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**Global Green Growth Institute**

Ninth Session of the Assembly and  
Thirteenth Session of the Council (Joint Session)  
October 12-23, 2020 | E-Consultations  
October 28, 2020 | Hybrid Meeting

## **Decision on the Work Program and Budget 2021-2022**

The Council,

*Recalling* the Establishment of the Global Green Growth Institute (GGGI) Articles 2 and 4, regarding the objectives and activities of GGGI, and Article 8(5)(c) on the functions of the Council, which includes approving the biennium Work Program and Budget;

*Recalling* GGGI Strategy 2030 [[C/2019/DC/13](#)], adopted at the Eighth Session of the Assembly and Twelfth Session of the Council (Joint Session) on October 24, 2019;

*Recalling* Article 3 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, 2015, regarding the preparation, submission, adoption and evaluation of the Work Program and Budget;

*Recalling* the Council Decision on GGGI's Support for Vulnerable Countries adopted by the Council [[C/2020/DC/6](#)] on June 23, 2020 in Written Procedure;

*Recalling* the Council Decision on GGGI Overhead [[C/2018/DC/6](#)], approving a new definition of overhead or non-programmatic costs as a share of GGGI's total expenditures;

*Taking note* of the discussions and recommendations of the Management and Program Sub-Committee (MPSC) regarding the Work Program and Budget 2021-2022 at its Eleventh Meeting (MPSC11) held on April 22-29, 2020 [[MPSC/2020/13](#)] and Twelfth Meeting (MPSC12) held on July 1-9, 2020 [[MPSC/2020/28](#)];

*Further taking note* of the discussions of the Assembly and the Council regarding the Work Program and Budget 2021-2022 during the E-consultations of the Ninth Session of the Assembly and Thirteenth Session of the Council on October 12-23, 2020 [[A/2020/10-C/2020/10](#)];

*Approves* the Work Program and Budget 2021-2022 as attached in the Annex.

/End

Annex



**WORK  
PROGRAM  
AND BUDGET**

**2021  
2022**

**FINAL DRAFT**

Submission to 9<sup>th</sup> Session of the Assembly and  
13<sup>th</sup> Session of the Council (Joint Sessions)  
October 28, 2020

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## ABBREVIATIONS

<b>AQI</b>	Air Quality Index
<b>BMGF</b>	Bill & Melinda Gates Foundation
<b>CAEP</b>	The Climate Action Enhancement Package
<b>CAID</b>	Climate Action and Inclusive Development
<b>CBP</b>	Country Business Plan
<b>CDM</b>	Clean Development Mechanism
<b>CPF</b>	Country Planning Framework
<b>CRF</b>	Corporate Results Framework
<b>CRM</b>	Customer Relationship Management
<b>DAC</b>	Development Assistance Committee
<b>DFID</b>	Department for International Development
<b>ERP</b>	Enterprise Resource Planning
<b>FSM</b>	Fecal Sludge Management
<b>GBP</b>	Global Business Plan
<b>GEF</b>	Global Environment Facility
<b>GGGI</b>	Global Green Growth Institute
<b>GGPA</b>	Green Growth Potential Assessment
<b>GGPI</b>	Green Growth Planning and Implementation
<b>GHG</b>	Greenhouse Gas
<b>GOP</b>	Global Operational Priority
<b>HIC</b>	High Income Country
<b>IATI</b>	International Aid Transparency Initiative
<b>IEU</b>	Impact and Evaluation Unit
<b>ILO</b>	International Labor Organization
<b>INDC</b>	Intended Nationally Determined Contributions
<b>IO</b>	Intermediate Outcome
<b>IPA</b>	Impact Pathway Approach
<b>IPCC</b>	Intergovernmental Panel on Climate Change
<b>KPI</b>	Key Performance Indicators
<b>LAC</b>	Latin America and the Caribbean
<b>LDC</b>	Least Developed Countries
<b>LLDC</b>	Landlocked Least Developed Countries
<b>LOI</b>	Letters of Intent
<b>LT-LEDS</b>	Long-Term Low Greenhouse Gas Emission Development Strategies
<b>M&amp;E</b>	Monitoring and Evaluation
<b>MDB</b>	Multilateral Development Bank
<b>MIC</b>	Middle Income Country
<b>MPSC</b>	Management and Program Sub-Committee
<b>MRV</b>	Measurement, Reporting and Verification
<b>MT</b>	Management Team
<b>Mton CO<sub>2</sub>e</b>	Million Metric Tons of Carbon Dioxide Equivalents
<b>NAMA</b>	Nationally Appropriate Mitigation Actions
<b>NDC</b>	Nationally Determined Contribution
<b>NDCP</b>	NDC Partnership
<b>NFV</b>	National Financing Vehicle
<b>NGO</b>	Non-Governmental Organization
<b>NTL</b>	National Target Level
<b>OECS</b>	Organization of Eastern Caribbean States
<b>PCM</b>	Project Cycle Management
<b>PM</b>	Particulate Matter
<b>QPR</b>	Quarterly Progress Report
<b>RBM</b>	Results Based Management
<b>RE</b>	Renewable Energy
<b>REAP</b>	Renewable Energy Auction Program
<b>REDD+</b>	Reducing Emissions from Deforestation and Forest Degradation
<b>RMF</b>	Risk Management Framework
<b>SDG</b>	Sustainable Development Goal
<b>SIDS</b>	Small Island Developing States
<b>SIPS</b>	Solar Irrigation Pumping Systems
<b>SO</b>	Strategic Outcomes
<b>TOC</b>	Theory of Change
<b>UNEP</b>	United Nations Environment Program
<b>UNESCAP</b>	United Nations Economic and Social Commission for Asia And the Pacific
<b>UNFCCC</b>	United Nations Framework Convention on Climate Change
<b>UNOHRRLLS</b>	UN Office of the High Representative for the Least Developed Countries, and Small Island Developing States
<b>WB</b>	World Bank
<b>WFP</b>	World Food Program
<b>WHO</b>	World Health Organization
<b>WPB</b>	Work Program and Budget

