification program adds value in the following ways:

- MDBs could use the standard to demonstrate to shareholders and stakeholder that their projects are meeting international standards;
- Project developers would use the certification to gain access to “green” finance, including Green Bonds and Climate Finance;
- Policymakers and planners who design and implement green growth strategies could get their policies and plans certified in a way that projects and programs implemented in compliance with the policy may be considered to be GG certified and, hence, benefit from access to finance, etc.;
- GG certification would indicate an increased likelihood of delivery of a wide range of environmental, social and economic benefits which should lead to, inter alia, enhanced stakeholder support, better quality returns to investors, lower risks leading to lower costs of capital, and lower costs of insurance;
- Creating a GG certification program, which brings valuable benefits to project developers and policy makers, would result in the creation of demand for capacity building, training, and outreach which in turn will stimulate the development of training materials, including on-line learning courses.

Delivery Strategy

PROJECT OUTPUTS FOR 2017-18:

- Establish a technical working group amongst IGGP members to develop standards for projects and policies
- Identify pilot projects and policies with which to develop and promote the concept
- Identify and start to interact with a wide range of stakeholders, including project developers and policy owners, financing and insurance organizations, and parallel stakeholders

PROJECT OUTCOMES FOR 2017-18:

- IGGP Partners, with support from GGGI, provide a recognized measure for identifying and investing in reliable green growth projects
- Poverty reduction, social inclusion and environmental sustainability are enhanced through more effective green growth programming and investments

Planned Results

The overall outcome of this project is to promote green growth actions that contribute to global poverty reduction, social inclusion, and environmental sustainability. Specifically, IGGP, with support from GGGI and input from AfDB and others, proposes to implement a certification program that validates projects for effective and compliant contributions to green growth.

Based on comprehensive assessment of existing practices and learning, specific outputs include selection of pilot projects and guiding them through the certification process, negotiating with climate finance and green bond providers and project originators of benefits associated with green certification and eventual commercialization of

⁸⁹ The term “actions” is intended to include, for example, projects and programs.

the standard. This includes the selection and licensing of one or more certification bodies who will accredit third party verifiers to independently assess compliance against the standard. It is proposed that the Inclusive Green Growth Partnership (IGGP), recently convened at COP21 in Paris, adopts the mandate to oversee the Green Growth Certification Standard.

The plans and policies standard would draw on experience from Programmes of Activities under the CDM, existing work of London Stock Exchange on green guideless for investors, gold standard and other certification and accreditation schemes such as ISO9001 and ISO 14001 operated by international inspection and verification companies. The project will integrate GGGI's Green Growth Performance Measurement tool as a quantitative basis for assessing the relevance of applications.

The certification process would not offer certification for BAU activities, on the basis that they would have happened anyway. This concept of additionality ensures that performance standards are lifted over time. Green Growth Certification is not expected to generate direct financial revenues for certified projects (unlike the Clean Development Mechanism) and, therefore, there is no requirement to assess financial performance. If projects, programs, plans, and policies can show that they are exceeding current legal requirements and/or current practice in the selected areas, they may be considered to be additional.

The certification is expected to improve green growth performance by:

- Defining and assessing actions for consistency with the Green Growth concept;
- Providing a globally recognized certification for actions that effectively operationalize green growth targets; and
- Distinguishing between BAU and conscious efforts to address green growth.

Potential Benefits of the Certification Program

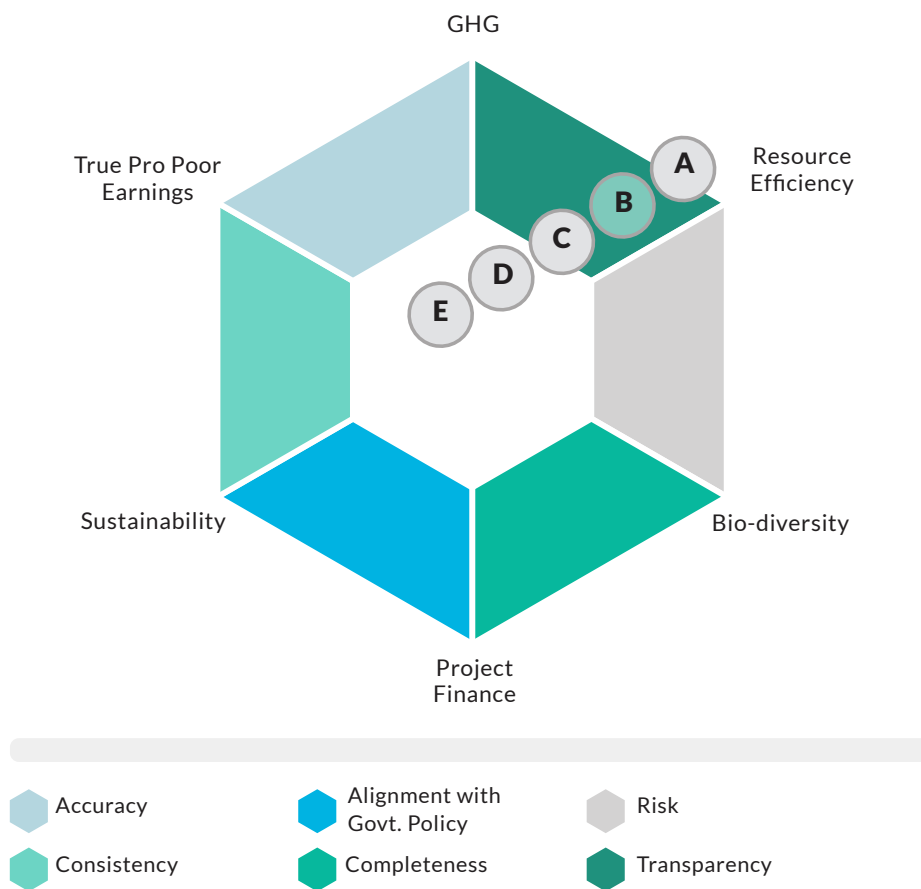
- Investment Plans could be submitted for certification, thus improving the prospects of attracting co-financing for individual projects within the plan
- Government Policies and GG Strategies can be certified enhancing access to climate finance and bilateral support
- A Green Growth Certification Standard would provide a means of accessing Green Climate Finance. The certification program would provide a credible link between the pipeline of projects and the finance, opening doors, for example to Green Bond finance

Possible Criteria

- Six possible criteria against which six green categories will each be rated are depicted in Figure 8: Accuracy, Consistency, Alignment with Government Policy, Completeness, Risk and Transparency

It is proposed that IGGP use its mandate and the combined international convening power of its members to negotiate a range of benefits for GG certified projects. Foremost amongst these would be easier access to green and climate finance, including a range of lower interest rates, longer terms, fast-track access to funding, lower insurance premiums, improved stakeholder relations, and potentially at a national scale, tax or investment incentives. In return, GG projects offer stakeholders improved transparency and governance alongside the best green- and low-carbon technologies that are consistent with the goals of green growth. Such certification would also offer investors a better quality of financial returns which include social and environmental, as well as economic benefits.

Figure 8: Six Green Categories and Six Assessment Criteria*



*Six green categories (GHG emissions, resource efficiency, environmental sustainability, project finance, biodiversity, pro-poor growth) , each rated against six assessment criteria, with rating ranging from A-E, E being the lowest (center of the diagram-only risk will be rated in the opposite direction). No rating for adherence to environmental and social safeguards, compliance to environment, and planning laws and permits. These would be indicators which would show compliance with sustainability and biodiversity categories. Only additionality will be taken into account. C to A can be considered as standards. Criteria for each rating needs to be developed. Incentives, such as lower interest rate, grant (additional), fast tracking, and technical support, can be tied to standard C to A.

Key Stakeholders

- AfDB;
- IGPP;
- GCF;
- CIF;
- Bilateral and multi-national donors; and
- NGOs and parallel stakeholders

7. MANAGEMENT AND GOVERNANCE (M&G)



Introduction and background

The M&G division is responsible for ensuring that GGGI's corporate functions and systems support country programs and the organization as a whole to operate effectively and efficiently. In particular, M&G plays a major role in the delivery of key commitments in GGGI's **Strategic Plan 2015-20**, including: (i) delivering more with less; (ii) managing for results; and (iii) reducing management and administration costs down to 17% of the core budget by 2020. In short, the core business of the division is about supporting all parts of GGGI to deliver and demonstrate value for money.

Since the establishment of GGGI as an international treaty-based organization in 2012, the division has played a leading role in transforming GGGI from a Korean NGO into a professional and effective international organization. This transition brought with it a range of new obligations and responsibilities that required many policies, systems and capacities to be established which did not yet exist at the time. This important and fundamental task of organization-building has defined GGGI's corporate reform efforts in its initial years.

Since 2014, GGGI has established new policies, processes and systems for: (i) budgeting; (ii) financial management; (iii) procurement; (iv) staff recruitment and development; (v) travel; and (vi) ICT. A new accounting system and an independent internal audit function were established in accordance with relevant international standards. Logical frameworks were introduced to plan, monitor, and report on the results of all GGGI projects. A new ERP system went live in mid-2015, providing GGGI with a single IT platform to manage most of these corporate functions in an integrated manner.

These reforms have been critical in enabling GGGI's operations to be run in an effective, accountable, and transparent manner. The Joint Donor Review in 2015 provided positive affirmation that GGGI now has the corporate capabilities to not only meet its responsibilities as an ODA-funded international organization, but also begin delivering at scale on the green growth mission that member countries created it for.

Divisional overview of 2017-18

With most critical corporate functions and the ERP system now in place, M&G can shift its focus more fully toward refining them in ways that achieve value for money gains. In practical terms, this means corporate systems supporting programs to operate economically, efficiently, effectively, and for the benefit of partner countries. A key feature of this shift is a gradual delegation of responsibility for selected corporate functions from GGGI's Seoul headquarters to in-country teams. This is expected to enhance GGGI's ability to support the needs of partner governments in a more responsive and timely manner.

The transition in focus is timely, given the evolving context. GGGI's funding base remains relatively small, compared to other international organizations, partly reflecting the increased pressures that donors have faced on their aid budgets and the overall declining trend in core multilateral funding. At the same time, the GGGI faces increased demand for its services from partner governments, driven by its growing results and reputation. These factors underscore the need for GGGI to continually find innovative ways to deliver more with less.

M&G's work program and budget for 2017-18 has been designed to meet the challenge to deliver more with less. The combined budget of functions managed by M&G division has increased by 4.5% between the 2015-16 and 2017-18 biennium. By comparison, biennium budgets for the program divisions (GGPI and KSD) have increased by 23.8% over the same period. Thus, while there will be some increase in corporate costs in 2017-18 as a natural consequence of expanding program operations, the pace of this increase has been restrained and reflects growing efficiencies in GGGI's corporate functions. This efficiency is also evidenced by the solid progress being made toward the Strategic Plan target of reducing management and administration costs to 17% of total core budget by 2020 (see Table 6). From a baseline of 22% in 2014, this figure will reduce to 17% in both 2017 and 2018, thereby achieving the 2020 target three years in advance.

Table 6: Budget for Management and Governance

	2017	2018	
Management and Administration	Finance	1,170,982.96	1,201,604.92
	Human Resources	897,388.84	945,429.44
	Legal	730,960.74	736,239.72
	ICT & Facilities	664,975.48	701,158.72
	Office of the DDG	810,413.28	851,859.92
Sub-total	4,274,721.30	4,436,292.72	
Governance	866,601.57	866,616.08	
Office of Internal Audit and Integrity (OIAI)	476,295.34	556,924.44	
Capital	1,516,441.92	1,515,638.42	
Corporate Shared Cost	3,195,123.23	3,127,622.97	

Summaries of M&G units

M&G division manages the following corporate functions: (1) governance; (2) finance; (3) human resources; (4) procurement; (5) corporate services; (6) legal services; and (7) monitoring and evaluation. For convenience, the Office of Internal Audit and Integrity (OIAI) is also included in this section, although the OIAI is an independent entity that reports directly to the Director-General. In 2015, the Governance Unit was transferred from the former Strategy Policy and Communications (SPC) Division after it was dissolved to further streamline and consolidate GGGI's management structure⁹⁰. The former Management and Administration (M&A) Division was renamed as M&G to reflect this change.

