



Global Green Growth Institute

The Assembly and the Council

Written Procedure

December 4, 2017

**Decision on the Summary
of the Sixth Session of the Assembly and Tenth Session of the Council**

The Assembly and the Council,

Recalling the Sixth Session of the Assembly and Tenth Session of the Council that took place on October 19, 2017 in Addis Ababa, Federal Republic of Ethiopia;

Further recalling Rule 17 of the Rules of Procedure of the Assembly [A/4/DC/2/FINAL] and Rule 19 of the Rules of Procedure of the Council [C/8/DC/2/FINAL] relating to decisions by written procedure;

Approves the Summary of the Sixth Session of the Assembly and Tenth Session of the Council, as attached in Annex 1.

Global Green Growth Institute

Sixth Session of the Assembly and Tenth Session of the Council
October 19, 2017; Addis Ababa, Ethiopia

Summary of the Sixth Session of the Assembly and Tenth Session of the Council (Joint Session)

Opening of the Meeting

1. The Sixth Session of the Assembly and Tenth Session of the Council (Joint Session) was attended by participants from Australia, Cambodia, Costa Rica, Denmark, Ethiopia, Hungary, Indonesia, Korea, Norway, Papua New Guinea, the Philippines, Qatar, Rwanda, Thailand, the United Arab Emirates, the United Kingdom, Vanuatu and Vietnam, as well as observers from Morocco, Mozambique, Myanmar, Pakistan, Uganda, and the United Nations Environment Program.
2. The meeting was chaired by H.E. Dr. Gemedo Dalle of the Ministry for Environment, Forest and Climate Change the Federal Democratic Republic of Ethiopia.
3. Annex 2 provides the list of participants.
4. Annex 3 provides the list of sessional documents.

Adoption of Agenda Items

5. Delegates adopted the Agenda A/2017/AG/1 – C/2017/AG/1, circulated by the Institute on September 18, 2017.

Progress Report from the Director-General

6. The Institute presented an overview by highlighting the results from 2016, developing green growth projects and financing vehicles and mobilizing green finance in 2017, and the key elements of the *Refreshed Strategic Plan 2015-2020*, the Institute's Core Values and a summary of plans for the Institute's Members and Partners for 2018 and beyond.
7. Delegates commended the Institute for its achievements and efforts to enhance coherency among its various departments; partnering with the Green Climate Fund (GCF) and other partner institutions; and making substantial progress in membership expansion, capacity building and resource mobilization. Delegates also express support for the Institute's *Refreshed Strategic Plan 2015-2020*.
8. The United Kingdom and Denmark expressed with satisfaction that the Institute was moving in the right direction and announced commitments of GBP 8 million and USD

10 million, respectively, until the end of 2019. Korea expressed its continued commitment for funding USD 10 million per year, and Indonesia stated its contributions will be finalized before the end of 2017.

9. The United Nations Environment Program (UNEP) pledged close cooperation working with the Institute via the Green Growth Knowledge Platform (GGKP), work at the national level and the Green Belt and Road Initiative.
10. Partners and Observers expressed appreciation and interest in the Institute's achievements and activities and promised:
 - a. Continued cooperative work as partners;
 - b. Commitment to signing MOUs and other instruments to ultimately accede as Members;
 - c. Support for self-financed projects;
 - d. Collaboration in developing national strategies and Nationally Determined Contributions; and
 - e. Cooperation regarding country offices and other on-site support.
11. Delegates recognized the achievements and strategic direction of the Institute contained in document A/2017/1 – C/2017/1 as having made substantive progress against the targets in the *Refreshed Strategic Plan 2015-2020*.