## EXECUTIVE SUMMARY

The Work Program and Budget (WPB) 2021–2022 outlines GGGI’s programmatic and financial plans for the 2021–2022 biennium period and directly supports the green growth transformation of Member and partner countries to achieve sustainable economic growth that is socially inclusive. It marks a new phase for GGGI as the first WPB for the implementation of Strategy 2030. The Council approved Strategy 2030 sets the new course for GGGI to support the green growth transformation of Member and partner countries in the next 10 years up to 2030 with a focus on the delivery of six Strategic Outcome (SO) targets that are aligned with Member and partner countries Nationally Determined Contributions (NDCs) and Sustainable Development Goals (SDGs). GGGI has subsequently developed the Roadmap 2021–2025 to guide the implementation of Strategy 2030 in the first 5 years up to 2025. WPB 2021–2022 is part of the Roadmap Action Plan.

The WPB 2021–2022 is presented in three scenarios: The **Minus Case** Scenario; the **Base Case** Scenario and the **Plus Case** Scenario (as detailed in section 4.2). The budget under each scenario is set out in the **Table 1** below:

**TABLE 1:** Summary of WPB 2021–2022 Budget by Scenarios

	Minus Scenario	Base Scenario	Plus Scenario
	USD' million		
<b>Core</b>	36.1	47.2	47.2
<b>Program Earmarked</b>	6.6	6.6	6.6
<b>Project Earmarked</b>	89.2	96.2	112.6
<b>Total</b>	<b>131.9</b>	<b>150.0</b>	<b>166.4</b>

The WPB 2021–2022 provides a budget envelope for each country and global program consisting of core and earmarked funding which will fund the programmatic solutions in each Country Business Plan (CBP) and Global Business Plan (GBP). The CBPs and GBPs have for the first time included the attribution and contribution SO impact estimates and targets using the *bottom-up* and *top-down* approach methodologies to measure and report on the impacts of GGGI’s work through its country and global programs. The WPB has also taken into account the potential impact of COVID-19 on future donor funding, disruptions to program delivery and the areas of GGGI’s support for Member and partner countries recovery plans and building climate resilience. Furthermore, the greening of COVID Recovery Packages of Member and partner countries has been central piece in the designing of the WPB 2021–2022.

As the operational mechanism for implementing Strategy 2030, the strategic focus of the WPB 2021–2022 reflects GGGI’s new strategic framework and future ambition to grow and expand its country programs as well as its programmatic impacts and scalability. These two strategic goals in Strategy 2030 will drive the WPB 2021–2022. The country and global programs and projects in the WPB 2021–2022 align with strategic goal one and sets out the country priorities and choices from the five programmatic Global Operational Priorities (GOPs) and 10 Programmatic Solutions. The preparation of the country and global programs is guided by the Country Planning Frameworks (CPFs) and is demand-driven based on the consultative process with the governments, donor partners and stakeholders. The second strategic goal will be pursued through the implementation of the three non-programmatic GOPs, namely the sustainable funding of GGGI’s future growth and expansion, being a cutting-edge knowledge driven organization and maintaining GGGI as an efficient, high performing and agile organization delivering quality services to client governments. These three GOPs are intended to complement the effective and efficient delivery of the five non-programmatic GOPs which generate direct green growth benefits to Member and partner governments and progressing their NDC and SDG ambitions.

The process of design and approval of new programs and projects for the next biennium is decoupled from WPB 2021–2022 preparation and managed through a separate internal appraisal process, GGGI’s Project Cycle Management (PCM). The PCM process is governed by GGGI’s PCM framework, which aims to ensure a robust quality assurance process to foster coherency in GGGI’s programs, whether they are funded by its core or additional earmarked resources. The efficient and effective implementation of the WPB 2021–2022 and its

success will be underpinned by GGGI's results-based management (RBM) system. The RBM seeks to align the Strategy with the quality of program and project design and planning, implementation, monitoring, evaluation, and the effective delivery of quality results. Once projects commence implementation, they will be monitored and reported on a monthly basis in GGGI Online whilst a quarterly progress report (QPRs) on all projects will be submitted to the Management Team (MT). The reporting of our results internally and externally is important to demonstrate the SO impacts that GGGI has delivered in supporting the transformation of partner countries towards a green growth model. It is also part of GGGI's commitment to donors and stakeholders for accountability, transparency, and good governance. GGGI's results from the delivery of its programmatic solutions will be measured against the new Corporate Results Framework (CRF) 2021-2025 and presented in the Annual Results Report and Annual Report. Under the new End of Year (EOY) results reporting system that commenced in 2020, GGGI will for the first time be reporting its results at the country program level, focusing primarily on CRF outcomes and SO impacts using the Impact Pathway Approach (IPA). To support the reporting of SOs, SO impact estimates and targets have been developed in the CBPs for qualifying projects and outputs with available impact data and information. The evaluation of GGGI's country and global programs will be done independently through the Impact and Evaluation Unit (IEU). Evaluation is essentially the process of evaluating programs and projects to determine if they have achieved their goals and impact targets. It involves the sharing of lessons learned to improve other aspects of strategy and project planning and management.