The following section briefly summarizes some of the key new reforms and initiatives of M&G for 2017-18 (in addition to the normal BAU tasks) and how they will contribute to the overarching aim of supporting GGGI to deliver more with less.

Governance and Global Outreach

Over the 2015-16 biennium, a number of reforms have been implemented to significantly streamline GGGI's governance structures and processes. These include merging three sub-committees of the Council into one and reducing the number of meetings of the Council and Assembly. In 2017-18, the resources made available from these reforms will be reinvested in part in the improvement of quality and outcomes of GGGI's engagement with Member and non-Member countries, as well as partnerships with international organizations and non-state actors. Key priorities include:

- Maximizing dialogue on green growth and oversight of GGGI operations, through the Assembly and the Council; and
- Supporting membership expansion and cooperative partnerships, through coordinating implementation of the Partnership and Outreach Strategy.

Finance

Significant strides were made over the last two years in establishing clear financial policies and regulations, as well as an effective system capable of producing reliable and timely financial data to inform decision-making. These achievements have provided a necessary foundation to take forward two new strategic reforms in 2017-18. The first is the adoption of an output-based budget approach, in order to mitigate the risks of over-budgeting and/or under-spending. The second is the delegation of some financial management responsibilities to country teams, in order to improve programmatic autonomy and client responsiveness. To this end, key reforms include:

- Building the capacity of staff to whom new financial management responsibilities have been delegated;
- Adapting financial policies and systems to operationalize the output-based budget approach; and
- Where efficient to do so, transfer some finance functions to selected countries, possibly via a 'shared service' approach between multiple countries.

90 The other units in SPC, the Communications Unit and Strategy and Donor Relations Unit, were absorbed into the ODG.

Human Resources

As a new international organization, human resources (HR) efforts to date have focused on establishing essential policies and procedures for staff recruitment and management, and supporting program operations by filling key staffing gaps in Seoul headquarters and country locations. With a critical mass of staff now on board, the next biennium will see stronger emphasis on HR engagement, development, and mobility in order to maximize the diverse talent that now exist within the organization. Key initiatives planned for 2017-18 include:

- Strengthening management and capabilities, including launching a management and leadership development program, as well as online training in appropriate topics for both in-country and HQ staff;
- Increasing mechanisms to mobilize staff between locations (interregional or intra-regional transfers) and divisions through special assignments, to improve retention of talent and ensure expertise can be deployed to where it most needed;
- Strengthening the performance-based culture, for example, by integrating project results with performance appraisals and enhancing reward and recognition initiatives;
- Enhancing the capacity of in-country managers to plan and manage the HR needs of their programs; and
- Enhance the capacity of in-country managers to better program delivery, through training on finance, budgets and planning, organizing work stakeholder engagement, managing teams, and influencing skills.

Procurement

Procurement plays an important role in the delivery of value for money within GGGI. In 2015, approximately 27% of GGGI's total expenditure was expended via outsourcing, reflecting the significant potential for procurement policies to help GGGI deliver value for money. The introduction of procurement regulations, rules, and systems over the past few years has resulted in a significantly strengthened procurement functions within the organization. In 2017-18, key priorities relating to procurement include:

- Focus the expertise of the procurement team in Seoul headquarters on high-value procurements where the value for money implications are most significant;
- Enhanced support and training for staff for both new joiners and staff to whom new responsibilities for low-value procurements have been delegated; and
- Continued refinement of policies and procedures to improve the efficiency and value for money outcomes of GGGI's procurement processes.

Corporate Services

Corporate Services Unit provides ERP, ICT, facility, events, and travel-related services to HQ and country offices. A major achievement in 2015-16 was the successful launch of a new ERP system at GGGI, which now provides a single platform to manage several corporate functions in an integrated manner. The aim of the work program for 2017-18 is to maximize the benefits of this investment by:

- Strengthening ICT connectivity between country offices and HQ so that country programs can obtain the full benefits of GGGI's IT investments;
- Refining existing related ERP modules and business processes in order to realize the potential efficiencies in time and/or money that an ERP system offers; and
- Adding new modules to ERP to extend the range of services and benefits of the system to GGGI's corporate operations.

Legal Services

The Legal Services Unit provides legal advice and services to all divisions in GGGI, as well as its governance organs. In 2017-18, the support provided by the unit will continue to reflect the needs of its internal divisions, including:

- Timely and high-quality legal advice to program divisions, including a potentially increased level of support with legal aspects of designing and financing of projects, and NFVs; and
- Support to country teams in progressing issues relating to GGGI membership of non-Member countries and reaching bilateral agreements to grant GGGI a functional level of privileges and immunities.

Monitoring and evaluation

With the introduction of project logframes, guidelines for project cycle management, a corporate results framework, and the ERP system in 2015, a comprehensive system for planning, monitoring, and reporting of results has now been established in GGGI. In addition to benefits of improved accountability to members and donors, the reporting efficiencies gained from ERP have enabled limited resources to be redirected to other key priorities. One such area is evaluation, which has become increasingly important as more and more projects reach a point of maturity where evaluations start to become possible and useful. In 2017-18, two major initiatives to be pursued include:

- Commissioning one independent evaluation per year to assess the outcomes and impacts of GGGI's green growth interventions, and identify lessons for sharing; and
- Designing and piloting a Value for Money Scorecard to provide a more structured and consistent approach to tracking value for money in GGGI over time.

Internal Audit

The internal audit systems and practices established by the OIAI over the last biennium have resulted in an effective mechanism for internal oversight at GGGI. Nevertheless, with the growth of GGGI's program operations during the same period, there is a need for scale up the internal audit function to ensure risks continue to be managed to an appropriate degree. In 2017-18, key priorities to be implemented include:

- Increasing the number of country audits from 2 to 5 per annum;
- Introducing at least 1-2 internal reviews of compliance with donor agreements; and
- Assisting senior management to design a systematic risk management framework at the country level, which will serve as a tool for controlling, identifying and managing risks in all country operations.

2017-18 OUTPUTS FOR M&G DIVISION AND OFFICE OF INTERNAL AUDIT AND INTEGRITY

M&G and OIAI will continue to deliver the following 'business as usual' outputs in 2017-18:

1. Day-to-day delivery of all corporate services, products, and training are managed in a manner that is effective, efficient, and compliant with all relevant regulations, policies, and guidelines
2. Policies, systems, and delivery models are revised and improved for all corporate functions to increase effectiveness, efficiency, and economy
3. Timely, high-quality analysis is provided to the ODG on WPB preparation, resource mobilization, review of the Strategic Plan 2015-20, and other strategic initiatives
4. Effective and efficient planning and coordination of all events, processes, and initiatives relating to GGGI's governance organs, including the MPSC, Council, and Assembly ensured

In addition, the following new reforms and initiatives will be delivered:

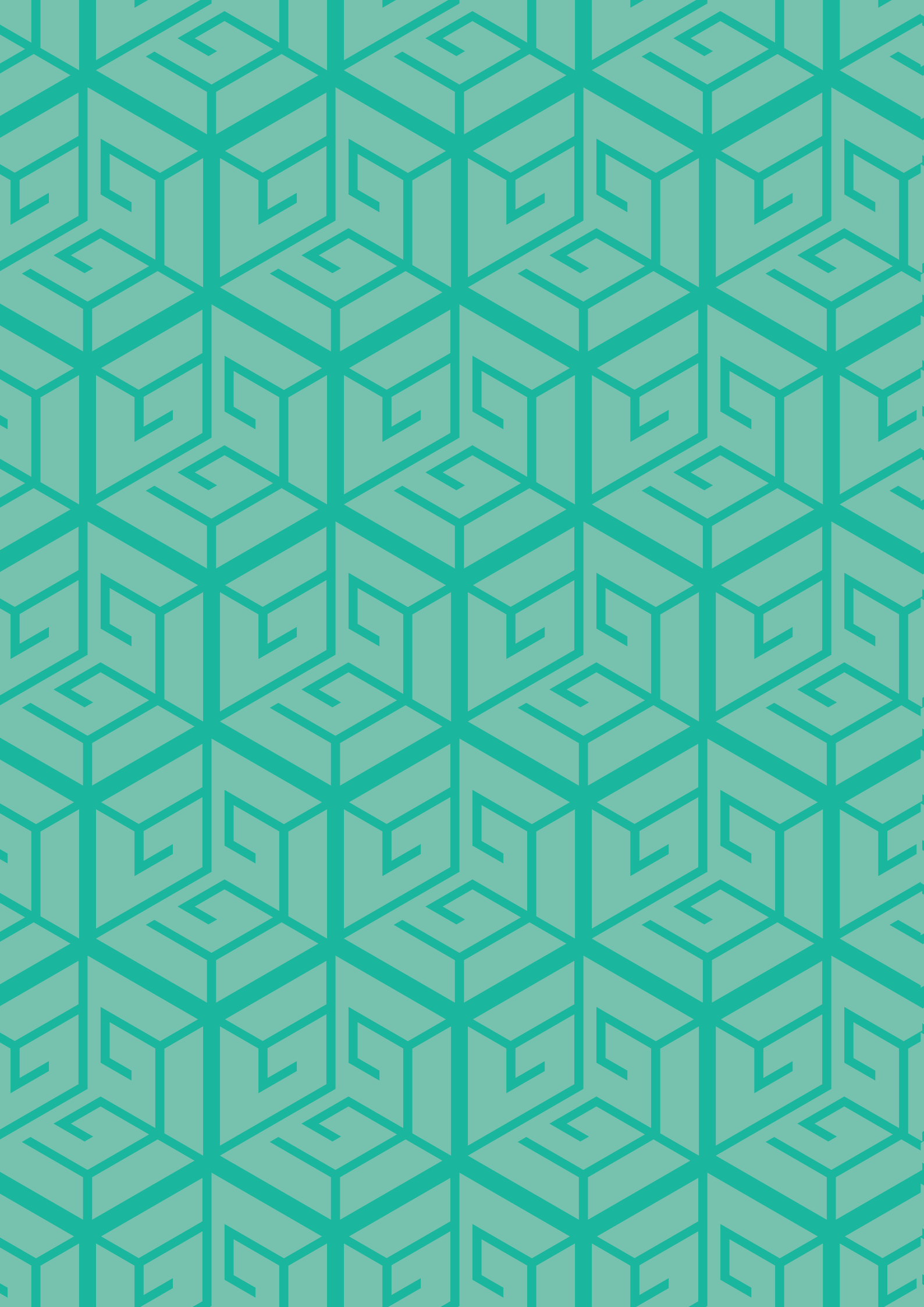
5. GGGI's Partnership and Outreach Strategy led and implemented to ensure a more coordinated and strategic approach to engagement of key partners and membership expansion efforts
6. Transition to an output-based budget approach effectively managed by refining the ERP system and financial reporting, and providing training to staff
7. Staff learning and development programs, including via e-learning, mobility of staff within GGGI and the use of programmatic results to inform individual performance appraisals strengthened
8. Productivity and efficiency benefits of the ERP system to GGGI increased by adding new modules, refining existing modules, and enhancing IT connectivity to corporate systems improved
9. New reporting tools to better measure the outcomes/impacts of GGGI's programs, including at least 1 strategic evaluation per year and a Value for Money scorecard in place
10. Number of country office audits per year increased from 2 to 5
11. At least 1-2 donor compliance reviews per year conducted
12. Risk management frameworks at country office level implemented