Report of the Management and Program Sub-Committee

12. Korea, the Chair of the Management and Program Sub-Committee (MPSC) for 2017, presented a report of the Fifth and Sixth Meetings of the MPSC in April and July, respectively, by highlighting the Institute's presentations, and MPSC Members' feedback, concerning:
 - a. Bankable projects and national financing vehicles (NFVs),
 - b. The independent evaluation function,
 - c. The revised *Strategic Plan 2015-2020*,
 - d. An action plan on resource mobilization,
 - e. The revised *Staff Regulations and Rules*,
 - f. The Institute's budget surplus and allocation plan,
 - g. Reduction of outsourcing,
 - h. Website enhancements,
 - i. Assessments by Denmark and the United Kingdom,
 - j. The Institute's *Evaluation Rules*,
 - k. The revised *Sustainability and Safeguards Rules*, and
 - l. The activities of the Institute's Office of Internal Audit and Integrity (OIAI).
13. The MPSC Chair also recommended 1) Members to take even greater interests in the activities of the MPSC, and 2) the Institute to develop a plan to facilitate closer consultations between the OIAI and the Audit Contact Points of the MPSC.

14. Delegates commended the MPSC and asked for the Institute to place more focus on implementation, safeguards and gender equality, as well as efforts to facilitate closer consultations with the Audit Contact Points, and promised to follow up with the recommendations of the two appraisals by Member countries.
15. Delegates expressed support for the work of the MPSC and recognized the important role of the MPSC in questioning and developing the Institute’s strategy, programs and policies at the working-level to advise the Council.

Update on Bankable Projects and National Financing Vehicles

16. The Institute presented an Update on Bankable Projects and National Financing Vehicles (NFVs) by highlighting the Institute’s role in green finance, sharing a selection of projects and past observations and future plans in green finance.
17. Delegates commended the Institute for the progress on bankable projects, its position to develop bankable projects, the cooperation with the GCF, and the employment of the “traffic light” reporting system as recommended by the MPSC, and asked the Institute to focus its attention on:
 - a. The integration of finance and country teams;
 - b. The lack of bankable projects in Africa;
 - c. The quality of performance of the Institute’s country teams;
 - d. The comparative advantage to utilize multilateral development banks;
 - e. Greater diversification of the portfolio to themes other than energy;
 - f. A greater focus on small island states; and
 - g. More private financing.
18. Delegates noted and expressed support for the pipeline of bankable green investment projects developed and being developed in Member and Partner countries, as well as its efforts to identify countries to prioritize in the development and operationalization of NFVs, and encouraged the Institute to incorporate the comments provided by Members and continue to communicate to Members regarding progress and developments both during and in between the sessions of the Assembly, Council and the MPSC.

Independent Evaluation Report

19. The Institute presented the findings of an independent evaluation commissioned to assess the Institute’s progress in implementing the *Strategic Plan 2015-2020*, highlighting (a) the scope of the evaluation and the key findings relating to program performance, (b) institutional development and (c) the role of the *Strategic Plan* in guiding GGGI activities. The Institute also summarized its agreement with the evaluation findings and recommendations by the Management Team as laid out in the official management response, which was presented to and discussed in detail with the Members of the MPSC.

20. Delegates welcomed the Institute's efforts to develop into a mature organization committed to delivering real impact and enhancing transparency through the evaluation, and offered comments and recommendations, including:
- a. Maintaining the ability to define a clear set of services in conjunction with the set of services demanded by countries;
 - b. Ensuring transformational change and implementation of the management response through a robust quality assurance systems;
 - c. Strengthening ownership and accountability to accompany desires for innovation and entrepreneurialism in considerations for risk appetite;
 - d. Considering a flagship publication to draw greater international attention to the work of the Institute;
 - e. Increasing the staff retention rate via an effective incentive system; and
 - f. Impacting regional countries through Ethiopia as the regional hub in Africa.
21. Delegates recognized the independent evaluation and the degree to which the Institute aims to achieve transparency, efficiency and excellence as it transitions from strategic planning to program implementation. Members approved the Management Response to the Independent Evaluation Report as contained in document MPSC/2017/25b.