# 1. Introduction

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- 1 The WPB 2021–2022 outlines GGGI’s work programs and financial plans for the next biennium period, 2021–2022. It serves the purpose of implementing Strategy 2030 and the Roadmap 2021-2025 and sets out GGGI’s response to meet the needs and expectations of Member and partner countries.
- 2 GGGI’s Council approved Strategy 2030 in October 2019. The Roadmap 2021–2025 was subsequently developed as the action plan for implementing Strategy 2030 in the first 5 years up to 2025. Both these documents have guided the preparation of WPB 2021–2022, which implements the first two years of the Strategy 2030.
- 3 As the primary programming and budgeting tool for GGGI, the main purpose of WPB 2021–2022 are to:
  - Provide GGGI with a 2-year budget plan that includes the allocation of projected core resources to country and global programs.
  - Establish priority Programmatic Solutions for country and global programs as well as the scaling up and out of specific solutions.
  - Set out the organization’s overall revenue and expenditure budgets for programmatic and non-programmatic activities.
  - Establish the SO attribution and contribution impact estimates and targets for each country and global program.
  - Mobilize collective action across GGGI to progress the implementation of Strategy 2030.
- 4 GGGI had launched its WPB 2021–2022 preparation process on March 28, 2020 following several rounds of internal consultations with staff and the Management Team (MT) at the GGGI Annual Meeting in early March and the extended MT consultation in mid-March. The WPB 2021–2022 Guidelines was circulated internally to assist the various divisions to prepare their work program and budget. The Planning Directions for the preparation of WPB 2021-2022 was endorsed at the meeting of the Management and Program Sub-Committee (MPSC) in April 2020.
- 5 The key features of the WPB 2021–2022 are:
  - (i) It contains 33 Country Business Plans (CBPs) and 6 Global Business Plans (GBPs) with specific programs, projects and budgets.
  - (ii) The envelope budget allocations for 2021–2022 are indicative figures based on funding projections which will be supplemented with co-funding from counterpart governments and donor partners’ earmarked funding.
  - (iii) The approval of WPB 2021–2022 is decoupled from the approval of specific projects. The allocation will only be activated when an actual project is approved by MT in accordance with GGGI’s Project Cycle Management (PCM).
- 6 The Council is invited to review and endorse the Final Draft WPB 2021–2022 for the final approval at the Ninth Session of the Assembly and Thirteen Session of the Council (joint sessions) in October 2020.

## 2. Building on the Past

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- 7 The WPB 2021-2022 is an important milestone in GGGI's journey marking the beginning of the implementation of the 10-Year Strategy 2030 and Roadmap 2021-2025. GGGI in 2021 will essentially begin a new phase with new challenges and a clear ambition to remain relevant and become a stronger, better and impactful organization over the next 10 years. The recent COVID-19 pandemic situation presents new challenges for the organization, requiring adjustments in GGGI's programming to systematically integrate COVID response components. This juncture also marks the end of a very significant phase in GGGI's development and growth as it closes the chapter on the implementation of its first Strategic Plan 2015-2020. During this time, GGGI has systematically delivered and reported on its annual results which demonstrate the organizations increasing maturity, international credibility, and strong brand value in the international green growth space. GGGI's successes in this first strategic phase provides an excellent building block for a better future offering valuable lessons to influence and shape smarter strategic choices and actions. Its actual results and achievements under the Strategic Plan 2015-2020 will be evaluated and reported in 2021.
- 8 Since 2012, the green growth footprints of Members have improved progressively with GGGI's support in the transformation of their economies toward sustainable and climate-resilient development pathways. Most notably, GGGI has tailored its global green growth agenda to specific local circumstances and needs while also aligning it with the framework of its Members' commitment to their NDCs and SDGs. All Members have progressed through the same development stages along GGGI's value chain but are at different points of development. The successful delivery of GGGI's mandate to its Members has aided in achieving policy change, green investments, capacity development, knowledge sharing, and implementation at the country level, in coordination with external partners and donors.
- 9 To date, GGGI has been providing extensive support to Members and partners in transforming their national, sub-national, sectoral, and local green growth plans and legal frameworks, complemented by a wide range of projects centered on the thematic areas of sustainable energy, water and sanitation, sustainable landscapes, and green cities. In parallel, GGGI has been instrumental in catalyzing significant levels of green investment commitments from public and private sector sources, using a range of traditional and innovative financing instruments to fund these projects. Since 2015, GGGI has mobilized over USD 1.6 billion in green investments, benefitting over 35 countries. GGGI has also supported capacity building and promoting knowledge delivery, sharing, and learning<sup>1</sup>. The impacts of these interventions in Member countries have aligned well with GGGI's six SOs and are making a positive difference. The key impact target areas include the reduction in Greenhouse Gas (GHGs) emissions, improved air quality, the development of green cities, better urban utility services, improvement in the state of natural capital and adequate supply of ecosystem services, climate change adaptation, strong partnerships, poverty reduction, gender equality and social inclusion.
- 10 GGGI has staked its future on its ability to demonstrate that green growth is possible. While other organizations have been formed in order to address collective global development challenges, GGGI is organized around the pursuit of an alternative development solution, shaped on the premise that developing countries can achieve broad-based inclusive and sustainable economic development while minimizing environmental damage and the depletion of natural capital. GGGI's position is that shifting to a green growth approach and scaling up Members transformation into low carbon economic development, is the only viable way to positively impact climate change while ensuring sustainable and inclusive development.
- 11 GGGI has not changed its overall strategic direction in the last five years but has maintained the key strategic choices made in Strategy 2015–2020, which were refreshed in 2017. Its delivery model involves providing rigorous technical assistance to governments through embedded country teams, assistance in mobilizing finance into low-carbon and climate-resilient projects, and creating enabling national plans, policy, and legal frameworks. Together with the commitment of its Members, GGGI is leading the implementation of a new green growth development paradigm focused on a model of economic growth that is both environmentally sustainable and socially inclusive. GGGI's operating model maximizes the potential to translate green growth strategies and policies into green investment plans, mobilizing green finance commitments needed to bolster

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<sup>1</sup> GGGI 2019 Annual Results Report

support for low carbon and climate-resilient economic development and strong institutional capacity development.