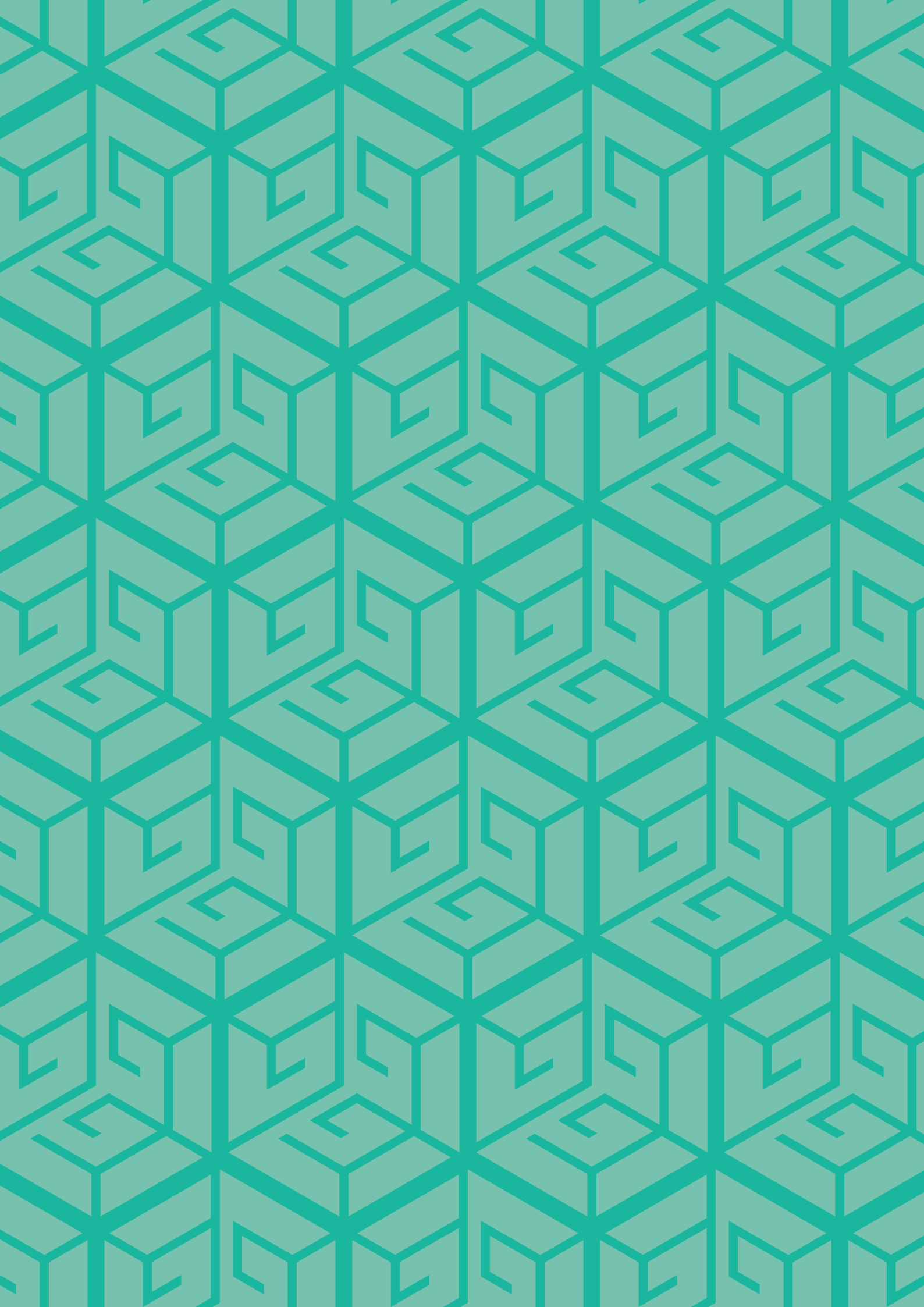
2017-18 OUTCOMES FOR M&G DIVISION AND OFFICE OF INTERNAL AUDIT AND INTEGRITY

MPSC, Council, and Assembly provide effective oversight and guidance to operations of GGGI, with the latter serving as an effective platform for high-quality dialogue and knowledge sharing on green growth

1. GGGI membership and other mutually beneficial partnerships are expanded and managed in a targeted and coordinated manner across GGGI
2. Annual audit of GGGI produces an unqualified opinion
3. Progress is made toward the corporate target of reducing management and administration costs to 17% of the core budget by 2020, and demonstrating increased efficiencies in GGGI's corporate functions
4. Project budgets are formulated in a more accurate manner and the risk of underspending is reduced
5. Contribute to GGGI's ability to meet the accountability requirements of existing donors, the funding requirements of new donors, and comply with relevant legal obligations
6. GGGI's mechanisms for internal oversight and risk management are enhanced in pace with the growth of the organization
7. Staff engagement outcomes are improved, as measured in the annual staff engagement survey









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ANNEXES TO THE DRAFT WORK PROGRAM AND BUDGET 2017- 18

September 2016

Consistent with GGGI's Disclosure Policy [C/5/DC/2], this document will be disclosed on the GGGI Website upon its approval by the Council, and its classification will be changed from "For Official Use" to "General Distribution".

Annex. 1

BIENNIUM PLANNING DIRECTIONS AND BUDGETING FRAMEWORK 2017-18



1. Introduction

- 1.1 **In the context of the Strategic Plan 2015 – 2020 and the follow up to the Management Team retreat and Donor Consultative Group (DCG) workshop (see Annex 1 - DCG Discussion Paper), these Planning Directions are intended to guide the preparation of the Work Program and Budget (WPB) 2017 – 2018.**
In undertaking the preparation of the WPB, staff will adhere to the principles and approaches of the directions and produce a coherent results-based work program and budget which incorporate programmatic and operational priorities of the organization over the biennium.
- 1.2 **The WPB is a reflection of how we will respond, both at programmatic and operational levels, to the changing international context around Post 2015 Sustainable Development Agenda, Paris Agreement and financing for development.** We will need to reflect on the results achieved in 2015 to reinforce best practices and to seek solutions for implementation challenges.
- 1.3 **The Strategic Plan and the Corporate Results Framework will remain the guiding compass for the development and delivery of our next WPB. We will continue to track success against the Strategic Plan targets¹ to be achieved by 2020 as well as the strategic outcomes namely:**
 - Strategic Outcome 1: Strengthened national, subnational and local green growth planning, financing and institutional frameworks;
 - Strategic Outcome 2: Increased green investment flows;
 - Strategic Outcome 3: Improved multi-directional knowledge sharing and learning between South-South and South-North-South countries.
- 1.4 **In order to support the transition of developing and emerging countries towards an inclusive green growth model, a strengthened and aligned work program and delivery will underpin our shared goals, priorities, procedures, and partnerships in operating as “ONE” GGGI.** The Strategic Plan, Country Planning Frameworks, Thematic Strategies, and Project Cycle Management (PCM) will anchor program delivery on the ground and our in-country interventions will be rooted in national realities.
- 1.5 **We are at a critical juncture of demonstrating success stories on the ground and delivering “quick wins” are essential to maintaining the confidence of our donors, and ensuring mobilization of more resources, as we move into the medium term implementation of the Strategic Plan.** We will need to push further with organizational integration and ensure a consistent and substantive link between headquarters and country programs. While the headquarters continues to function as the central depository providing strategic guidance and coherence, it is the country programs that will take on the-ground expression of organizational intellectual capacity and building the green growth evidence base.

2. Programmatic Priorities

A. Delivering on the 2030 Development Agenda and the Paris Agreement

- 2.1 **The Sustainable Development Goals (SDGs) and the Nationally Determined Contributions (NDCs)² provide an important aspirational global framework for international development and cooperation efforts over the next 15 years.** We will align our work program priorities by supporting Member countries to put in place the necessary policy, capacity, and financing architecture to deliver on the global goals, particularly by integrating and sequencing their implementation through green growth perspectives. We will champion green growth as the operational response that provides the best chance to achieve the SDGs in relation to poverty reduction, social inclusion, climate resilience, and global partnership.
- 2.2 **We will continue to follow through on long-term commitments that we have made; at the same time, we will ensure that our service offerings and delivery model reflect and respond effectively to the emerging opportunities presented by global priorities and international development processes** such as the 2030 Development Agenda, the Paris Agreement and the Addis Ababa Action Agenda. Exploring new frontiers and staying globally relevant through an integrated and coherent programmatic approach will be essential. Selected number of new programs, considered as organizational growth enablers, will be initiated and piloted upon principles of innovation, scalability, and transformational impact.
- 2.3 **Our program delivery will target complementarity in policy and financing reforms that will ensure that SDGs and NDCs are viewed as inter-related rather than independent goals, and integrated collectively into national plans and strategies.** We will value add by linking the SDG and NDC processes and projecting their joint impact at the country level. The implementation of the 2030 Development Agenda and the Paris Agreement will have significant resource implications as well as capacity and capital requirements, especially in the least developed countries. It is critical that our interventions result in international public financing that will catalyze additional resource mobilization from domestic public revenue sources, as well as national and international public and private financing.
- 2.4 **Private sector financing will fill a critical gap in achieving the sustainable development and climate change goals. Our program delivery will aim to deepen and broaden meaningful private sector engagement by increasingly shifting towards “go-to-market” transformation** through collaborative partnerships for mobilizing and sharing knowledge, expertise, technologies, and financial resources.

² Intended Nationally Determined Contributions (INDCs) are converted to Nationally Determined Contributions (NDCs) upon ratification of the Paris Agreement. INDCs with 2025 target will be replaced by new NDCs by 2020.

B. Enhancing country relevance

- 2.5 **In-country delivery should be systematic, long term, and catalyze transformational change towards green growth based on country demand and need.** Our interventions will be tailored to national circumstances and institutional capacities through a set of service offerings based on the GGGI Value Chain (see Annex 2). The Value Chain sets out a green growth planning and implementation approach that is intended to provide a comprehensive menu of possible options rather than a “one size fits all” prescription. Nonetheless, the service offerings will provide a framework and programmatic focus within which we must operate.
- 2.6 **Core resources are scarce and will be programmed for maximum impact on the ground and value for money is ensured. We will continue to prioritize engagement in Member countries which will reflect both the magnitude of demands and the assessed performance of individual projects.** Although we have achieved significant progress in 2015, there is unequal performance and effectiveness across the full range of projects. In the context of the strategic targets and for a more prioritized, distinct, and strategically focused programmatic portfolio, the following budgetary priorities will guide the development of WPB 2017-18:
- Ensuring strong core country budget allocation to Member Least Developed Countries (LDCs) and Member Middle Income Countries (MICs);
 - Deepening LDC programming and focusing engagement in non-Member MICs through South-South cooperation mechanisms;
 - Reinforcing in-house capacity and skill sets to progress towards the right side of the value chain;
 - Continuation in non-Member MICs will depend on availability of earmarked funding. In MICs where there is no tangible evidence of membership, in country operations will be replaced by services/products provided by the HQ;
 - Further reduction of non-programmatic cost and demonstrating value for money.
- 2.7 **Striking an effective balance in programmatic allocation between LDCs and MICs, and between Members and non-Members is essential to ensure value in partnering with GGGI; we will focus core resources on deepening existing strategic programs and projects that have the potential to demonstrate a full cycle of green transformation and piloting a limited number of scoping proposals.** The prioritization criterion for core resource allocation is as follows:
- Systematic alignment with country priorities, CPFs (where available), thematic strategies, SDGs, and NDCs;
 - Strong demonstration of results in 2015-16 for projects that are proposed to be continued in the next biennium;
 - Distinct contributions towards the economic, social, and environmental dimensions of green growth;
 - GGGI’s comparative advantages in delivering proposed projects relative to other development organizations working on the ground;
 - Integrated links between planning and budgeting;
 - Clear articulation of the results chain with well-defined indicators;
 - Results-oriented communications plan.

Table 1: Criteria for Resource Allocation for Core Programmatic Funding is:

Categories	Membership Status	Income and Operational Status	Suggested Approach	Suggested Budget Allocation (approximate figures)
Criteria for Resource Allocation for In Country GGGI Services				
Priority 1	Member	Least Developed Countries	Deep Dive	38-40%
	Non Member		Deep Dive and Secure Membership	10-12%
Priority 2	Member	Lower and Upper Middle Income Countries	Maintain	35-40%
Priority 3	Non Member	Lower and Upper Middle Income Countries	Exit in absence of credible membership evidence or Light touch through 1. South-South Cooperation and/or 2. Work related to Nationally Determined Contributions and National Financing Vehicles	5-10%
Criteria for Resource Allocation for Knowledge Solutions Services				
Signature Products and Services 1	Member	Least/Lower and Upper Middle Income Countries	Implementation of Nationally Determined Contributions, National Financing Vehicles and Bankable Projects	85% of GIS budget (Integrate with country programming budget)
Signature Products and Services 2	Member	Least/Lower and Upper Middle Income Countries	Analysis/Development and Application of Methodologies/tools/Knowledge Management and Capacity Development/South-South Cooperation	80% of KS budget (Integrate with country programming budget)
Signature Products and Services 3	Non Member	Least/Lower and Upper Middle Income Countries	Implementation of Nationally Determined Contributions and Bankable Projects	10% of GIS/KS budget (Integrate with country programming budget)
Signature Products and Services 4	Global	NA	Global Products and Services for enhancing Relevance and Visibility of GGGI	10% of GIS/KS budget (Integrate with country programming budget)

- 2.8 **Our programs will continue to seek convergence at the country level through integrated service offerings at every stage of the green growth policy planning to financing and implementation as well as alignment with countries' planning cycles.** Financing will be the critical link in achieving development and climate goals. We will, therefore, concentrate efforts on practical projects that are scalable and bankable. In parallel, we will also pursue interventions that invoke national ownership in mobilizing finance. We will also address key barriers in relation to “supply side” of public financing (e.g. development of national financing vehicles and mainstreaming of green growth into national budgeting processes).
- 2.9 **Given limited resources, we will ensure that we focus only on catalytic interventions that reinforces long-term policy planning and investment environment while stepping up efforts to develop green bankable projects.** Our interventions ought to be designed with the ultimate goal of ensuring uptake of green growth policies by partner governments and increasing potential for leveraging and/or mobilizing further resources.