Refreshed Strategic Plan 2015-2020

22. The Institute presented the *Refreshed Strategic Plan 2015-2020* for approval by the Council. The presentation followed discussions on the Mid-Term Strategic Review (MTR) at the Fifth Meeting of the MPSC and the Independent Evaluation and draft Refreshed Strategic Plan at the Sixth Meeting of the MPSC. The presentation highlighted key changes as a result of the MTR and the Independent Evaluation:
- a. The six (6) newly sharpened Strategic Outcomes of direct relevance to Members' national development goals and the 2030 Agenda;
 - b. Defining GGGI Core Values fundamental to driving results;
 - c. Revised resource mobilization targets to chart a more sustainable rate of growth;
 - d. Increased ambition on intermediate outcome targets;
 - e. Description of the new Office of Thought Leadership (TL's) role;
 - f. Description of anti-corruption; and
 - g. Risk management policies.
23. Delegates welcomed and supported the refreshed plan and efforts to reflect and implemented the recommendations of the MTR and the Independent Evaluation, and urged the Institute to contemplate a more ambitious role for Thought Leadership.
24. In relation to the revised resource mobilization targets in the *Refreshed Strategic Plan*, the Institute supplemented the discussion with a resource mobilization issues paper. The issues paper, which responded to recommendations of the *Independent Evaluation of Progress against the Strategic Plan 2015-2020* and the *Danish Appraisal for Core Contribution to Global Green Growth Institute 2017-2019*, presented a range of resource scenarios and the risks and consequences of each, as well as alternative models to support long-term financial sustainability. Members

noted the need to ensure resources are not spread too thinly across the Institute's programmatic engagements.

25. Members broadly endorsed the issues paper as a basis for the Institute to develop a resource mobilization action plan to be shared with the MPSC in April 2018. Members welcomed the inclusion of co-financing from Member and partner countries and suggested that this should be proportionate with Member's capacity and take into consideration broader criteria, and not solely rely on the International Development Association country classification and gross national income (GNI).
26. Several Members encouraged the Institute to 1) solicit the assistance of Members to engage with prospective members that are providers of official development assistance and 2) have an exit strategy for countries where it has operations if the countries do not progress with ratification of the *Establishment Agreement*.
27. Members approved the new *Refreshed Strategic Plan 2015-2020* as contained in document MPSC/2017/28/REV2.

Reformed Work Program and Budget

28. The Institute presented on the Proposed Reforms to the Work Program and Budget (WPB) Process by highlighting the objectives of the reforms, the four (4) reform areas, and key activities and milestones for the preparation and approval of WPB 2019-2020.
29. Delegates expressed support for the proposed reforms and efforts to improve flexibility, as well as the Institute's efforts to enhance transparency and accountability, and noted that they demonstrate signs of the Institute maturing as an organization.
30. Delegates also suggested that the Institute:
 - a. Consider a phased approach and/or a hybrid model of the proposed processes;
 - b. Develop and share more details to consult with Members on the workings of the country budget envelope allocation and country project and program approvals processes and the set of criteria that would be used for each of these processes;
 - c. Monitor the quality of projects throughout the duration;
 - d. Maintain long-term work with the view on national growth models;
 - e. Strengthen the website for better sharing of information and monitoring of national projects; and
 - f. Introduce an enhanced staff resource management system to avoid potential confusions and inefficiencies.
31. Delegates noted and supported the proposed reforms in general. The Institute agreed to incorporate Members' comments and to circulate a revised version of document A/2017/3 – C/2017/3 to Members out of session for an additional opportunity to

provide comments prior to the first MPSC meeting in 2018, during which MPSC Members will be afforded the opportunity to further discuss the reforms.

Revised Staff Regulations

32. The Institute presented an update on its work on the revision of the Staff Regulations and Rules, which reflects the individual contractor arrangement in country offices and development of HR practices, as well as the findings of the remuneration benchmarking project, by highlighting the key changes, including:
- a. An expanded definition of “staff,”
 - b. The provision of training programs and learning opportunities,
 - c. Moving details on benefits to Staff Rules,
 - d. Replacing “professional” and “general service” categories with “international” and “national” positions, respectively,
 - e. The provision of income tax conditions in Host Country Agreements,
 - f. A higher responsibility allowance,
 - g. The inclusion of non-discrimination on account of sexual orientation,
 - h. An expanded work-from-home arrangement, and
 - i. Clarification on “international” and “national” positions.
33. Members approved the corresponding decision document C/2017/DC/9 entitled Draft Decision on New Staff Regulations.