12 Looking ahead, the global environment will be radically different in the next 10 years. Halting the rise in global temperatures; addressing the impacts of climate change, the loss of biodiversity, and depletion of natural capital; and delivering the national development goals of countries worldwide under the pressure of growing populations, severe poverty and inequalities, financial capital constraints, and political instability all pose serious challenges. The recent COVID-19 crisis has also been very disruptive on a global scale with a very profound short term and long-term impact on the future. In order to achieve a paradigm shift toward green growth economies on a profound global scale, GGGI will have to clear some important hurdles that include maintaining international political support, securing sustainable funding, and the ability to demonstrate with clear evidence that green growth is possible and effective. The WPB 2021-2022 is a good platform to begin the shift from transition to transformation of economies to the green growth model and initiate the implementation of new Strategy 2030 and Roadmap 2021-2025 pathway.

## 3. Strategy 2030 and Roadmap 2021-2025

### 3.1 STRATEGY 2030 AT A GLANCE

13 GGGI Strategy 2030 sets out an ambitious but realistic course for GGGI over the coming decade. Building on its success to date and scaling up its interventions, its number one priority is to support the accelerated green growth transition of its Members through increased ambitions in their NDCs and SDGs implementation. According to the goals laid out in Strategy 2030, GGGI will grow and expand its vision to achieve a low-carbon, resilient world of strong, inclusive and sustainable growth.

**VISION** *A low-carbon, resilient world of strong, inclusive, and sustainable growth.*

**MISSION** *GGGI supports its Members in the transformation of their economies to a green growth economic model.*

14 GGGI's unique value proposition lies in its ability to support Members through its embedded country operations with policy advice and development of bankable projects that lead to the implementation of green growth policies and the mobilization of green and climate finance. In GGGI Strategy 2030, GGGI targets to double its revenues to USD 110 million per annum in 2030, and if the organization can do this, then it sees its in country presence grow by about 66%, increasing country budgets (i.e. spreading its resources less thin than currently).

15 At this scale, GGGI targets to mobilize over USD 16 billion in green and climate finance commitments for its Members. Our ex-ante attribution impact assessment shows that at this scale, GGGI will support its Members to reduce emissions by an estimated one million gigaton of CO<sub>2</sub>e, generate two million green jobs, provide sustainable services to 100 million people, save 0.5 million of hectares of forests and support 8 million people cope with climate change. GGGI further targets to become a zero-carbon organization by 2050 or earlier. As a significant milestone to this ambition, GGGI aims to reduce its GHG emission per employee by 40% in 2030 against a 2015 baseline, both through targeting green office operations and lowering emissions through reduced GGGI's travel activity.

16 GGGI will target its interventions at its six SOs areas of high-level and longer-term impacts of direct relevance to the Members and partners NDC and SDGs commitments.

17 GGGI's contribution to the six SOs will be achieved through the pursuit of two strategic goals:

- Strategic Goal 1 (programmatic): By 2030, the economies of its Members will have transformed into low-carbon and resilient economic development models with GGGI's support to maximize their green growth outcomes and NDC and SDG implementation.
- Strategic Goal 2 (non-programmatic): By 2030, GGGI will be well positioned as a world-class, effective, and agile intergovernmental organization that is respected, financially sustainable, efficient, transparent, accountable, and considerate of its people.

18 To achieve these two strategic goals, Strategy 2030 prioritizes GGGI's operations through the implementation of eight GOPs, which are presented in **Figure 1**.

**GGGI aims to deliver program and project impacts through six Strategic Outcomes (SOs):**

1. GHG emissions reduction.
2. Creation of green jobs.
3. Increased access to sustainable services, including clean affordable energy, improved sanitation, sustainable waste management, and sustainable public transport.
4. Improved air quality.
5. Sustained natural capital for the adequate supply of ecosystem services.
6. Enhanced adaptation to climate change.

**FIGURE 1:** Strategy 2030 Global Operational Priorities



19 GGGI will implement its programmatic interventions under the country and global programs through GOPs 1–5. The five GOPs represent GGGI’s target areas of intervention consisting of programmatic solutions that have potential for impact at scale and where GGGI can effectively support the green growth and NDCs and SDGs ambitions of Member and partner countries.

20 GGGI will implement GOPs 6–8 (non-programmatic areas) to improve the effectiveness and efficiency of internal controls on financial and resources management and the delivery of its programs and services to Members. Due to the increasing demand of Member and partner countries and scarce development capital, GGGI is committed to operating as a more efficient, lean, and agile international development organization that is accountable, transparent and impactful.

### 3.2 ROADMAP 2021-2025

21 The 5-Year Roadmap is essentially an action plan to guide the implementation of Strategy 2030 for the first phase, covering the period 2021-2025. It translates the Strategy 2030 ambitions into an implementation plan with 10 Programmatic Solutions to deliver impacts. The key features of the Roadmap are:

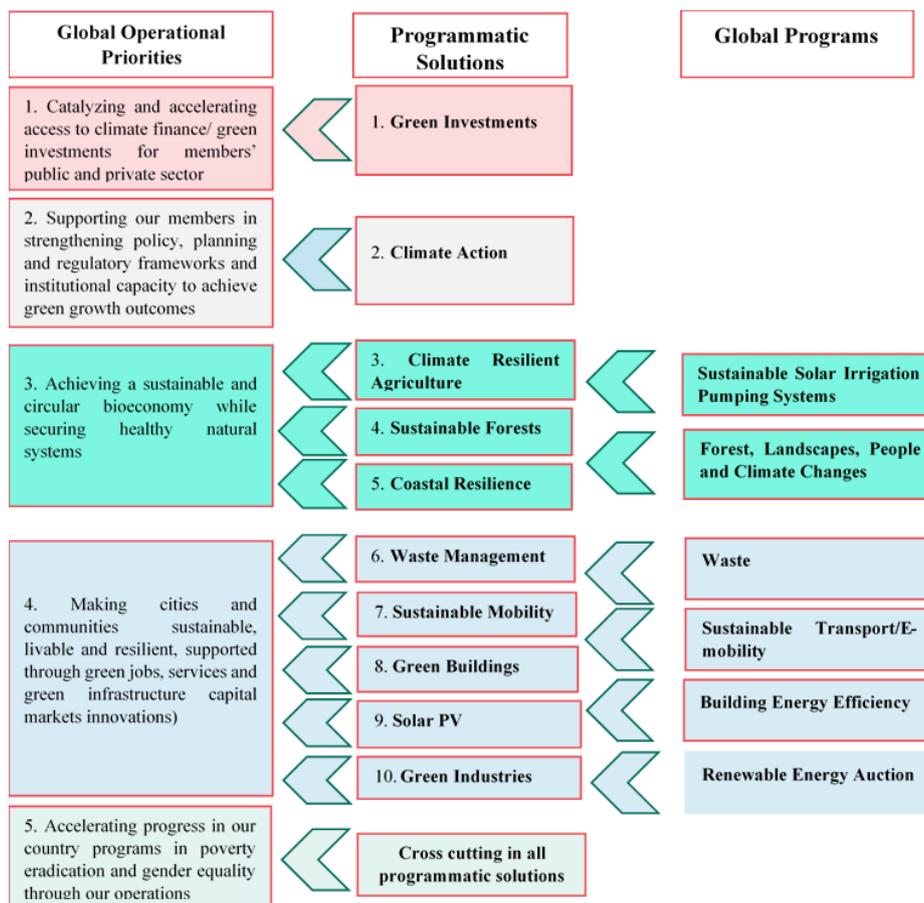
- a. Outlines the growth and expansion path for GGGI with a clear direction for the scenarios and phases of country program development.
- b. Defines the green investments and SO attributed and contributed impact targets that GGGI intends to deliver.
- c. Identifies the 10 Programmatic Solutions that country programs will focus on and the planned scaling up of these solutions across country programs.
- d. Determines the funding projections to support GGGI’s future growth and expansion plans.
- e. Provides the key steps, milestones, and timelines for the 3 key implementation phases with key action items organized under ten workstreams. The three phases are preparatory/transition phase which will take place in 2020; implementation of Strategy 2030 over the period 2021-2025; and impacts assessment.

22 The Roadmap 2021-2025 translates the five programmatic GOPs from Strategy 2030 into 10 corresponding Programmatic Solutions (see **Figure 2** below). The initial steps in this transition will be the review and alignment to Strategy 2030 with the CPFs, and CBPs as part of the WPBs. This will determine the setting of new country and global programmatic solutions and priorities aimed at scaling up GGGI’s green growth impacts. The CPF is a five-year planning framework that GGGI signs with Members with agreed priority focal areas of GGGI support and intervention in each country, aligned with national development goals. A CBP is a two-year action plan that outlines the programmatic and project priorities that GGGI will implement in each

country and global level through the biennium WPB and development of specific earmarked opportunities with donors. The Roadmap together with the CPF will drive and shape the current and future CBP and WPB Programmatic Solutions and project priorities and its resourcing.

23 Essentially, the 10 Programmatic Solutions are key priority areas where GGGI expects to make its most impactful interventions in support of the transformation of its Member and partner countries' economies towards a green growth economic development model. Among these, the first two Programmatic Solutions - Green Investment and Climate Action - will be common to all country programs, meaning that all country programs are expected to be involved in the green growth planning work that we capture under the Climate Action solution. Likewise, all countries will work on Green Investment solution to mobilize green and climate finance. All country programs and projects where relevant, will incorporate GOP 5 which aims to accelerate poverty eradication and gender equality, which is are cross-cutting issues.

**FIGURE 2:** Global Operational Priorities, Programmatic Solutions and Global Programs Framework



24 Chapter 4, *Overview of WPB 2021-2022*, will further lay out the planned strategic choices of each country program and how GGGI's Programmatic Solutions will scale up across our Members and partner countries. Of course, these choices need to be derived from priorities expressed by its Members and partners through consultation and will be expected to be confirmed in CBPs for 2021-2022 biennium, as well as CPFs with a 5-year time horizon.

25 GGGI has developed global programs in order to develop the Programmatic Solutions further, both by strengthening and accelerating ongoing work in countries, and by scaling up and out these solutions to new countries. As shown in the above diagram, there are currently six approved Global Programs. The Global Programs are envisaged to support country-level projects in their domain and to facilitate learning across countries. Particularly for countries not yet engaged in the global programs, they are expected to provide support to enable scaling up and out to new countries.

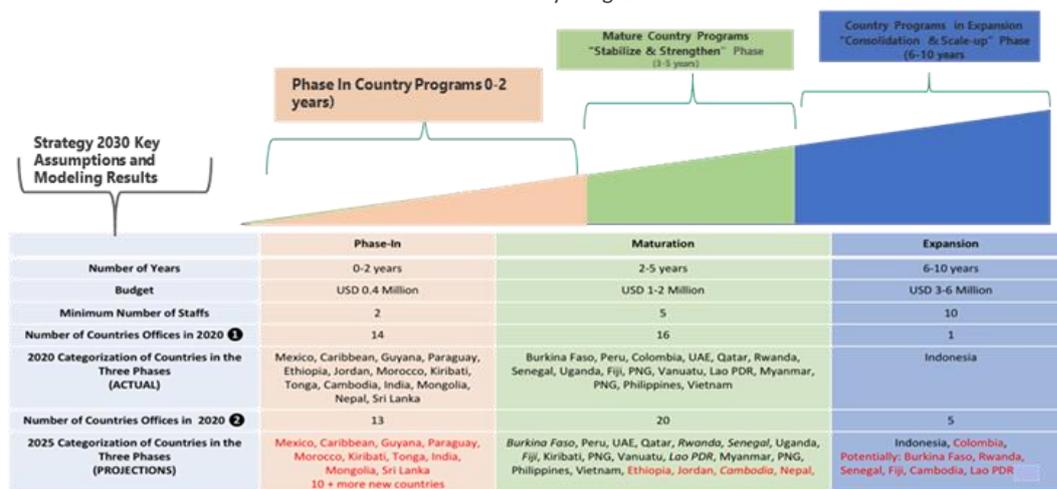
### 3.3 GROWTH AND EXPANSION

26 The planned scale of WPB 2021-2022 in terms of budget size, resource mobilization targets, increase in the number of country programs and green investment targets, is based on the optimal growth scenarios in Strategy 2030 and the Roadmap 2021-2025. These scenarios are fully explained in Chapter 7 of Strategy 2030 document and Section 6.0 of the Roadmap document.