- 2.10 **Partnerships will underpin the relevance, operational efficiency, and effectiveness of our green growth efforts on the ground and globally.** We will scale up bilateral and multi-stakeholder cooperation with our partners in order to realize larger benefits for GGGI Members, particularly through the Inclusive Green Growth Partnership (IGGGP) – a joint initiative of GGGI with the multilateral development banks and the United Nations regional commissions that aims to address policy barriers and social inclusion and to increase impact in a complementary and coordinated way at the country level. We will ensure that evidence-based experiences are integrated into regional international fora to influence the political and financial green growth agenda.

C. Fostering cross-country collaboration

- 2.11 **Knowledge Solutions Division (KSD) will remain an integral part of our long term mission and we will reinforce and translate our thematic focus areas into distinct service offerings that respond effectively to country needs.** We consider knowledge and green investment solutions as key drivers of change for enhancing institutional capacities of countries of operations and stimulating green growth investment flows. In this context, we need to draw on knowledge and expertise by building on our in-country experiences as well as external evidence base with our partners. Our knowledge activities will equip us in responding flexibly and swiftly with practical solutions to common challenges faced among partner countries and regions.
- 2.12 **It is crucial that integrated and effective knowledge management underlie and augment our ability to foster cross-country learning and collaboration through results-oriented and evidence-based capacity development and strategic South-South cooperation.** The integrated knowledge management (IKM) strategy, under development, will target both external KM for and with partners to build on in-country experiences, draw on external knowledge base and respond to partner countries' needs for knowledge solutions and capacity building, as well as internal KM to support cross-organization learning and flow of expertise. Our knowledge management and integrated capacity development workstreams, therefore, will be integrated in order to provide a catalytic function in:
- Leveraging joint and/or international knowledge platforms to deliver research and know-how, cutting-edge tools and technical expertise to backstop our country programs and KSD technical support services;
 - Prioritizing knowledge efforts that address practical challenges on the ground that is aligned to current programming and share experiences and best practices from larger emerging economies through capacity development and South-South programming;
 - Facilitating internal knowledge management and collaboration that will lead to more systematic integration, results-based management, and targeted communication of our activities and successes to our donors and partners.
- 2.13 **We will address gaps in knowledge base and expertise that is driven primarily by the needs and demands of developing country Members through technical grounding across a diverse and networked skill set.** We will tap on our governance structure and deepen partnerships to leverage an international network of actors and partners for access in areas that we do not have a comparative advantage in, with the ultimate goal that green growth analysis must lead to plans that can implemented and financed.

D. Strengthening the organization

- 2.1 4 **As an international organization exclusively focused on green growth, we will strive to set and drive the international agenda on green growth and climate change by strengthening our role as a convening power to influence global and regional policy setting.** We will engage government at high-level and strategically to accelerate policy shift towards green growth pathways and amplify our in-country and global experiences to convene international forums.
- 2.1 5 **In this context, developing strategic communications is a shared goal and responsibility between the headquarters and country programs. Country programs will be required to identify and cost communication activities up to 5% of the project budget in their WPB submissions that will contribute towards both in-country and global communications efforts. Headquarters will provide guidance and quality assurance on the implementation of the budget. It is imperative that we invigorate the way we communicate as an organization to demonstrate results from three perspectives:**
- **Human impact:** Our green growth work will pursue an inclusive and participatory approach that reflects positive change and tangible impact to real people who are highly dependent on natural resources and most vulnerable to climate change.
 - **Policy impact:** We need to capitalize on our unique position to play a direct and influencing role in shaping the content and direction of national/sub-national/sectoral policies, plans, and processes within our capacity as a trusted advisor and partner to governments.
 - **Catalytic Impact:** Ensuring that our signature knowledge products and tools are fully exploited and are continually strengthened based on rigorous peer-review and a demonstration effect from in-country experiences to further advance the theory and practice of green growth.
- 2.1 6 The increasing proportion of earmarked allocations tied to specific donor priorities, and diversion of Official Development Assistance in tackling rising domestic refugee costs will see increased competition for core funding to multilateral organizations. **While we remain focused on our strategic goals, we need to articulate a clear set of results and service offerings across our programmatic portfolio and how they are aligned against the political priorities of our donors, where possible. Co-financing and in-kind contributions from the countries in which we operate will be increasingly expected in order to ensure national ownership and sustainability of our programs.**

3. Operational Priorities

- 3.1 **Responding to the mounting challenges and new opportunities will require strengthening of GGGI's internal operations for a unified and streamlined delivery.** On the programmatic front, we will need to seek further integration and alignment between GGP&I and KSD workstreams. The country planning frameworks and the thematic strategies will play an important role in reinforcing integration by bridging the design and delivery of specific and customized service offerings at the country level. We will also need to optimize our internal systems and operations for maximum efficiency in core support functions in relation to human resources, legal, finance, and facilities.
- 3.2 **To address programmatic integration on the ground and over-budgeting, we will adopt a strengthened process for WPB 2017-2018 that will capture the following:**
- **Integrated budgeting:** We will pursue an integrated program budget and implementation by country whereby both GGP&I and KSD will contribute distinctive outputs towards one country program. All in-country programmatic activities will be allocated under GGP&I.
 - **Output-based budgeting:** The budget will be costed based on outputs of a project as opposed to the current biennium approach where budget is allocated at the project level.

In addition to addressing the issues of double counting of outputs and “silo” approach to programmatic planning, an integrated and output-based budgeting process will allow for a more direct platform to allocate roles and responsibilities across GGP&I and KSD and effective tracking of value for money.

- 3.3 **We will develop different modalities of operations for country programs at different levels of maturity to improve integration efforts and allow for more effective allocation of resources.** For country programs in the “initiation” and “developing” stages, headquarters will be involved significantly in providing strategic inputs and guidance; whereas for programs that are established, an operational presence will be forged with a country team in place with a lesser degree of “hand-holding” from headquarters. Clear performance-based criteria and rules across operational areas will have to be articulated throughout different maturity levels of programs and reflected within the Delegation of Authority (DoA) as well as the PCM system.
- 3.4 **In order to deliver on our 2020 strategic goals and respond swiftly to emerging opportunities, we will need to deepen and deploy our sectoral expertise across thematic areas more effectively and rapidly.** This will require a clear assessment of in-country needs and the acquisition of relevant skill sets, particularly in relation to the envisaged service offerings (see DCG Discussion Paper, Section 2). Depending on the nature of country demand, services can be decentralized and/or clustered and deployed regionally, instead of offering them from the headquarters. This will be complemented by a rotational scheme for enhancing staff mobility and upgrading skill sets to be piloted by Human Resources.

- 3.5 **It is imperative that we embed a culture of results and value for money in our corporate DNA.** Achieving value for money is an increasingly critical consideration and decision making factor across the development landscape and it requires that our systems are fit-for-purpose, deliver better outcomes, and are calibrated to maximize efficiency. We will cascade our risk management system from the corporate level to divisional and department levels. Hence a strong results-based management system across the organization is integral to donor confidence and ensures that we are achieving the desired results in a cost-effective manner. The adoption of an output-based budgeting approach will support this by ensuring results and costs are linked and over-budgeting is avoided. We will improve the quality of reporting at the project level (particularly at higher levels of the results chain such as outcomes and impacts), and streamline the reporting process to fulfill internal (management team) and external (donors) requirements as well as communications needs.
- 3.6 **Country programs will budget up to 2% of the total project cost for monitoring and evaluation (M&E) purposes to better assess our performance on the ground. This will include training on logical frameworks, project cycle management, data collection, reviews and evaluations. ODU will provide oversight and guidance on the implementation of this budget to ensure a streamlined M&E process for more uniform and quality reporting.** We will continue to use the Corporate Framework to track our progress against the Strategic Plan. We will need to improve our story telling capacity at the country level and ability to aggregate success and failures and chart course corrections at the corporate level.
- 3.7 **We will avoid stretching limited core resources thin by ensuring programmatic depth in LDCs and striking a balance between programmatic allocation in LDCs and MICs.** By the end of 2016, the 50% target of core country budget allocation in LDCs is expected to be achieved. We will, therefore, expand cautiously into LDCs depending on the revenue situation. As mentioned before, in MICs, we will limit core resource allocation and aim to blend funding with earmarked contributions, counterpart financing from the national government. In both LDCs and MICs, we will seek membership commitment from the government before renewed project commitments are made.
- 3.8 **Growing our membership base and resource mobilization is a shared goal and joint responsibility that will be crucial for safeguarding our financial sustainability, raising our international profile to attract talent and ensuring long term viability of in-country operations.** We will actively pursue new core Contributing Members, develop new innovative financing models, including a thematic-specific trust fund, encourage core or in-kind contributions from existing Members from MICs (e.g. Mexico and Indonesia), and raise contributions from current core Contributing Members.
- 3.9 **We will remain vigilant on non-programmatic costs and seek to benchmark our value for money assessment against international organizations.** We need to ensure that non-programmatic cost as a proportion of total core budget does not increase while striving to improve shared services, both central and decentralized. We aim to refine the Enterprise Resource Planning system to improve business processes (e.g. integrated and output-based budget) in order for programs to operate with greater budgeting flexibility with the required checks and balances in place.
- 3.10 **We will continually review effectiveness of our administrative processes and procedures to evaluate areas of improvement at the corporate, divisional, and country levels.** This will involve reducing overheads, identifying administrative cost drivers and efficiency gains, designing a shared service model for smaller country programs to address downtime required in re-training administration staff, and tracking expenditure against results more effectively.
- 3.11 **We need to ensure full cost recovery in earmarked funded programs and that all indirect costs are apportioned accordingly in the context of increasing proportion of earmarked funding against core contributions and incremental non-programmatic workload.** We will need to carefully balance project support costs as failing to do so will result in a de facto situation where core resources subsidize earmarked funded activities. We will apply a standardized Project Support Cost (PSC) of 13% for earmarked projects funded by donors that are not core Contributing Members.
- 3.12 **We will ensure optimum efficiency in our spending** by limiting the use of consultancy firms and relying on in-house staff expertise. We will also actively encourage secondment prospects from partner organizations and Member countries to lend the expertise that are not internally available.

4. Budgeting Framework

- 4.1 **Our budget is underpinned by the principles of economy, efficiency and effectiveness. We have used the targets in the Strategic Plan as the basis for divisional budget allocation.** All divisions are required to submit their WPB using the ceiling provided for both programmatic and non-programmatic budget. Earmarked funding will not be subject to this limit.
- 4.1 **Depending on the needs and demonstration of value for money, we will increase our headcount.** This is aimed to compensate the reduction in our consultancy budget, which should not exceed 20% of the total core budget allocation.
- 4.1 **All commitments that cannot be spent by end of 2016 must be budgeted using 2017 allocations. There will not be any carry-over for any core funded project.** Unspent amount of 2016 will be pooled for 2017 resource allocation and building the financial reserve.

