



Director General's Progress Report

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Cover photo shows roof-top solar panels in Guyana, similar to the type which will be installed as part of the GGGI initiated Urban Sector Solar Energy Program, which to accelerate private sector participation in scaling up renewable energy in Guyana

Introduction

On October 1, 2016 I took up my term as Director General of GGGI, right after the GGGI Council approved the 2017-18 Work Program and Budget in Jeju in September 2016. The 2017-18 WPB has now been completed and this is a good moment to reflect on the evolution of the organization in the last two years, as GGGI starts on the final WPB under the current Strategy 2015-20 and is preparing a new Strategy 2030.

Stable Strategic Direction

GGGI has not changed its overall strategic direction in the last two years but stuck with the key strategic choices made in the Strategy 2015-20 and WPB 2017-18. As we review GGGI's unique value proposition, its niche in the landscape, we believe its three main assets are:

1. country presence, embedded in government, in over 30 countries at the end of 2018, with a balance between emerging and developing economies, including 12 Least Developed Countries (LDCs) and 4 Pacific Small Island Developing States (SIDS);
2. continued strength in green growth policy and planning, tailored to meet the needs of the Paris Agreement and the United Nations Sustainable Development Goals; combined with
3. green and climate finance expertise, to develop bankable projects, national financing vehicles and financial instruments and to achieve investor commitment, that has come of age in the last two years.

In other words, the strategic choices for GGGI to focus on green growth transformation through a close partnering relationship with government, supporting planning and policy processes, combined with project development and public and private investment mobilization, gives the organization a strong, and to a large extent unique, position in the field.

GGGI has also maintained its four main thematic areas: (1) renewable energy; (2) green cities; (3) sustainable landscapes; and (4) water and sanitation. A stable strategic direction was necessary for a young intergovernmental organization that had undergone many changes in its first four years of existence. It has allowed the organization to deepen and mature its portfolio of projects and to focus on delivering results.

At the same time many other aspects of the organization have changed very significantly and very rapidly. In my view this has led to a rapid, positive development of the organization, but it has to be

acknowledged that such rapid and large scale change management is stressful for the staff, requires time and energy, and needs to be carefully "bedded down". This progress report first presents a short overview of programmatic results and progress and subsequently attempts to give a short overview of the key changes the organization has undergone in the last two years.

Programmatic Results and Development

Policy and Planning

During the 2017-18 biennium GGGI continued to support governments in green growth planning and policy work. More than 80 policy advisory assignments were completed in 2018, and governments adopted more than 30 policies with GGGI support in 2018 alone. Some of the most high-profile results were:

- Approval of the national green growth strategy for Colombia, approved by outgoing President Santos, and now incorporated up by the new administration of President Duque in the new national development plan.
- Launch of the national e-mobility action plan by the Prime Minister of Nepal.
- Launch of the cabinet-approved Fiji Low Emission Development Strategy (LEDS) by the Fiji Prime Minister at COP24, and the subsequent formal submission to UNFCCC (as the third developing country submitting a 2050 Long Term Strategy).
- Completion of the Laos national green growth strategy which was subsequently approved by cabinet in February 2019.

A first trend is that in the last several years a large share of GGGI's green growth planning and policy work has become directly linked to supporting member countries to achieve their NDCs and SDGs. A second trend is that GGGI's policy and planning work is becoming more focused and targeted, and linked to systematic and targeted institutional capacity building. In addition, we see a stronger linkage between the policy and planning results and investment project origination. The national and sectoral targets and actions prioritized and endorsed by Green Growth Strategies and NDC plans are translated into investment projects. Generic multi-sector national green growth planning, policy assignments are shifting towards design of specific policies related to, for example:

- A national energy efficiency plan, then energy efficiency standards, leading to investment projects for low-carbon heating alternatives for public buildings in Mongolia.