27 In the Roadmap 2021-2025, the optimal growth scenario is based on the assumption that, if the financial resources grow and allow expansion without dilution, GGGI’s country programs will expand gradually from 33 to 38 in 2025. The growth in the country programs will happen in three growth phases which are presented in **Figure 3** below. The country program growth scenarios are dependent on the criteria approved by the Council in 2019, including a strong political commitment to engage and contribute to GGGI, potential for transformation of countries to a green growth model, and adequate financial resources to support expansion and delivery impact.

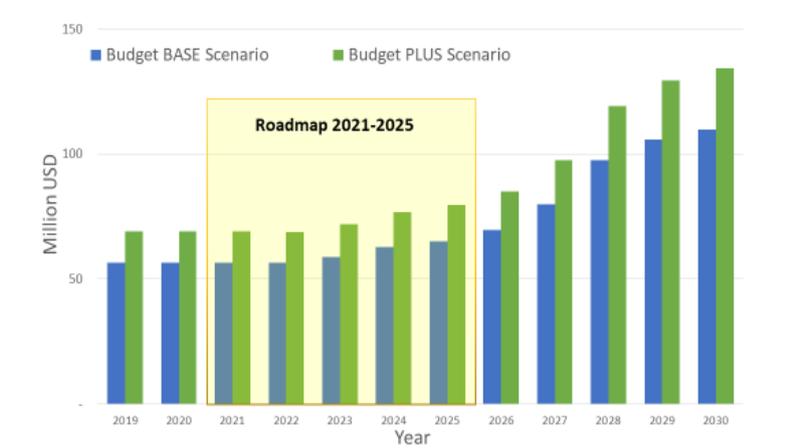
28 With regard to the growth in the resource budget for operations (**Figure 4**), a baseline of USD 56.5 million is estimated in 2021 which is projected to grow to USD 84.5 million in 2025, comprising of USD 25 million core (30%), USD 43.7 million earmarked (52%) and the balance (18%) being program restricted and core from mixed donors. The optimal scenario also estimates that green investment commitments will grow from a target of USD 600 million in 2021 to USD 1.06 billion in 2025.

**FIGURE 3: Country Program Growth Phases**



**Legend :** ① China, Thailand and Mozambique were closed at the end of 2019, bringing the total from 33 to 30 country offices. ② All new country programs will start operations as Global Programs. Some of them will transform into Country Offices by 2025. In 2021, there will be several countries (Thailand, Angola, Mozambique, Ecuador, Cote d'Ivoire, Uzbekistan, Zambia, Ecuador, Togo, Malaysia, etc.) and potential additional ones will be accounted for as Global Programs, some of them starting programs in 2020.

**FIGURE 4: Financial Budget Growth Scenario 2021-2025**



### 3.4 CHANGE MANAGEMENT

- 29 The implementation of Strategy 2030 is a major undertaking for GGGI particularly in the unpredictable and volatile future environment we have to be prepared for. The COVID-19 crisis for example has had major economic, financial, and social consequences on all of GGGI's Member and partner countries as well as on GGGI's funding and future programming priorities. Given these challenges, GGGI adopted Change Management Plan for the implementation of Strategy 2030 and to ensure a smooth transition and change process for GGGI. The Plan outlines the strategy and procedures for dealing with change and includes the necessary actions, resource allocation, stakeholder management, communication, timelines, and responsibilities for change management.

## 4. Overview of WPB 2021-2022

### 4.1. PROCESS AND PLANNING OF WPB 2021-2022

- 30 The preparation of the business plans is a consultative process involving all divisions in GGGI and Country teams under the leadership of the Country Representative (CR). It also involves dialogue with GGGI's government counterpart Ministries and Agencies, donors and other development partners. The CBPs are aligned with the countries CPFs (where agreed, or otherwise re-developed) and national development policies which prioritizes the Programmatic Solutions for implementation and funding in the WPB.
- 31 To develop the Programmatic Solutions further, both to strengthen and accelerate ongoing work in countries, and to scale up and out these solutions to new countries, GGGI developed six Global Programs and their plans for 2021-2022 are described in GBPs. The Global Programs are envisaged to support country level projects in their domain and to facilitate learning across countries. Particularly for countries not yet engaged in the area of the global program, the global program is expected to provide support to enable scaling up and out to new countries.
- 32 In addition to the indicative resource allocation for the next biennium, WPB 2021-2022 contains a compendium of 33 CBPs and six GBPs which set out the programs and projects that GGGI will mobilize resources for and implement in the next biennium.
- 33 With the alignment of new CPFs to Strategy 2030, which is an ongoing process, the new strategic orientation will cascade down to the CBPs and GBPs which are two-year action plans that outline the programmatic and project priorities that GGGI will implement in each country and at the global level through the biennium WPB 2021–2022 and specific earmarked opportunities with donors. Therefore, a major step in the formulation of the WPB is the development of the CBPs and GBPs, and country teams will ensure that their GOPs and Programmatic Solutions reflect the needs and strategic priorities of the countries and are endorsed by GGGI's Member and partner governments.