Table 2: Proposed Budget Allocation by Divisions

PROJECTED FUNDS ALLOCATION BY CATEGORY					
Div/Dept	Category / Classification		2016	2017	2018
GGPI	Member	LDC	3,54	4,72	5,13
		LMIC	3,37	3,73	4,49
		UMIC	0,55	0,62	0,64
	Member Total		7,45	9,07	10,26
	Non-Member	LDC	1,74	1,49	1,28
		LMIC	0,51	0,62	0,64
		UMIC	1,96	1,24	0,64
	Non-Member Total		4,20	3,36	2,56
	Sustainability & Safeguards		0,34	0,34	0,34
	Poverty Reduction and Inclusive Green Growth		0,30	0,30	0,30
Office of the ADG (GGPI)		1,28	1,28	1,28	
GGPI Total			13,57	14,35	14,74
KSD	GIS		3,44		
	KS		5,55		
	KSD		1,34		
KSD Total			10,32	11,16	11,56
ODU			1,11	1,20	1,20
SPC			3,64	3,19	3,19
ODG			1,63	1,20	1,20
OIAI			0,43	0,44	0,44
Capital			1,60	1,20	1,20
CSC			2,73	2,74	2,74
M&A			4,61	4,58	4,38
Grand Total			39,65	39,85	39,85

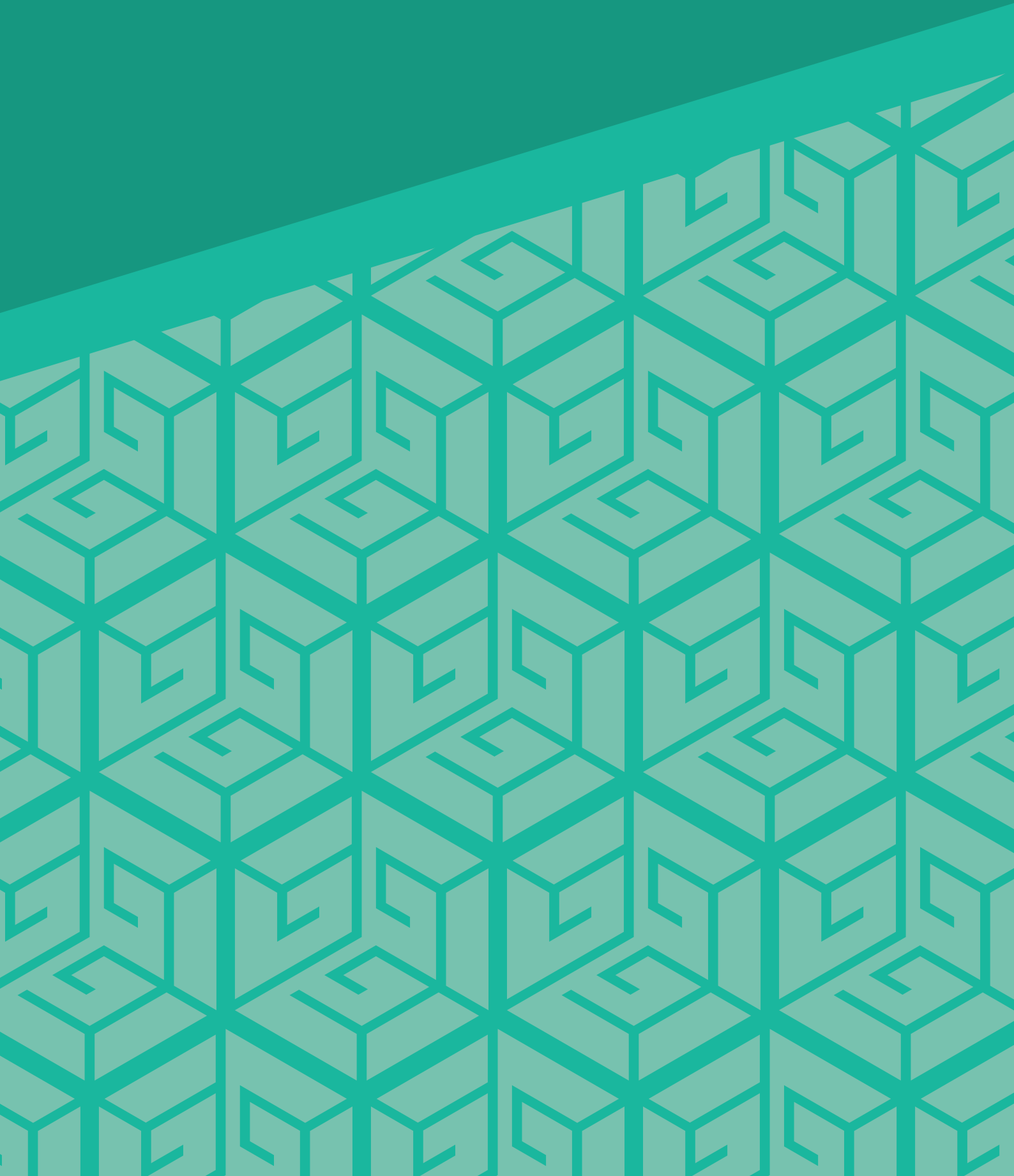
4.5 **We will review our WPB in May, 2017 as part of the budget revision process.** Budget will be reallocated based on both on program performance and budget execution rate.

5. Conclusion

- 5.1 The preparation of the WPB 2017-18 is an organizational-wide effort to articulate to our Council Members the need and value for green growth, the results we are committed to achieve, and the arguments to support our work on the ground. All staff members, led by Divisional and Department heads, together with SPC as lead coordinator, are collectively responsible to ensure a quality and results-oriented WPB.
- 5.2 The Planning Directions, DCG Discussion Paper, Timeline for WPB 2017-18 Preparation (see Annex 3), and the WPB submission forms will serve as key documents for WPB preparation.
- 5.3 Divisions will conduct the necessary quality assurance before consolidating and submitting preliminary WPB to SPC, Finance, and ODU on 29th of April 2016. Submissions will then be assessed against strategic and budgetary priorities including a set of criteria (this will be circulated together with the WPB submission forms) by the Director-General.
- 5.4 The draft WPB outline will be presented to the Management and Program Sub-Committee (MPSC) through an informal working group discussion format in June. The final WPB will be submitted to the Council in August.

Annex. 2

DETAILED PROJECT BUDGETS



Detailed budget for Least Developed Countries

Member LDCs	Cambodia (Core)		Kiribati (Core)		Rwanda (Core)		Senegal (Core)		Vanuatu (Core)		Total Core		Ethiopia (Norway)	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Personnel	789,009.47	747,713.81	123,576.00	130,780.68	1,450,783.04	1,563,521.76	845,758.56	901,942.68	712,294.32	763,015.32	3,921,421.39	4,106,974.25	1,300,065.34	1,294,155.24
Outsourcing	415,152.01	432,535.95	126,126.12	131,670.00	517,395.06	581,225.20	173,398.21	135,808.20	121,621.50	105,597.25	1,353,692.90	1,386,836.60	1,174,737.00	405,240.00
Travel	69,920.00	77,280.00	36,800.00	54,720.00	106,260.00	64,588.80	52,716.00	61,728.00	57,040.00	64,320.00	322,736.00	322,636.80	87,600.00	80,000.00
Conference	105,000.00	212,000.00	14,000.00	18,000.00	40,000.00	29,700.00	35,800.00	31,800.00	25,500.00	25,500.00	220,300.00	317,000.00	42,000.00	42,000.00
Professional	35,500.00	39,000.00		10,500.00	47,000.00	36,000.00	30,000.00	30,000.00	102,800.00	500.00	215,300.00	116,000.00	15,000.00	15,000.00
Supplies and Maintenance	4,800.00	4,800.00			13,900.00	16,400.00			1,200.00	1,200.00	19,900.00	22,400.00	123,072.00	122,928.00
Information	63,000.00	62,000.00		3,000.00	32,800.00	13,000.00			500.00	1,500.00	96,300.00	79,500.00	49,920.00	54,000.00
Rental	18,000.00	19,200.00			36,000.00	24,000.00	2,000.00	2,000.00			56,000.00	45,200.00	54,600.00	62,424.00
Acquisition	2,080.00	2,080.00	2,000.00								4,080.00	2,080.00	152,064.00	2,040.00
Communication	720.00	720.00	1,000.00	1,000.00	89,400.00	74,400.00	62,400.00	62,400.00	6,000.00	10,000.00	159,520.00	148,520.00	12,180.00	16,308.00
Training	8,000.00	8,000.00			20,000.00	16,000.00				3,000.00	28,000.00	27,000.00	40,944.00	41,256.00
Others	2,580.00	2,580.00			2,600.00	1,000.00					5,180.00	3,580.00	269,316.00	344,292.00
Overhead														231,454.88
Sub Total	1,513,761.48	1,607,909.76	303,502.12	349,670.68	2,356,138.10	2,419,835.76	1,202,072.77	1,225,678.88	1,026,955.82	974,632.57	6,402,430.29	6,577,727.65	3,552,953.22	2,645,764.66

Non Member LDCs	Lao PDR (Core)		Mozambique (Core)		Myanmar (Core)		Nepal (Core)		Uganda (Core)		Total Core		Total Core for Member and Non Member LDCs	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Personnel	701,560.30	672,861.96	603,710.04	583,711.20	532,975.75	477,407.16	464,301.66	490,738.29	852,514.86	905,917.80	3,155,062.61	3,130,636.41	7,076,484.00	7,237,610.66
Outsourcing	91,894.53	54,413.15	172,772.60	72,000.50	108,717.70	34,665.50	47,947.90	46,607.00	117,162.50	181,853.75	538,495.23	389,539.90	1,892,188.13	1,776,376.50
Travel	43,010.00	37,479.36	62,100.00	74,976.00	19,320.00	35,520.00	26,912.33	30,765.08	62,652.00	58,752.00	213,994.33	237,492.44	536,730.33	560,129.24
Conference	23,106.00	14,106.00	37,200.00	29,200.00	14,000.00	10,500.00	6,510.00	4,000.00	48,500.00	108,000.00	129,316.00	165,806.00	349,616.00	482,806.00
Professional	3,500.00	900.00	3,100.00	600.00	2,600.00	400.00	9,800.00	9,800.00	24,775.66	24,775.66	43,775.66	36,475.66	259,075.66	152,475.66
Supplies and Maintenance	6,300.00	3,600.00	4,800.00	4,800.00					12,000.00	12,000.00	23,100.00	20,400.00	43,000.00	42,800.00
Information	7,830.00	4,694.00	9,600.00	7,200.00	2,300.00	700.00	5,000.00	5,000.00			24,730.00	17,594.00	121,030.00	97,094.00
Rental							3,000.00	3,000.00			3,000.00	3,000.00	59,000.00	48,200.00
Acquisition	2,000.00		2,000.00				3,750.44	-	35,000.00	20,000.00	42,750.44	20,000.00	46,830.44	22,080.00
Communication							24,500.00	24,500.00	75,128.00	75,628.00	99,628.00	100,128.00	259,148.00	248,648.00
Training					8,000.00	8,000.00					8,000.00	8,000.00	36,000.00	35,000.00
Others							200.00	200.00			200.00	200.00	5,380.00	3,780.00
Overhead														
Sub Total	879,200.83	788,054.47	895,282.64	772,487.70	687,913.45	567,192.66	591,922.33	614,610.37	1,227,733.02	1,386,927.21	4,282,052.27	4,129,272.41	10,684,482.56	10,707,000.06

*PDU for LDC Expansion project is excluded.