- Design of solar energy auctions in Laos.
- Development of green building minimum compliance standards for Rwanda.
- Development of a “cash for clunkers scheme for trucks” in Peru.
- Development of sanitation guidelines for Cambodia.
- Development of incentive schemes for agroforestry concessions in the Peruvian Amazon
- Targeted policies to strengthen 8 Forest Management Units in East Kalimantan, Indonesia.

A third trend is strengthened approaches to social development, gender equality and poverty reduction, leading to a more inclusive pipeline of projects, and integration of the social dimensions across all thematic areas. The Sonora Green Growth Plan and the Green Growth Action Plans for six sectors in Jordan are examples of projects that have incorporated social indicators into their green growth management framework to guide green project design and finance mobilization. Acknowledging gender equality and poverty reduction as catalyst of economic growth and accelerator of achievements across all SDGs, GGGI launched the implementation of gender and poverty policy markers for all projects in 2019, which will support tracking and measuring of social impact.

A fourth trend is that in the early years much of GGGI’s substantive work was outsourced to large consulting companies (such as McKinsey) and research institutes, with GGGI acting primarily as project manager. This practice was discontinued and GGGI’s in-house technical expertise has grown and matured so that substantive work is now mostly carried out by GGGI staff. Today only specialized consultancies for specific components are outsourced.

Green and Climate Finance

During the 2017-18 biennium the green and climate finance work has come of age. The first members of the Green Investment Services team were recruited in 2016 and the team has reached full strength in 2018. The GIS team is increasingly integrated within the GGGI country teams. The initial targets set in the 2015-20 Strategic Plan were very modest, i.e. to mobilize \$120 million for the entire strategic plan period (i.e. 2015 - 2020). During the revision of the Strategic Plan in 2017 this target was revised upward to \$600 million.

The total green finance commitments mobilized in 2017, \$524 million, already exceeded this target. Therefore, GGGI management raised the targets drastically to \$500 million (2018), \$600 million (2019)

and \$700 million (2020), respectively. This is a very ambitious increase for the Strategic Plan period from \$600 million to about \$2.5 billion.

The good news is that the green and climate finance commitments mobilized in 2018 did indeed achieve approximately \$500 million, and therefore GGGI helped mobilize over \$1 billion in the 2017-18 biennium. This is considered a critical milestone for the organization and clearly demonstrated GGGI can help mobilize green finance at a significant scale. The intent is to keep raising the bar aggressively in coming years.

In addition to achieving mobilization of about \$500 million in 2018 for the second time, the portfolio of investment projects in 2018 is highly diversified and projects were realized in a larger number of countries. It is also noteworthy that while the team worked on a small portfolio of projects in 2017, with limited or no project origination, the project origination process that was developed in 2018 has now led to a full pipeline of projects for 2019 as well as a long list of project ideas under development.

While GGGI’s finance work is still in its early stages and thus lacks a multi-year track record, there is also increasing clarity about the stage or phase where GGGI adds most value. That phase tends to be relatively early in the project cycle, focused on project origination in close collaboration with partner governments, (pre-) feasibility studies and identification of investors. GGGI has opted for a relatively early exit, defined as “proven investor commitment” – which is well before legally binding contracts are signed or projects are implemented. While we believe this is the right exit point, for a number of reasons, it does mean that projects could fail after GGGI’s exit and do not lead to impact. GGGI monitors projects post-exit and assesses what is a reasonable success rate and what are reasonable impact assumptions.

While the bulk of GGGI’s finance work remains focused on public and concessional finance, engagement with the private sector is growing, as reported to Council in October last year (in a note that described 15 engagements with the private sector). GGGI is also learning how to work effectively with MDBs and other development and climate finance institutions such as ADB, AIIB and Korean Exim Bank. In general terms we find that smaller financial institutions, that have few or no field-based staff, benefit significantly from GGGI’s project origination and preparation (pipeline development).