### 4.2 RESOURCE AND ALLOCATION

TABLE 1: Summary of WPB 2021-2022 Budget by Scenarios

	Minus Scenario	Base Scenario	Plus Scenario
	<i>USD' million</i>		
<b>Core</b>	36.1	47.2	47.2
<b>Program Earmarked</b>	6.6	6.6	6.6
<b>Project Earmarked</b>	89.2	96.2	112.6
<b>Total</b>	<b>131.9</b>	<b>150.0</b>	<b>166.4</b>

- 34 The Minus and Base Case scenarios differ in the underlying assumption regarding the level of core and project earmarked funding support. The amount of program earmarked funding remains the same under both scenarios.
- 35 The Minus Scenario assumes that the UK core support will not resume in 2021 and 2022. The Base Scenario assumes it will resume at levels similar to what GGGI received in 2019. Both scenarios assume that the support from Korea will be restored to the USD 10 million level again from 2021. The Ministry of Foreign Affairs has informed GGGI that the 2021 Korean National Budget to be presented to Parliament in November 2020 for approval contains USD 10 million in core funding for GGGI for 2021. In addition, Korea have included in the draft budget an additional contribution of USD 1.8 million for 2021 to make up for the reduction of USD 1.8 million in 2020. However, given that the Government of Korea may seek for additional budget cuts for COVID-

19 and Monsoon recovery, we have taken a conservative approach and have not included the additional USD 1.8 million in any of the funding scenarios. We have assumed that the Danish core funding will be at the level of DKR 15 million in 2021 and DKR 10 million in 2022 (with the remainder of the increased Danish contribution accounted for under “programmatically earmarked”). It is also assumed that core funding from Norway will be at the level of NKR 16.67 million for both 2021 and 2022 (GGGI’s request to the Norwegian government to restore funding at the USD 5 million per annum level is currently under consideration). In addition, we assume that overhead recoveries on earmarked projects will amount to USD 3 million per year. Overhead recoveries are treated as core resources for GGGI and used to fund non programmatic costs. A total of USD 6 million from overhead recoveries are included as part of the total of USD 36.1 million of core support for the biennium.

36 The assumption around the level of project earmarked funding is more conservative in the Minus Scenario with project funding of USD 89.2 million as against USD 96.2 million in the Base Scenario. This is a decrease of USD 8 million or 8%. Program earmarked funding is assumed to be at the USD 6.6 million level.

37 The Base and Plus Scenarios differ in the assumptions around the amount of project earmarked funding which can be realized. The Base scenario takes a more conservative view with earmarked project funding of USD 96.2 million. Under the Plus scenario project earmarked increases to USD 112.6 million. The amount of core and program earmarked funding is the same for both scenarios as explained above.

38 All three scenarios present a balanced budget with projected income equal to projected expenditures. The WPB 2021-22 introduces a new category of funding namely program earmarked funding. Program earmarked funding differs from project earmarked funding in the degree of flexibility in its use with the use of program earmarked being more flexible. Program earmarked funding usually refers to funds given for a specific program or region. Use of these funds within the attributed program or region is generally unconstrained. Earmarked project support is less flexible and funds usually must be expended in accordance with a detailed line item budget which is specified in the contract. GGGI will receive program earmarked funding in the coming biennial period from New Zealand and Denmark. New Zealand will provide NZ\$ 4.7 million (USD 3.5 million) for the period August 2020 to mid-2023 for activities in the Pacific regions. The funding will help Pacific countries over the next three years to plan effectively for low-emission, climate resilient futures. Denmark will provide DKR 13.8 million (USD 2.1 million) in 2021 and DKR 15.2 million (USD 2.3 million) in 2022 for activities in India, Thailand, Indonesia, Ethiopia, Uganda and Burkina Faso.

39 Project earmarked funding in all three scenarios is based on a combination of either signed agreements or projects in the project pipeline in CRM. The pipeline comprises detailed concrete project proposals/concept notes following ongoing discussions with clearly identified donors. The primary difference between the three Scenarios is the degree of prudence exercised by management in their estimation of likely earmarked funding to come on stream. The Minus Case Scenario is the most conservative with the Base Case marginally less conservative and Plus Case more optimistic. However, all three cases are based on solid project proposals and concept notes.

40 It should be noted that based on past experience, some of the earmarked project funding included in the estimated revenue streams will either come on stream later than anticipated or will not materialize. At this stage of the cycle it is not possible to know which projects or for which countries that is likely to be. Thus, the actual detailed operating budgets which will be developed for both 2021 and 2022 will likely be less than the overall total envelope approved by the Council. The Council decision de facto establishes an upper boundary for each country budget rather than a budget guarantee. The operational budgets for individual countries and units will be in line with the approved envelope with some country budgets being less because as noted above either the projected earmarked funding is delayed or has not been approved.

41 GGGI is confident that the level of core funding (USD 36.1 million) in the Minus Scenario is the lower boundary of core funding likely to materialize for the biennial period. As noted above core funding of USD 36.1 million includes USD 6 million of overhead recovery which is added to core resources and will be used to off-set non-programmatic expenditures associated with the earmarked project for which overhead is charged.

42 In case actual core funding in the Minus Case Scenario will be higher than the number contained in table 1,

GGGI will allocate the additional funding in two ways. Firstly, it will seek to rebuild working capital back to the USD 15 million level and secondly it will allocate additional core funding in a strategic manner to countries, in line with the Base Case Scenario. In other words, it will not allocate additional core funding proportionately across countries.

#### 4.2.1 Minus Scenario

43 The Minus Scenario is comprised of USD 36.1 million in core contributions, USD 6.6 in program earmarked and USD 89.2 in project earmarked funding, totaling USD 131.9 million.

44 Core contributions assume that the UK core support will not resume in 2021 and 2022. It assumes that the support from Korea will be back at the USD 10 million level. In addition, Korea have included in the draft budget to be presented to Parliament for approval in November an additional contribution of USD 1.8 million for 2021 to make up for the reduction of USD 1.8 million in 2020. However, given that the Government of Korea may seek for additional budget cuts for COVID-19 and monsoon recovery we have taken a conservative view and have not included the USD 1.8 million in any of the funding scenarios. We have assumed that the Danish core funding will be at the level of DKR 15 million in 2021 and DKR 10 million in 2022. We have also assumed that core funding from Norway will be at the level of NKR 16.67 million for both 2021 and 2022.