Effective and Inclusive Governance Organs

34. The Institute presented a summary of the governing rules concerning Council membership and elections, as well as the current status of the Council and Members’ terms, and announced that Norway and the United Kingdom expressed their willingness to serve as two (2) of the five (5) Contributing Members of the Council for the 2018-2019 term.¹
35. Members of the Assembly unanimously elected Norway and the United Kingdom to serve on the Council as Contributing Members for the period January 1, 2018 – December 31, 2019.
36. The Institute presented an update on the withdrawal of the invitation extended to Dr. Donald P. Kaberuka to serve as the President and Chair of the Institute, as well as a summary of the governing rules concerning the appointment and the current status of Expert/Non-State Actor (NSA) Members of the Council.

¹ The presentation included an explanation that, while Rule 49(c) of the *Rules of Procedure of the Assembly* provides a guiding principle for Members of the Council “to serve up to two (2) consecutive terms,” it is mathematically impossible to avoid having at least one (1) Contributing Member serve three (3) consecutive terms, lest there be a vacancy. The Acting Chair of the Council also stated for the record that 1) current conditions warrant such that Members may be invited to serve beyond the two (2) consecutive terms, and 2) Members should recollect and adhere to, to the extent possible, the principle of rotation provided in Article 7 Section 5(a) of the *Agreement on the Establishment of the Global Green Growth Institute*.

37. The Institute also promised to circulate to Council Members a shortlist of candidates, based on feedback from Council Members, to be approached and subsequently appointed by the Council to fill the last Expert/NSA seat on the Council.
38. Delegates discussed the tentative dates for governance organ meetings, as suggested by Members of the MPSC, and commented (1) encouraging colleagues to consider hosting an MPSC meeting in their respective cities; and (2) they would be open to hold a donor consultative group meeting if necessary and to hold further discussion on this matter during the next MPSC meeting.
39. The Institute promised to circulate draft dates for two (2) MPSC meetings for 2018 and allow Members of the MPSC to decide during the first MPSC meeting whether sufficient reasons exist for the second MPSC meeting.

List of Participants

Australia

Ms. Sally Truong, Director, Multilateral Development and Finance Division, Department of Foreign Affairs and Trade

Burkina Faso (Observer)

Mr. Lamine Ouedraogo, Director General, Green Economy and Climate Change, Ministry of Environment, Green Economy and Climate Change

Mr. Daouda Zalle, Technical Advisor to the Minister, Ministry of Environment, Green Economy and Climate Change

Cambodia (Observer)

HE Mr. Sovuthy Kheav, Deputy Secretary General, National Council for Sustainable Development

Mr. Khun Sovithea, Deputy Director, Department of Green Economy, Ministry of Environment

Costa Rica

Ms. Silvia Rojas, General Director, Environmental Bank Foundation (FUNBAM)

Denmark

HE Mr. Morten Jespersen, Under-Secretary, Global Development and Cooperation, Ministry of Foreign Affairs

Mr. Jesper Thomsen, Chief Advisor, Global Development and Cooperation, Ministry of Foreign Affairs

Ethiopia

HE Dr. Gemedo Dalle, Minister, Ministry of Environment, Forest and Climate Change

Hungary

Dr. Barbara Botos, Head of Department, Climate Policy Department, Ministry of National Development

Ms. Kinga Csontos, Climate Policy Desk Officer, Climate Policy Department, Ministry of National Development

Indonesia

Mrs. Teni Widuriyanti, Director, Planning and Enhancement of Development Funding, National Development Planning Agency (BAPPENAS)

Dr. Nizhar Marizi, Deputy Director, Clean Energy and Energy Conservation, National Development Planning Agency (BAPPENAS)

Republic of Korea

Mr. Hyung-jong Lee, Director-General, Climate Change and Environmental Affairs, Ministry of Foreign Affairs

Mr. Namhyuk Kim, Director, Green Economy and Environmental Diplomacy Division, Ministry of Foreign Affairs