During the 2017-18 biennium GGGI also developed a strong strategic partnership with the Green Climate Fund (GCF). Choosing to minimize conflicts of interest

with its member countries, GGGI discontinued its accreditation process and now focuses on supporting Direct Access of its member countries to climate finance. That has led more than 20 GGGI member countries to nominate GGGI as delivery partner for GCF readiness projects. To date GGGI has supported development of six full proposals submitted to GCF for an amount of over \$200M, where five of these six projects are Direct Access.

Thought Leadership

In early 2017 GGGI established a Thought Leadership (TL) team, an applied research, analysis, and knowledge sharing team, a function that up till then had been part of IPSD. I have led this team personally, as Acting Head of TL, to provide strategic direction and guidance for its work. In 2019, as the Thought Leadership function has developed and consolidated and a new ADG for IPSD has been recruited, the TL team is (re-)integrated into IPSD.

The TL team has led GGGI's development of Strategic Outcomes (SO), and the development of methodologies to assess and monitor project, program and national level SO targets. The TL team is also responsible for in-house tool development, to date primarily the Green Growth Potential Assessment and the Green Growth Index tools, and going forward also models for, for example, assessment of green employment. In addition, the team is the focal point for GGGI's participation in the Green Growth Knowledge Platform, as well as knowledge sharing projects related to climate diplomacy and MRVs.

Finally, TL leads GGGI's exploration into new subject areas from e-mobility and renewable energy to green employment, and is the responsible team for GGGI flagship publications: Technical Reports, Guidelines, Insight Briefs and journal articles and the forthcoming State of Green Growth Report.

TL's work supports GGGI's evidence-based advocacy for green growth through its publications and dedicated policy recommendations, such as the GGGI Background Paper requested by the government of Japan as a contribution to the G20 Climate Sustainability Working Group. It is also the basis for the Global Green Growth Campaign 2030 that GGGI will launch in 2019.

In summary, during 2017-18 GGGI's policy and planning has continued to deliver key results, and its green and climate finance work has come of age. The TL function has developed into a useful center of in-house expertise and tool development. In coming years, and during the development of Strategy 2030, it will be necessary to sharpen the focus of the thematic teams, as well as develop further the role and function of the green

investment services team, to ensure continued and growing impact of GGGI's work on green growth transformation of its member countries.

Membership Expansion

During the last biennium GGGI's membership strategy changed from pro-actively reaching out to potential developing countries that might be interested to work with GGGI, to responding to expressions of interest at the initiative of the countries themselves. As a result of the former strategy, GGGI developed country programs in countries that were not yet members and in a number of cases these countries still have to complete the ratification of GGGI's establishment treaty several years later.

Since President and Chair Ban Ki-moon joined GGGI in early 2018, the organization has seen a sharp increase in the interest from new countries to join as members.

In the new strategy GGGI responds to countries that have at least submitted a formal expression of intent to join GGGI as a member, and preferably have completed the membership process before GGGI engages (this is the case for countries that recently joined such as Uzbekistan and Sri Lanka, as well as countries expected to join soon such as Ecuador and Cote d'Ivoire).

The organization is working closely with all countries where it has operations that are not yet members (Uganda, Nepal, Myanmar, Colombia, Mozambique, Morocco) and targets membership to be completed for all in the current biennium.

GGGI now also prioritizes the completion of a Host Country Agreement to formalize its presence in each country. To date 14 host country agreements (HCAs) have been signed (10 of which were signed in the last two years) and another handful are in final stages of negotiation.

GGGI's country presence expanded rapidly during the 2015-16 biennium, resulting in operations in 28 countries by the end of 2016. During the 2017-18 biennium GGGI prioritized work in member countries where GGGI had not yet had operations (PNG, Guyana, Kiribati, Qatar) and added operations in one new member country (Burkina Faso). Later in 2019 operations may start in two more recent member countries (Sri Lanka and Tonga), as well as the Caribbean, in the Secretariat of the Organization for Eastern Caribbean States (OECS) in St Lucia.