Detailed budget for Upper Middle Income Countries and High Income Country

	Mexico (Core)		Jordan (Core)		Thailand (Core)		Total Core		Thailand (Earmarked)		UAE (UAE)	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Member UMICs												
Personnel	465,211.24	493,351.18	573,036.30	626,067.12	247,295.44	224,510.16	1,285,542.98	1,343,928.46	193,048.75	236,326.50	905,193.88	1,044,495.80
Outsourcing			45,500.00	-	29,529.50	36,993.00	75,029.50	36,993.00	102,450.00		54,520.00	54,520.00
Travel	22,971.48	24,689.31	41,630.00	33,360.00	13,979.40	7,355.24	78,580.88	65,404.55	16,780.00	19,225.00	74,500.00	74,500.00
Conference			19,700.00	14,700.00	6,600.00	6,400.00	26,300.00	21,100.00	8,000.00	8,000.00	182,600.00	182,600.00
Professional	8,000.00	8,000.00	15,000.00	15,000.00	6,800.00	3,000.00	29,800.00	26,000.00	7,000.00	3,000.00		
Supplies and Maintenance	600.00	600.00	2,400.00	900.00	2,100.00	1,200.00	5,100.00	2,700.00	1,500.00	1,200.00	54,800.00	54,800.00
Information			6,500.00	8,000.00	2,000.00	400.00	8,500.00	8,400.00	800.00	2,100.00	10,000.00	10,200.00
Rental			1,000.00	2,000.00	3,100.00	1,200.00	4,100.00	3,200.00	2,400.00	1,200.00	284,000.00	140,000.00
Acquisition			1,000.00	-	1,000.00	-	2,000.00					
Communication	8,000.00	8,000.00	41,800.00	16,800.00	10,650.00	1,900.00	60,450.00	26,700.00	10,305.00	9,800.00	62,000.00	62,000.00
Others					350.00	300.00	350.00	300.00	9,999.51	10,873.61	5,200.00	6,200.00
Overhead									14,227.85	8,547.00	114,290.12	114,052.20
Sub Total	504,782.72	534,640.49	747,566.30	716,827.12	323,404.34	283,258.40	1,575,753.36	1,534,726.01	366,511.11	300,272.11	1,747,104.00	1,743,368.00

	China(Core)		Colombia (Core)		Peru (Core)		Total Core		Total Core for Member and Non-Member UMICs	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Non-Member UMICs										
Personnel	519,459.72	557,443.92	615,589.08	655,838.76	395,624.16	418,548.72	1,530,672.96	1,631,831.40	2,816,215.94	2,975,759.86
Outsourcing	90,799.80	79,332.60	24,193.26	29,531.70	154,497.16	92,986.00	269,490.22	201,850.30	344,519.72	238,843.30
Travel	38,640.00	40,320.00	44,160.00	46,080.00	46,920.00	48,960.00	129,720.00	135,360.00	208,300.88	200,764.55
Conference	45,750.00	45,750.00	7,414.00	16,414.00	9,000.00	9,000.00	62,164.00	71,164.00	88,464.00	92,264.00
Professional	17,500.00	17,500.00	1,000.00	1,000.00	17,241.40	14,298.98	35,741.40	32,798.98	65,541.40	58,798.98
Supplies and Maintenance	1,200.00	1,200.00					1,200.00	1,200.00	6,300.00	3,900.00
Information	13,600.00	13,600.00	4,000.00	2,000.00	22,033.47	18,357.82	39,633.47	33,957.82	48,133.47	42,357.82
Rental	2,100.00	2,100.00	3,600.00	3,600.00	19,200.00	19,200.00	24,900.00	24,900.00	29,000.00	28,100.00
Acquisition	3,000.00	500.00					3,000.00	500.00	5,000.00	500.00
Communication	600.00	600.00	360.00	360.00			960.00	960.00	6,141.00	27,660.00
Training	3,000.00	3,000.00					3,000.00	3,000.00	3,000.00	3,000.00
Others			480.00	480.00			480.00	480.00	830.00	780.00
Overhead										
Sub Total	735,649.52	761,346.52	700,796.34	755,304.46	664,516.19	621,351.52	2,100,962.05	2,138,002.50	3,676,715.41	3,672,728.51

Detailed budget for other GGP&I projects

	ADG-GGPI and Strategy&Integration		SPRSI		Program Development		Total	
	2017	2018	2017	2018	2017	2018	2017	2018
Personnel	608,529.84	647,453.52	382,246.08	440,847.60	284,944.80	461,975.50	1,275,720.72	1,550,276.62
Outsourcing			29,479.45	49,402.38	86,816.73	201,061.80	116,296.18	250,464.18
Travel	40,480.00	34,560.00	27,600.00	38,400.00	37,536.00	57,177.60	105,616.00	130,137.60
Conference	30,000.00	28,000.00	-	10,000.00	8,000.00	23,000.00	38,000.00	61,000.00
Professional						2,500.00		2,500.00
Supplies and Maintenance								
Information			3,500.00	12,000.00	30,000.00	24,000.00	33,500.00	36,000.00
Rental								
Acquisition								
Communication								
Training				5,000.00				5,000.00
Others	51,734.19	52,187.10	530.00	650.00			52,264.19	52,837.10
Overhead								
Sub Total	730,744.03	762,200.62	443,355.53	556,299.98	447,297.53	769,714.90	1,621,397.09	2,088,215.50

Detailed budget for KSD Global projects

	Global and Regional Knowledge Exchange (Core)		National Financing Vehicles (Core)		OADG-KSD		Thematic Initiatives		European Presence		Total Core		Global and Regional Knowledge Exchange - GreenWin (Earmarked)		Global and Regional Knowledge Exchange - Capacity Development (Earmarked)	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Personnel	769,517.52	556,213.32	438,356.76	441,696.96	454,315.68	478,486.56	298,151.28	516,970.80			1,990,341.24	1,993,367.64	22,995.00	31,318.00	173,577.96	179,334.00
Outsourcing	40,040.00	41,800.00	555,100.00	57,000.00	135,135.00	152,047.50	351,715.00	4,384,249.6	78,078.00	81,510.00	1,160,068.00	770,782.46	5,600.00		2,000.00	2,000.00
Travel	222,640.00	263,520.00	51,520.00	47,040.00	88,320.00	92,160.00	18,400.00	38,400.00			380,880.00	441,120.00		2,632.00	73,000.00	83,000.00
Conference	68,500.00	69,500.00	132,600.00	5,000.00	20,000.00	20,000.00	-	8,000.00			221,100.00	102,500.00			25,000.00	30,000.00
Professional Supplies and Maintenance	500.00	500.00	92,000.00	36,000.00			-	5,000.00			92,500.00	41,500.00				
Information	8,500.00	9,135.00	3,900.00	1,950.00	1,000.00	1,000.00			8,640.00	8,640.00	9,640.00	9,640.00				
Rental			2,000.00	1,000.00							15,400.00	18,085.00				
Acquisition									34,824.00	36,565.00	36,824.00	37,565.00				
Communication	38,800.00	38,800.00			5,000.00	5,000.00	5,000.00	5,000.00		12,021.00	60,248.00	60,821.00				
Training																
Others					1,200.00	1,200.00			2,940.00	2,940.00	4,140.00	4,140.00				
Overhead															19,150.46	20,603.38
Sub Total	1,148,497.52	979,468.32	1,275,476.76	589,686.96	704,970.68	749,894.06	676,266.28	1,018,795.76	135,930.00	141,676.00	3,941,141.24	3,479,521.10	28,595.00	33,950.00	292,728.42	314,937.38

Detailed budget for ODG

	Strategy and Donor Relations		Communications		ODG		Total	
	2017	2018	2017	2018	2017	2018	2017	2018
Personnel	1,197,250.20	1,263,272.04	490,888.32	517,275.12	506,181.12	537,454.08	2,194,319.64	2,318,001.24
Outsourcing	186,550.00	57,000.00	72,800.00	47,500.00			259,350.00	104,500.00
Travel	110,400.00	138,240.00	18,400.00	26,400.00	276,000.00	288,000.00	404,800.00	452,640.00
Conference	26,400.00	41,400.00					26,400.00	41,400.00
Professional								
Supplies and Maintenance								
Information			22,800.00	22,800.00			22,800.00	22,800.00
Rental								
Acquisition			31,500.00	31,500.00			31,500.00	31,500.00
Communication								
Training			6,000.00	6,000.00			6,000.00	6,000.00
Others	4,400.00	10,120.00			100,000.00	100,000.00	104,400.00	110,120.00
Overhead								
Sub Total	1,525,000.20	1,510,032.04	642,388.32	651,475.12	882,181.12	925,454.08	3,049,569.64	3,086,961.24

Detailed budget for M&G

	ICT		Finance		HR		Legal Services		Governance & Outreach		Office of the DDG		Total	
	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018	2017	2018
Personnel	515,582.28	547,488.72	1,008,192.96	1,064,854.92	616,487.64	653,215.44	695,805.78	700,278.72	256,684.92	273,505.08	712,133.28	752,539.92	3,804,886.86	3,991,882.80
Outsourcing	88,561.20	92,454.00	21,840.00		245,081.20	255,854.00			66,716.65	58,311.00			422,199.05	406,619.00
Travel	8,832.00	9,216.00	13,800.00	9,600.00	12,420.00	12,960.00	11,040.00	11,520.00	469,200.00	460,800.00	23,920.00	24,960.00	539,212.00	529,056.00
Conference	42,000.00	42,000.00	150.00	150.00	3,000.00	3,000.00			52,800.00	52,800.00	17,000.00	17,000.00	114,950.00	114,950.00
Professional			65,000.00	65,000.00	1,000.00	1,000.00	21,714.96	22,041.00					87,714.96	88,041.00
Supplies and Maintenance			6,600.00	6,600.00							800.00	800.00	7,400.00	7,400.00
Information							2,400.00	2,400.00					2,400.00	2,400.00
Rental									20,000.00	20,000.00	1,500.00	1,500.00	21,500.00	21,500.00
Communication	10,000.00	10,000.00	6,600.00	6,600.00									16,600.00	16,600.00
Training			17,600.00	17,600.00	5,000.00	5,000.00					5,000.00	5,000.00	27,600.00	27,600.00
Others			31,200.00	31,200.00	14,400.00	14,400.00			1,200.00	1,200.00	50,060.00	50,060.00	96,860.00	96,860.00
Overhead														
Sub Total	664,975.48	701,158.72	1,170,982.96	1,201,604.92	897,388.84	945,429.44	730,960.74	736,239.72	866,601.57	866,616.08	810,413.28	851,859.92	5,141,322.87	5,302,908.80

	Capital		Corporate Shared Cost		Total		IEU	
	2017	2018	2017	2018	2017	2018	2017	2018
Personnel	359,361.96	365,133.72			359,361.96	365,133.72	866,758.20	882,037.56
Outsourcing	67,320.00	67,320.00	48,000.00	48,000.00	115,320.00	115,320.00	34,100.00	34,100.00
Travel	40,000.00	40,000.00			40,000.00	40,000.00	56,000.00	63,000.00
Conference							15,000.00	15,000.00
Professional								
Supplies and Maintenance			727,700.00	736,720.00	727,700.00	736,720.00	500.00	500.00
Information								
Rental			1,418,400.00	1,418,400.00	1,418,400.00	1,418,400.00		
Acquisition	1,047,359.96	1,040,784.70	355,223.23	278,702.97	1,402,583.20	1,319,487.67		
Communication			192,000.00	192,000.00	192,000.00	192,000.00	18,000.00	18,000.00
Training			350,000.00	350,000.00	350,000.00	350,000.00		
Others	2,400.00	2,400.00	103,800.00	103,800.00	106,200.00	106,200.00		
Overhead								
Sub Total	1,516,441.92	1,515,638.42	3,195,123.23	3,127,622.97	4,711,565.16	4,643,261.39	990,358.20	1,012,637.56

Detailed budget for OIAI

	2017	2018
Personnel	334,495.34	385,624.44
Outsourcing	109,200.00	142,500.00
Travel	27,600.00	28,800.00
Conference		
Professional		
Supplies and Maintenance		
Information		
Rental		
Acquisition	5,000.00	
Communication		
Training		
Others		
Overhead		
Sub Total	476,295.34	556,924.44