Ms. Jihyun Yoo, Second Secretary, Green Economy and Environmental Diplomacy Division, Ministry of Foreign Affairs

Ms. Haejin Lee, Second Secretary, Green Economy and Environmental Diplomacy Division, Ministry of Foreign Affairs

Mr. Young Joo Yoo, Third Secretary, Green Economy and Environmental Diplomacy Division, Ministry of Foreign Affairs

Morocco (Observer)

HE Dr. Rajae Chafil, State Secretary, Moroccan National Council of Environment

Mozambique (Observer)

Ms. Sheila Afonso, Permanent Secretary, Ministry of Land, Environment and Rural Development (MITADER)

Mr. Marcos Sapateiro, Head of Department, Ministry of Land, Environment and Rural Development (MITADER)

Myanmar (Observer)

Mr. Win Zaw, Deputy Permanent Secretary, Ministry of Natural Resources and Environmental Conservation

Mr. Hlaing Min Maung, Director and Assistant Secretary, Policy and Legislation, Ministry of Natural Resources and Environmental Conservation

Norway

Ms. Vedis Vik, Senior Adviser, Department for Climate Change, Ministry of Climate and Environment

Ms. Kristine Stubberud, Senior Adviser, Department for Climate, Energy and Environment, Norwegian Agency for Development and Cooperation (NORAD)

Mr. Andreas Alnaes, Advisor, Department for Climate, Energy and Environment, Norwegian Agency for Development and Cooperation (NORAD)

Pakistan (Observer)

HE Mr. Mushahid Ulla Khan, Minister, Ministry of Climate Change

Mr. Muhammad Irfan Tariq, Director General, Environment and Climate Change, Ministry of Climate Change

Mr. Muhammad Fayyaz, Director to Minister, Ministry of Climate Change

Mr. Talib Hussain, Chargé d’Affaires, Embassy of Pakistan in Addis Ababa, Ethiopia

Papua New Guinea

Mr. Jonah Auka, Senior Adaptation Officer, Adaptation and Projects Division, Climate Change and Development Authority

Ms. Emma Pongopia, Foreign Service Officer, Multilateral Development Cooperation Division, Department of Foreign Affairs and Trade

Ms. Carolyn Kumul, Special Projects Officer, Conservation and Environment Protection Authority

Philippines

Ms. Diane Gail J. Llanto, Officer-in Charge Assistant Director, National Economic and Development Authority

Ms. Mylah Faye Carino, Regional Director for Region 13, National Economic and Development Authority

Qatar

Mr. Ahmad Al Sada, Assistant Undersecretary for Environment Affairs, Ministry of Municipality and Environment

Mr. Masoud J. Al Marri, Director, Agricultural Research Department, Ministry of Municipality and Environment

Mr. Mohammed Al Bader, Renewables and Sustainability Researcher, Agricultural Research Department, Ministry of Municipality and Environment

Rwanda

Ms. Coletha Ruhamyia, Director General, Environment and Climate Change, Rwanda Environment Management Authority

Uganda (Observer)

HE Mr. David Bahati, Minister of State for Planning, Ministry of Finance, Planning and Economic Development

Mr. Fredrick Twesime, Commissioner, Development Assistance and Regional Cooperation, Ministry of Finance, Planning and Economic Development

United Arab Emirates

Mrs. Aysha Alabdouli, Director, Green Development and Environmental Affairs, Ministry of Climate Change and Environment

Ms. Fatima Alhebshi, Sustainability Engineer, Green Development and Environmental Affairs, Ministry of Climate Change and Environment

Ms. Asma Al Doobi, International Relations Coordinator, Ministry of Climate Change and Environment

United Kingdom

Ms. Ciara Silke, Climate and Environment Advisor, DFID Ethiopia, Department for International Development

Ms. Samantha Yates, Acting Head, DFID Ethiopia, Department for International Development

Mr. Dan Jollans, Economist, Department for International Development

United Nations Environment Program (Observer)

Mr. Samba Harouna Thiam, Head of Liaison Office and Representative to Ethiopia, UN Environment Program