Membership in GGGI is open to all countries – and regional integration organizations such as EU and OECS

– that ratify its Establishment Treaty. GGGI does not have a mechanism to select or approve new members and as the organization grows it may well see a larger number of new members.

This does not mean that GGGI is obliged to maintain and fund country operations in all (developing country) member states. In practice its financial sustainability will dictate the number of member countries where program operations can be maintained and will be most effective.

This means GGGI should develop criteria to prioritize or re-prioritize country operations, and an exploratory memo has been shared with MPSC for feedback and advice on next steps.

GGGI's Revenues and Expenditures

In September 2016 GGGI's Council instructed management to spend down the retained surplus to the agreed amount of "working capital" (reserves) of \$10 million during the 2017-18 biennium. As a result, GGGI had access to core funding that exceeded revenue by \$14 million in each of the two years for a total of about \$40 million per annum. While this additional expenditure allowed the organization a strong investment in country programming, it also introduced an expenditure level that was not sustainable without drastic action. In the new biennium the expected core funding is about \$25 million, which is a modest reduction over the average core funding in the period 2012-18, but a sharp reduction compared to the last two years, as the Institute cannot continue to spend down retained surplus at the same rate. While there is still a small cushion in 2019, it is imperative to have a balanced budget by 2020. This introduced a critical challenge for the organization during the last biennium – to raise resource to continue at the scale established during the 2017-18 biennium.

While the organization has made a successful effort to replace the reduction in core with earmarked funding, the pipeline of newly signed earmarked projects is slowly coming on stream and finances are currently tight. In addition, a key risk for organizations with a large portfolio of core projects is that if the earmarked projects are not implemented in a timely manner, the organization cannot recognize the revenue. Particularly for organizations with limited experience in the implementation of earmarked projects, such as GGGI, this is an important risk that GGGI management will monitor closely.

In addition, the amount of "working capital", or reserves, established by GGGI's Council in 2016 at \$10 million is

considered low for the organization's current size and too low to sustain further growth. Therefore, a proposal to raise the level of reserves to \$15 million will be presented to MPSC for discussion.

Strategic Development

In each year there is one significant project for the strategy team in the Office of the DG, leading to a decision of the Council. In the last several years these projects were:

- 2017: *Refresh of Strategy 2015-2020*, leading to approval of the refreshed Strategy by the Council and Assembly in October 2017. The key changes made in the refreshed strategy were: (1) the shift from focusing GGGI's results away from KPIs to focusing on six Strategic Outcomes aligned with the Sustainable Development Goals and Paris Agreement; and (2) Identification of GGGI Values and deliberate development of the organizational culture we want to see.
- 2018: *Restructured WPB 2019-20*, leading to an approval for the new WPB by the Council in October 2018 that takes a significantly different approach from the earlier format; the previous WPB approved a set of projects to be implemented and the new WPB approves country business plans and budget envelopes, with a continuous project development cycle.
- 2019: *Strategy 2030*, hopefully leading to approval by the Council of the new Strategy in October 2019.

New Business Model 1: Decentralization and Streamlining

Over the past several years the business model, business processes and business tools have been very drastically reformed. Up until early 2017 the country teams were primarily project managers that managed the projects approved in the WPB and that were to a large extent implemented through consultants and outsourcing. The Director-General undertook resource mobilization personally and a small number of staff in the DG's office prepared proposals for earmarked projects. Administration was highly centralized in Seoul and top-down, with all decisions related to finance, travel, HR or procurement made in Seoul, and coupled with a bureaucratic system of duplicative controls, mostly through approval memos with many people signing off physically.