Annex. 3

FINANCIAL PLANNING FOR WPB 2017-18



Financial Planning for WPB 2017-18

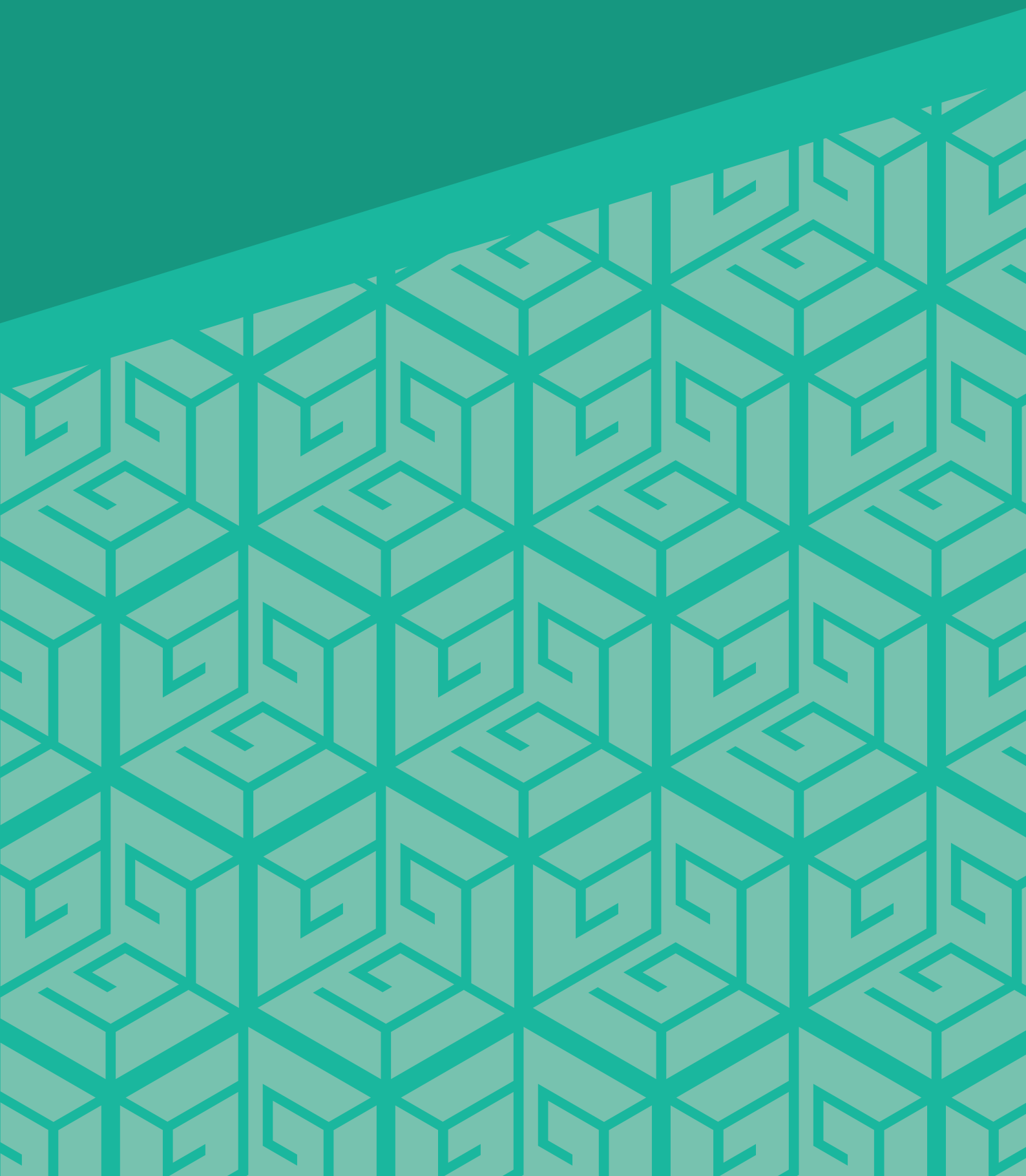
CLASSIFICATION	2017	2018
	\$ millions Forecast Jan-Dec	\$ millions Forecast Jan-Dec
C/F	24.00	11.97
Projected Income	32.50	32.50
Total Projected Income	56.50	44.47
Less: Fixed Costs	26.95	28.35
Residual Income	29.55	16.12
Less: Outsourcing +Discretionary	13.08	12.38
Projected Surplus/	16.47	3.74
Less: Envelope on NFV & Bankable Projects	4.50	4.50
Projected Carry-over - Surplus / (Deficit)	11.97	(0.76)
Status on Working Capital Fund		
Working Capital Fund	10.00	9.24
Less: Short term investment-6-12 months***	10.00	9.24

Notes:

1. The 24m USD carry-over from 2016 includes 15m USD to bridge the funding gap for 2017-18 and 9m USD envelope (4.5m USD each year) to scale up new bankable projects and national financial vehicles.
2. The 32.5m USD contributions anticipated for each year in the 2017-18 includes contributions from Republic of Korea 10m USD, Denmark 5m USD, Australia 5m USD, United Kingdom 5m USD, Indonesia 5m USD, Norway 2m USD and Mexico 0.5m USD.
3. It is estimated that 61% and 63% of the costs in 2017 and 2018 are fixed in nature.
4. Projected deficit of 0.76m USD for 2018 will be financed through the set-aside working capital funds.
5. The set-aside funds for working capital is in accordance with the Working Capital Guidelines approved by Director General.
6. The short-term investments are in accordance to Investment Criteria approved by Council through written procedure on 7th September 2015.
7. For cash-flow purpose, the budget submissions for each year of the biennium are assumed to equal the cash outflow.

Annex. 4

STAFFING PLAN FOR 2017-18



	2016	2017	Year-on-year change	2018	Year-on-year change
M&G Staff	34	36	6%	37	3%
M&G Individual Consultancy *	18	5	-72%	4	-20%
ODG Staff	15	16	7%	16	0%
ODG Individual Consultancy *	2	0	-100%	0	0%
GGPI Staff	89	151	70%	152	1%
GGPI Individual Consultancy *	211	82	-61%	73	-11%
KSD Staff	41	57	39%	57	0%
KSD Individual Consultancy *	37	26	-30%	26	0%
Overall Staff	179	260	45%	262	0.8%
Overall Individual Consultancy*	268	113	-58%	103	-9%

*Includes short term and long term

Annex. 5

CORPORATE RESULTS FRAMEWORK



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>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>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): tbd* Target (2018): tbd*</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>

*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	1.1 Number of advisory outputs* that inform the development of government green growth policies. (* Eg: studies, analytical tools, strategies, plans and roadmaps.) Target (2015): 33 Target (2016): 36 Target (2017): 33 Target (2018): 58	2.1 Number of advisory outputs* that inform decisions on green growth investment. (* Eg: investment proposals, bankable projects, financing mechanisms.) Target (2015): 12 Target (2016): 19 Target (2017): 12 Target (2018): 48 Target (2020): 30 bankable projects	3.1 Number of outputs* that aim to improve the enabling environment for green growth investments (* Eg: derisking instruments, supporting countries to gain access to new sources of financing) Target (2015): 6 Target (2016): 6 Target (2017): 6 Target (2018): 14	4.1 Proportion of capacity development activities that share experiences and lessons from GGGI countries. Target (2015): 39% (average) Target (2016): 41% (average) Target (2017): 55% (average) Target (2018): 55% (average)	5.1 Number of new countries joining GGGI as members Target (2015): 2 (Source: Strategic Plan)	
	1.2 / 2.2 / 3.2 Outputs are developed in a way that seek to simultaneously address economic growth, environmental sustainability, poverty reduction and social inclusion. Target (2015): GGGI safeguard assessments and identification of opportunities to address PRSI are piloted in 5 countries and agreed recommendations implemented. Target (2016): Issues related to safeguards and opportunities to achieve PRSI are adequately identified and addressed in all new projects before being approved for implementation. 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.			4.2 Number of projects where country needs are being met through partnerships brokered by GGGI. Target (2015): 8 Target (2016): 4 Target (2017): 5 Target (2018): 6		
6. Professionalism of the organization ensured						
	6.1 % of core budget allocated to member LDCs Baseline (2014): 14% Target (2020): 42% (Source: Strategic Plan)	6.2 % of core budget allocated to member LDCs and MICs combined Baseline (2014): 57% Target (2020): 87% (Source: Strategic Plan)	6.3 Increase in GGGI core and earmarked funding Baseline (2014): US\$29.8m in core funding and US\$12.1m in earmarked funding Target (2020): US\$40m in core and US\$40m in earmarked funding. (Source: Strategic Plan)	6.4 Unqualified annual GGGI audit reports	6.5 Effective and timely communication of results Target (annual): GGGI Annual Report outlining progress against WPB and Corporate Results Framework is published by no later than end of June each year	6.6 % of core budget spent on management and administration Baseline (2014): 22% Target (2020): 17% (Source: Strategic Plan)
					6.7 % of core budget spent on non-programmatic activities Baseline (2014): 45% Target (2020): 30%	

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.