Vanuatu

Mr. Antony Garae, Director, Department of Energy, Ministry of Climate Change and Natural Disaster

Mr. Robson Siro, Second Political Advisor, Ministry of Climate Change and Natural Disaster

Vietnam

Ms. Thi Minh Hien Nguyen, Deputy Director General, Department of Science, Education, Natural Resources and Environment, Ministry of Planning and Investment

Mr. Viet Linh Ha, Officer, Department of Science, Education, Natural Resources and Environment, Ministry of Planning and Investment

Secretariat

Dr. Frank Rijsberman, Director-General

Mr. Robert Dawson, Deputy Director-General and Head of Operations Enabling Division

Mr. Per Bertilsson, Assistant Director-General and Head of Green Growth Planning and Implementation

Ms. Mahua Acharya, Assistant Director-General and Head of Investment and Policy Solutions Division

Mr. Orestes Anastasia, Deputy Head, Thought Leadership, Office of the Director-General

Ms. Marina Brenden, Senior Associate, Program Development Unit, Green Growth Planning and Implementation

Mr. Keyong Chung, Director of Governance, Office of the Director-General

Ms. Militetsega Gebreselassie, Associate-Ethiopia, Green Growth Planning and Implementation

Ms. Sirpa Jarvenpaa, Director of Strategy, Partnership and Communications, Office of the Director-General

Mr. Aidan Kennedy, Analyst, Thought Leadership, Office of the Director-General

Mr. Dave Kim, Governance Officer, Office of the Director-General

Ms. Jinyoung Kim, Country Representative-UAE, Green Growth Planning and Implementation

Dr. Juhern Kim, Senior Officer, Policy Solutions, Investment and Policy Solutions Division

Mr. Jisu Min, Senior Analyst, Policy Solutions, Investment and Policy Solutions Division

Mr. Robert Mukiza, Country Representative-Ethiopia, Green Growth Planning and Implementation

Mr. Daniel Muñoz-Smith, Communications Specialist, Office of the Director-General

Mr. Siva Muthusamy, Head of Finance, Operations Enabling Division

Ms. Anna van Paddenburg, Head of Land-Use Sector, Investment and Policy Solutions Division

Dr. Chan Ho Park, Director and Head of Large and Emerging Economies, Green Growth Planning and Implementation

Ms. Kyuhwa Park, Associate, Administrative Services Unit, Operations Enabling Division

Mr. Aaron Russell, Country Representative-Myanmar, Green Growth Planning and Implementation

Mr. James Sheppard, Head of Partnerships, Office of the Director-General

Mr. Nirmal Sinha, Head of Human Resources, Operations Enabling Division

Ms. Cristina Traini, Senior Monitoring and Evaluation Specialist, Operations Enabling Division

Ms. Marijke Vermaak, Strategy Specialist, Office of the Director-General

List of Sessional Documents

A/2017/1	Note on Election of Members to Council
A/2017/1 – C/2017/1	Director General's Progress Report
A/2017/2 – C/2017/2	Action Plan on Resource Mobilization
A/2017/3 – C/2017/3	Reformed Work Program and Budget Process
A/2017/AG/1 – C/2017/AG/1	Provisional Agenda for the Joint Session of the Assembly and Council
C/2017/1	Note on Appointment of Experts/NSAs to Council
C/2017/DC/9	Decision on Staff Regulations
MPSC/2017/20	Summary of the Fifth Meeting of the Management and Program Sub-Committee
MPSC/2017/22	Update on Bankable Projects and National Financing Vehicles
MPSC/2017/25a	Independent Evaluation of GGGI's Progress against Strategic Plan 2015-2020
MPSC/2017/25b	GGGI Management Response to Independent Evaluation
MPSC/2017/28/REV2	Refreshed Strategy Plan 2015-2020
MPSC/2017/32/ADD/1	Staff Regulations – Sep 12, 2017
MPSC/2017/32/REV	Proposed Changes and Staff Feedback
MPSC/2017/33	Summary of the Sixth Meeting of the Management and Program Sub-Committee