The key changes made and implemented over the last two years can be summarized as follows:

- Country teams are considered “the front-line”, the business units, responsible for stakeholder management, resource mobilization, and project implementation. A significant number of GIS and thematic team staff have been relocated from HQ to the country offices. New regional offices were established in Mexico City for Latin America and Addis Ababa for Africa, in order to develop a more tailored approach to regions.
- Country teams are given a key role in developing earmarked projects, in close consultation with partner governments, to ensure they are demand driven and well aligned with the country planning frameworks and country business plans. Donor contacts are maintained by HQ insofar as it related to donor capitals, and by country teams insofar as the relationship is through local embassies
- Decision making is more decentralized (delegated downwards where possible) and country teams are empowered to approve domestic travel, procure up to \$10,000 in country, and take the lead in local recruitment, for example.
- Business processes have been redesigned, particularly for the key project cycle management, to simplify decisions and approvals, enable on-line business tools, and create pipelines for resource mobilization, project origination and project implementation.
- Business tools were expanded to a full suite of tools and moved online (to the “cloud”) to facilitate country team access:
 - The ERP was moved into the cloud and expanded with timesheets and project budgeting;
 - A customer relationship management (CRM) system (SalesForce) was acquired, set up and rolled out to support resource mobilization;
 - An online project management system (GGGI Online) was acquired, set up and rolled out to support project origination and project management and reporting;
 - An online E-procurement system was acquired and rolled out; and
 - The online tool for staff performance management and development (Saba systems) was updated and improved in line with modern HR practices

In summary, while there is still more work to be done to ensure that HQ support functions are indeed enablers of our country teams rather than process and compliance focused, there has been a significant change

in the way the operation operates. While several of the organization’s systems and tools were only rolled out recently and we therefore still have to iron out some kinks and get used to the new way of working, there is now a decent set of online tools that provides transparent access to almost all information and speeds up decision making and approvals.

New Business Model 2: Resource Mobilization and Earmarked Projects

Earmarked projects

A second change is to move away from a business model financed predominantly by core resources to one that is mixed – with most country teams supported through a mix of core and earmarked resources, preferably more than one project. The target of 50% core funding complemented by 50% earmarked funding was set in the 2015-20 Strategic Plan. This target will be close to achieved in the current biennium (2019-20). As it can easily take 18-24 months to conceive and contract a new development project, the process to gain a good portfolio of well aligned earmarked projects is slow. GGGI started with the involvement of all country teams in resource mobilization during 2017 and managed to sign new commitments totaling over \$30M in 2018, as well as fill the pipeline of RM proposals so that an additional \$12M was signed in Q1 of 2019.

As GGGI implements a growing portfolio of earmarked projects, effective and efficient project management and donor reporting become more critical. This is a key challenge for the coming biennium, but also an opportunity to further professionalize the organization. Key preparatory steps were taken during the past biennium through the re-development of the project management cycle processes, acquisition and installation of an online project management system, and the introduction of timesheets and associated management of staff time spent on projects.

As a next step in a maturing system of resource mobilization, GGGI will introduce account management in early 2019, and has stepped up the use of the CRM to create a transparent database of all contacts.

During the 2017-18 biennium GGGI increased the number of donors from the fixed set of 7-8 countries it has had since inception to add GCF, Netherlands, Italy, Luxemburg, KOICA (after a several year hiatus), the Bill and Melinda Gates Foundation (the first private foundation project for GGGI), the EU and several UN-agencies.

GGGI also was recognized as a Public International Organization (PIO) by the United States Agency for International Development (USAID) and passed the so-called “Pillar Assessment” of the EU. Both make it possible for USAID / Millennium Challenge Corporation (MCC) and EU to use direct contracting or granting with GGGI

While the shift to earmarked funding to maintain GGGI at the high expenditure level of the 2017-18 biennium is very successful, some country team are more successful than others, and the reduction in core resources was quite drastic, therefore in early 2019 there are clearly challenges we need to work through. Implementing a portfolio of earmarked projects also brings its own risks in terms of delays, non-delivery etc. which GGGI will have to get used to managing.

Core Resources

It is worth noting that core resources are critical for the organization and a stable source of, for the moment, around \$25 million in core resources is a critical asset that defines GGGI. The organization is grateful for the support of its key core donors and does what it can to expand this group through either direct core resources, or program restricted (semi-core) resources and is in active dialogue with 5+ countries that may join GGGI as core (or program restricted) donors.