GGGI CORPORATE RESULTS

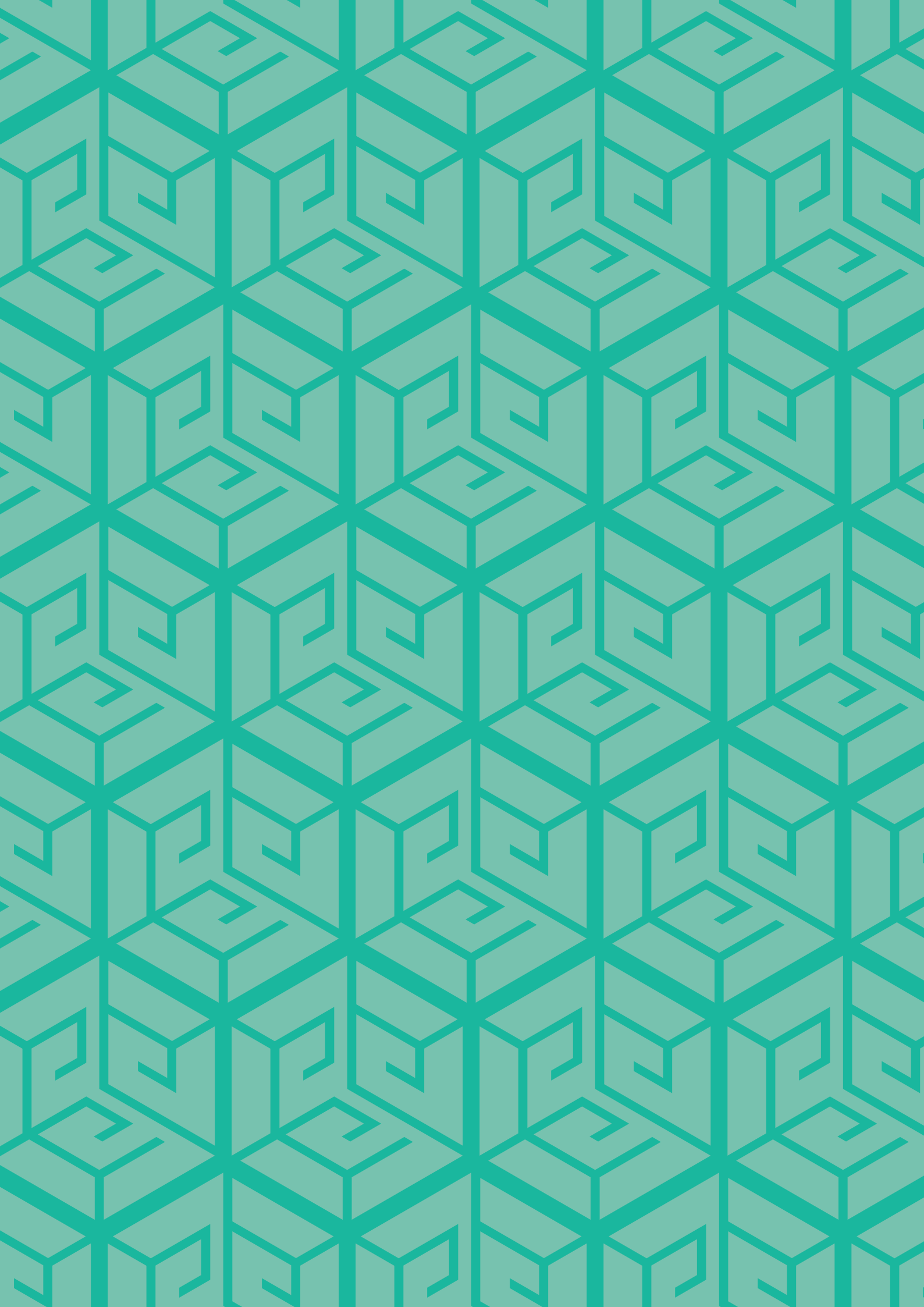
FRAMEWORK - Description of indicators

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

INDICATOR	DESCRIPTION
OUTCOME 1: Strengthened national, sub-national, local green growth planning, financing, and institutional frameworks	
1.1 Number of green growth policies adopted by governments with GGGI's support.	This indicator reflects the extent to the GGGI policy advice and recommendations delivered under Strategic Output 1.1 are being taken up by partner governments. Green growth policies encompass any formal decision by governments that promotes green growth. Examples include: national, sub-national or local government strategies, plans or policies; sectoral strategies, plans or policies; government budget allocation or project investment decisions; changes to existing laws or administrative rules; and new or changed institutional arrangements.
1.2 Extent to which green growth is integrated into government policies and likely to lead to transformational change.	This qualitative indicator describes the extent to which green growth has been embedded into partner government policies and policy processes under Strategic Outcome 1.1 and the likelihood of these policies leading to transformational change. The indicator will be assessed via a scorecard issued to projects when they report an achieved outcome that contributes to Strategic Outcome 1.1. The scorecard will assess the presence of the following: (1) policy objectives that are consistent with the objectives of green growth; (2) allocation of resources to implement the policy; (3) clear implementation arrangements to achieve policy objectives; (4) arrangements for ongoing monitoring and review of policy effectiveness; (5) policy features enhancing the likelihood of transformational change. The extent to which each a YES, PARTIAL and NO response. Policy features enhancing the likelihood of transformational change relate to: (a) scale of the policy intervention; (b) replicability of parts or all of the policy; (c) innovations that can lead to wider, accelerated or sustained changes; (d) whether the policy leverages results from other policies or programs. A scorecard template will be finalized by the end of 2015 for deployment in Q1 2016; the methodology described here is a draft and may be refined further in the final template.
1.3 Proportion of policies supported by GGGI that address three or more elements of green growth, namely economic growth, environmental sustainability, poverty reduction and social inclusion.	This indicator describes the extent to which green growth policies adopted by governments move towards the model of green growth espoused in the Strategic Plan - ie: ones that simultaneously address economic growth, environmental sustainability, poverty reduction and social inclusion. It reflects the degree to which GGGI has been successful in advocating such a model, noting that ultimately the result is a product of decisions by our partner governments. The indicator will be assessed via a scorecard issued to projects when they report an achieved outcome that contributes to Strategic Outcome 1.1. The scorecard will outline the criteria and standards by which assessors can judge how many of the four 'elements' of green growth have been addressed. A scorecard template will be developed by the end of 2015 for deployment in Q1 2016.
OUTPUT 1: Demand driven technical advisory, knowledge development and private sector solutions offered on the ground for pro-poor green	
1.1 Number of advisory outputs that inform the development of government green growth policies.	Advisory outputs include technical studies, analytical tools, strategies, plans or roadmaps. The indicator will be assessed by aggregating all relevant outputs identified in approved project logframes which were successfully delivered during the reporting period.
1.2 Outputs are developed in a way that seek to simultaneously address economic growth, environmental sustainability, poverty reduction and social inclusion.	This indicator tracks how well GGGI is mainstreaming all elements of green growth as defined in the Strategic Plan - namely, economic growth, environmental sustainability, poverty reduction and social inclusion - into the development of its outputs. For 2015 and 2016, this indicator will be measured through a milestone-based approach, focusing on a sequence of key internal reforms necessary to ensure we are adequately addressing this issue. For 2015, the proposed milestone is to pilot the integration of safeguards, poverty reduction and social inclusion issues into our Country Planning Frameworks and ensure agreed actions are implemented. For 2016, the proposed milestone is to ensure that safeguards, poverty reduction and social inclusion are adequately considered and addressed in all new projects before being approved for implementation.
OUTCOME 2: Increased green investment flows	
2.1 Total volume of financing catalyzed with GGGI support (disaggregated by public and private).	This indicator reflects the amount of finance catalyzed towards green growth in partner countries where GGGI had a supporting role. The indicator result will be disaggregated by public and private finance. Targets are cumulative and measured from a baseline year of 2014. Private finance refers to non-public sources such as banks (excluding MDBs or RDBs), private companies, private or company pension funds, NGO money, CDM financing, voluntary carbon credit market, insurance companies, private savings, family money, entrepreneurs' own capital and sovereign wealth funds. It includes all types such as equity, debt and guarantees. Public finance refers to financial resources from donors and partner governments, development agencies, MDBs, RDBs. It excludes Sovereign Wealth Funds, private banks and other private finance defined in 'private finance'. Finance is catalyzed when the use of funds for a specific green growth objective leads to additional funds to be applied for that objective than would otherwise have been the case. Catalyzed resources could be: upfront co-financing (i.e. resources committed to the project from the private sector at the time of project approval); subsequent co-financing (i.e. resources committed after the project has been approved or commenced implementation).

INDICATOR	DESCRIPTION
2.2 Number of instances where member countries successfully gain new access to financing sources (eg: Green Climate Fund) with GGGI support.	This indicator measures how successful GGGI has been in facilitating access to finance for green growth investments, which should then enable finance to be mobilized (Outcome 2.1). This could be as the result of different types of assistance provided by GGGI, such as: (1) assistance with development of bankable projects which are then taken up by private or multilateral development banks for financing; (2) development of domestic financing mechanisms for green growth, such as the People's Survival Fund in the Philippines or the Climate Resilient Green Economy mechanism in Ethiopia; (3) access to international sources of financing, such as the Green Climate Fund; (4) development of green growth policies which result in budget appropriations for implementation through partner government budget processes.
2.3 Proportion of investments supported by GGGI that address three or more elements of green growth, namely economic growth, environmental sustainability, poverty reduction and social inclusion	See description for Outcome 1.3 above
OUTPUT 2: Inclusive green growth plans, strategies and investment plans are converted into implementable actions	
2.1 Number of advisory outputs developed to inform decisions on green growth investment	Advisory outputs include those that are expected to lead directly to the mobilization of finance. Examples include investment proposals, bankable projects or development of national financing mechanisms. The indicator will be assessed by aggregating all relevant outputs identified in approved project log frames which were successfully delivered during the reporting period.
2.2 Effective services and systems in place to develop solutions that simultaneously address economic growth, environmental sustainability, poverty reduction and social inclusion.	See description for Output 1.2 above.
OUTPUT 3: Support provided in creating an enabling environment for public and private sector investment in green growth	
3.1 Number of outputs developed to improve the enabling environment for green growth investment	Advisory outputs include those that are expected to indirectly lead to increased mobilization of finance by improving the enabling environment for green growth investment. Examples include development of derisking tools or instruments, and supporting countries to gain accreditation under international sources of financing such as the Green Climate Fund. The indicator will be assessed by aggregating all relevant outputs identified in approved project logframes which were successfully delivered during the reporting period.
3.2 Effective services and systems in place to develop solutions that simultaneously address economic growth, environmental sustainability, poverty reduction and social inclusion.	See description for Output 1.2 above.
OUTCOME 3: Improved multi-directional knowledge sharing and learning between South-South and South-North-South countries on green growth	
3.1 Proportion of people participating in GGGI capacity development activities that gain improved knowledge and skills (disaggregated by men and women).	A key purpose of GGGI's knowledge sharing activities to build capacity. This indicator focuses on capacity building activities that incorporate green growth lessons from other countries, and the extent to which these activities have led to improved knowledge or skills. The indicator will be assessed through post-completion surveys issued in our training and capacity building events. These events are increasingly being delivered through a centralized model under GGGI's Integrated Capacity Development program, which has (by default) a target of 70% for this indicator for all events. Responses will be disaggregated by gender.
3.2 Number of green growth policies adopted or investments made that benefited from experiences and lessons from other countries	Another key purpose of GGGI's knowledge sharing activities is to help inform policy and investment decisions. In essence, this indicator how often GGGI has successfully harnessed lessons from other countries to help inform green growth policies or investments. This indicator will be measured by identifying the subset of green growth policies adopted (Outcome 1.1) or access gained to green growth financing sources (Outcome 2.2) that drew on lessons from other countries. These could include both lessons from GGGI projects in other countries or from other sources such as GGKP or GGBP.

INDICATOR	DESCRIPTION
3.3 Number of countries where GGGI projects helped to more effectively advocate for green growth by providing examples of success.	Under the Strategic Plan, GGGI seeks to advocate green growth models internationally by generating in-country examples of success and exposing leaders to these. As a result, leaders will hopefully be prepared to advocate the benefits of green growth to other stakeholders within and beyond their countries, and give effect to the concept of GGGI as an alliance of like-minded countries seeking to advocate green growth more broadly. This indicator will be assessed through targeted collection of data and stories from all country projects at the end of each calendar year, as part of the preparation of GGGI's Annual Report.
OUTPUT 4: Global institutional relationships, partnerships and knowledge networks formed and leveraged	
4.1 Proportion of capacity development activities that share experiences and lessons from GGGI countries	This indicator aims to assess to extent to which GGGI is harnessing lesson from other countries and incorporating these into its capacity development efforts. The indicator will measure the percentage of all capacity development activities that explicitly include cross-country knowledge sharing elements. Examples include the use of case studies from other countries, involvement of participants from different countries or studytours.
4.2 Number of projects where country needs are being met through partnerships brokered by GGGI.	Given most knowledge exists in tacit forms, the formation of partnerships is a key way of sharing knowledge. In recognition of this, this indicator assesses how often GGGI is brokering partnerships to share knowledge and build capacity in ways that meet the needs of partner governments. Examples include forming partnerships with external institutions to access technical knowledge that GGGI does not possess itself, or supporting the development of inter-ministerial coordination arrangements to improve the capacity of governments to implement green growth policies. The indicator will be assessed by aggregating all relevant outputs identified in approved project logframes which were successfully delivered during the reporting period.
OUTPUT 5: GGGI membership expanded	
5.1 Number of new countries joining GGGI as members	Expansion of membership contributes to Outcome 3 as it increases number of countries where green growth initiatives can be implemented with GGGI support, and lessons shared with others. It also enhances the ability of member countries to advocate for green growth agenda more broadly, by expanding GGGI as an alliance of like-minded countries that support the model. Data for this indicator will be drawn from GGGI's Strategy, Policy & Communications (SPC) department.
5.2 Number of countries where leaders were exposed to the benefits of green growth, drawing on GGGI experiences.	This indicator assess the number of countries where GGGI has undertaken activities that bring the benefits of green growth projects to the attention of country leaders. This recognizes the importance of political commitment to expansion of GGGI membership, as well as GGGI's role as a platform for building a critical mass of countries that support and advocate the green growth model. This indicator will be assessed through targeted collection of data and stories from all country projects at the end of each calendar year, as part of the preparation of GGGI's Annual Report.
OUTPUT 6: Professionalism of the organization ensured	
6.1 Percentage of core budget allocated to member LDCs	Under the Strategic Plan, GGGI has committed to increase the percentage of core budget allocated to member LDCs to 42% by 2020. This indicator tracks progress towards this target.
6.2 Percentage of core budget allocated to member LDCs and MICs combined	Under the Strategic Plan, GGGI has committed to increase the percentage of core budget allocated to member countries (LDCs and MICs) to 87% by 2020. This indicator tracks progress towards this target.
6.3 Increase in GGGI core and earmarked funding	GGGI's Strategic Plan includes a target of raising USD40m in core and USD40m in earmarked funding by 2020. This indicator will track annual progress towards this target.
6.4 Unqualified annual GGGI audit reports	This indicator is a proxy for whether GGGI's systems are transparent, accountable and safeguarding the legal and financial integrity of the organization. GGGI undertakes is subject to a standard audit each year which is included in its Annual Report. The proposed annual target is to ensure that the findings of this audit are unqualified.
6.5 Effective and timely communication of results	This indicator is a proxy for GGGI's results-based management capacity. The proposed target is to publish GGGI's Annual Report outlining results against the WPB and Corporate Results Framework to members by no later than the end of June each year.
6.6 Percentage of GGGI expenditure spent on management and administration.	This indicator will track the proportion of GGGI's core expenditure on management and administration. This indicator serves as a proxy for organizational efficiency and value for money. Under the Strategic Plan, GGGI has set a 2020 target of spending no more than 17% of its core expenditure on management and administration.
6.7 % of core budget allocated to non-programmatic activities	This indicator will track the proportion of GGGI core resources allocated to non-programmatic activities. This indicator serves as a proxy for organizational efficiency and value for money. Under the Strategic Plan, GGGI has set a 2020 target of spending no more than 30% of its core budget on non-programmatic activities.





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