Human Resources/Staff

During the 2017-18 biennium GGGI's staff count went up from 165 staff members in late 2016 to about 270 today (and over 300 positions currently), to a large extent by converting consultants working in the country teams to join GGGI as staff members. Turnover reduced during the biennium from 20% in 2016 to 16% in 2017 and dropped to a very normal 10% in 2018. Staff engagement went up from 48% in 2016, to 50% in 2017 and to 60% in 2018.

During the biennium many HR-related initiatives were taken, particularly:

- During 2017, the Staff Rules and Regulations were significantly updated and refreshed, streamlining benefits, and reducing the associated paper work. The new umbrella Staff Regulations were approved by Council and the more detailed Staff Rules were approved by the DG and took effect January 1, 2018.
- Learning and development programs were set up, with 2017 main courses focused on middle management skills; 2018 courses focused on resource mobilization.

- Staff mobility and career progression was increased through the introduction of a staff rotation program, special assignments and internal recruitment.
- Flexi-work was introduced to enable staff to tele-commute, work virtually and take advantage of other flexible forms of working.
- Staff Council refreshed its workplan, and Constitution, and briefed Council in 2018 on its activities and achievements in representing staff.
- A (part-time) Ombudsperson was appointed to introduce a neutral function for surfacing and resolving workplace issues.
- Respectful workplace advisors were selected, trained and appointed from among the staff to ensure a harassment free office culture.
- Following the first use of GGGI's HR arbitration mechanism in 2018-19, management has decided to request ILO for permission to join the international organizations that use the ILO Administrative Tribunal, to ensure we have access to a trusted process with ample experience with international organizations; GGGI also recently joined the Ethics Network for Multilateral Organizations.

Offices and Operations

During the last biennium GGGI has stepped up its own commitment to green its own operations in several ways:

- Development and adoption of GGGI values and a culture living up to these values.
- Going green in our internal operations from green meetings to increased energy efficiency and reduced resource use.
- Redevelopment of the new 3rd floor in the HQ building as a Leadership in Energy and Environmental Design (LEED) Gold certified “green building”, and similar efforts in our country offices.

Risk management: The Risk Management Framework was developed in 2017, working with Council/MPSC to discuss our risk appetite and discuss risks twice per year. We strengthened results reporting (PRRs introduced in 2017 annual report), worked with Council to update Disclosure Policy (approved 2018), and commenced IATI reporting (2018). On safeguards we have addressed issues of sexual harassment, child protection, etc.

Results Based Management: There has been a significant amount of work undertaken, and considerable progress made, in the last two years regarding results-based management. GGGI introduced

six Strategic Outcomes, aligned with NDCs and SDGs in the revised 2015-2020 Strategy. It also established an Impact and Evaluation Unit in 2017 and trained over 70 staff members in results-based management.

Partnerships

During the biennium GGGI moved away from implementing projects primarily through consultancies to the development of longer-term partnerships with other organizations in the green growth / green economy arena, with universities as well as with green and climate finance organizations. This led to the development of partnership agreements (also called teaming agreement, consortium agreement or sometimes joint venture agreement) for joint project implementation – as opposed to considering all such relations under “procurement”.

Examples of such strategic partnerships that GGGI is actively engaged with are:

- Green growth / green economy organizations: Green Growth Knowledge Platform (GGKP); UN Partnership for Action on Green Economy (UN-PAGE); the Green Economy Coalition (GEC);
- NDC Partnership, of which GGGI is a full member, active in a number of countries as well as the NDC-Hub for the Pacific and the NDC Hub for Africa.
- Partnership for Green Growth and the Global Goals (P4G), of which GGGI is a (board) member and active in a number of national platforms and scale-up partnerships.
- Universities: KAIST, Korea University, Hawassa University (Ethiopia), University of Delaware, University of Queensland, University of the Pacific, LDC University Consortium for Climate Change (LUCCC), Institute for Global Environmental Strategies (IGES).
- Green and climate finance organizations:
 - GCF – where GGGI is a delivery partner for readiness projects, nominated by over 20 member countries, focusing on direct access for member countries (and \$200M projects submitted to GCF for approval to date);
 - World Green Economy Organization – where GGGI has agreed to develop a pipeline of projects, targeting green investments of \$1 billion;
 - African Development Bank – where GGGI and AfDB collaborate on NDC/SDG readiness projects in 7 African countries and green growth index development.

- Asian Development Bank – where GGGI has signed on as a partner to develop a pipeline of projects for the \$1 billion ASEAN Catalytic Green Finance Facility.

Korean Peninsula

In 2018 several factors have combined to offer opportunities for GGGI to support its host country, the Republic of Korea:

- the Moon Administration has prioritized increased deployment of renewable energy in ROK, with a target to increase from the current 4% to 20% by 2030;
- the improved relations on the Peninsula following the US-N Korea summits; and
- the increased focus on air pollution (also referred to as yellow dust or fine dust in ROK), particularly since episodes in early 2019 led the government to declare a national emergency.

As GGGI does not have a country budget for the Korean Peninsula, the organization has looked for additional funding for proposed activities:

- GGGI organized Korea Energy Forums in late 2017 and late 2018, with sponsorship from Hanwha QCells, to share the energy transition experience from other member countries;
- GGGI and partners proposed to undertake a study of the potential for 100% Renewable Energy for the Korean Peninsula and has requested financial support from private sector companies, UniKorea Foundation and the ROK Government; and
- GGGI has proposed to support the new Presidential Commission on Fine Dust, to be chaired by GGGI President and Chair Ban, if it can mobilize additional resources.

GGGI has contacted the North Korean government to see if it has an interest to engage with GGGI and received a positive response and a contact point (the Korea Green Fund). While GGGI will be careful to respect all international decisions on sanctions with regard to North Korea, it is exploring if there are humanitarian activities that are allowed that can make a positive contribution to green growth on the Korean Peninsula.

Summary of key achievements during the 2017-18 biennium

1. Continued solid policy and planning results at country level and achievement of green and climate finance commitments at \$1 billion scale.
2. Development of an effective resource mobilization operation for earmarked projects from a significantly diversified group of donors.
3. Solid development of a suite of online business tools, with redesigned business processes for the project cycle, combined with a significant effort to decentralize.
4. Close to doubled staff size, brought down turnover from 20 to 10%, increased engagement from 48 to 60% and introduced a number of initiatives to enhance career development and internal mobility of staff.
5. Introduced values and culture, practicing what we preach in greening our own office operations.

Conclusion

In short, as I wrote last October, my conclusion remains that GGGI's management believes the organization is showing solid results in the support of GGGI member and partner countries to develop green growth plans and policies and is beginning to have a strong track record to develop bankable projects that can attract green and climate finance at scale to implement such plans and policies. We also believe we have used the 2017-18 biennium to significantly improve the financial sustainability of the organization, prepared it for a more nimble and flexible business model, and significantly increased the in-house expertise and experience to deliver GGGI's support through its own staff.

On behalf of GGGI's staff and management,

Frank Rijsberman

Director General

Challenges Going Forward

1. Focusing, that is, doing fewer things really well in more countries, to scale up GGGI's impact to truly address green growth transformation.
2. Balancing expansion in country programming with financial sustainability (not spreading too thin) and managing re-prioritization in country operations (which may lead to exit) as membership grows.
3. Developing benefits / value of GGGI membership beyond country programming.
4. Financial sustainability, maintaining a healthy mix of core and earmarked resources, as well as developing new sources of revenue – which may include member country contributions, or fees for service.
5. Continuing to develop an efficient and effective, decentralized “professional service” organization.



Championing Green Growth and Climate Resilience