45 Program earmarked funding of USD 6.6 million is based in the case of New Zealand funding on a signed contract and in the case of Denmark (DKR 29 million) on recent discussions.

46 Project earmarked resources total USD 89.2 million and are based on a solid combination of either signed agreements or projects in the project pipeline in CRM. These projects are set out in Tables 2 and 3. GGGI recognizes that the total of USD 89.2 million represents a large increase over USD 46.9 million for 2019/20, which is USD 14.9 million (actual) in 2019 and a budgeted USD 32 million in 2020 respectively. GGGI is, however, confident given the number of multi-year earmarked funding agreements either signed in 2019, signed in early 2020 or expected to be signed in the later part of 2020 that this is a realistic target.

47 The budget does include several safeguards that mitigate against the risk of resources not materializing.

1. Of the total of USD 131.9 million approximately USD 78.8 million, or 60%, is for staff costs. New hires amounting to USD 14.7 million will only proceed if the earmarked funding is secured and comes on stream.
2. In addition, also included in the total of USD 131.9 million is USD 37.4 million of earmarked funded operational costs. These costs will only be incurred if the earmarked funding is secured and comes on stream.
3. If core resources of USD 36.1 million are not realized, GGGI will still have sufficient reserves to allow for an orderly restructuring of GGGI's program portfolio, staffing, and other expenditures. Management are forecasting USD 13.6 million in reserves at 31 December 2020.

**TABLE 2:** Continuing Earmarked Projects from 2019

<i>Resource Partner</i>	<i>Project</i>	<i>Total Funding</i>	<i>2020 Funding</i>	<i>Country</i>
Australian Aid Program	Climate Resilient Green Growth in Papua New Guinea	AUD 6 million	USD 1.3 million	PNG
Bill and Melinda Gates Foundation	Promoting City-Wide Inclusive Sanitation through Climate Resilience and Green Growth	USD 1.65 million	USD 0.8 million	Thematic (Senegal, Nepal)
Norway	Readiness for Article 6 Implementation	USD 2.7 million	USD 0.3 million	Global
KOICA	Development of Green Cities in Lao PDR	USD 3.8 million	USD 1.0 million	Lao PDR

UK Partnering for Accelerated Climate Transitions (BEIS)	Scaling up green growth implementation and investments via capacity building of state and non-state actors	USD 0.56 million	USD 0.2 million	Colombia
Luxembourg	Green Cities Development in Senegal	€ 3 million	USD 0.5 million	Senegal
Luxembourg	Enhancing Resilience to Climate Change through Solar Power-Driven Access in Vanuatu	€ 1.5 million	USD 0.8 million	Vanuatu
Swedish Energy (agreement signed Q4 2019)	Mobilizing Article 6 Trading Structures	USD 3.5 million	USD 1.5 million	Global

**TABLE 3:** Continuing New Earmarked Projects with a Funding Agreement Either Signed or to be Signed in 2020

<b>Resource Partner</b>	<b>Project</b>	<b>Total Funding</b>	<b>2020 Funding</b>	<b>Country</b>
Norway NICFI (agreement signed Q1 2020)	GCCI Phase II of the Colombia Green Growth Program	USD 7 million	USD 2.4 million	Colombia
Norway NICFI (agreement signed Q1 2020)	Agro-forestry Concessions (Action)	USD 6 million	USD 0.7 million	Peru
GCF Readiness (agreement signed Q1 2020)	National Adaptation Program (NAP)	USD 1.8 million	USD 0.5 million	Rwanda
GIZ NDC Pacific Hub (agreement signed Q1 2020)	Climate Policy Support Project	€ 1.0 Million	USD 0.6 million	Pacific
NDC Partnerships/ WRI (agreement signed Q1 2020)	Climate Action Enhancement Package	USD 2.2 million	USD 2.2 million	Burkina Faso, Eastern Caribbean, Indonesia, Morocco, Papua New Guinea, Peru
NAMA Facility / GIZ (agreement signed Q1 2020)	Energy Performance Contracting for Residential Retrofitting in Ulaanbaatar	€ 0.35 Million	USD 0.3 million	Mongolia
Sida (agreement signed Q1 2020)	Development of the Monitoring, Reporting and Verification (MRV) System in Burkina Faso	USD 2 million	USD 0.6 million	Burkina Faso
US State Dept/Conservation International (agreement signed Q1 2020)	Forest Finance & Innovation Incubator	USD 1.5 million	USD 0.75 million	Global
GCF Readiness	National Adaptation Program (NAP)	USD 3 million	USD 0.1 million	Ethiopia
GCF Readiness (agreement signed Q3 2020)	National Adaptation Program (NAP)	USD 2 million	USD 0.3 million	Sri Lanka
EU (agreement signed Q3 2020)	Greening Uganda's Urbanization & Industrialization	€5.0 Million	USD 0.7 million	Uganda
EU (signed Q1 2020)	Adoption of Solutions for Sustainable Energy in Textile Industry (ASSET)	USD 3.8 million	USD 0.6 million	Cambodia
Luxembourg (signed Q1 2020)	Viet Nam Green Bond Readiness Program	USD 2.7 million	USD 0.8 million	Vietnam
KOICA (agreement signed Q3 2020)	Climate Resilient and Inclusive Green Growth for Poor Rural Communities	USD 5.0 million	USD 0.6 million	Philippines
Norway NICFI	Green Growth Program Phase III	USD 30 million	USD 1.0 million	Indonesia
Qatar	GCCI Qatar Country program	USD 7.5 million	USD 1.25 million	Qatar
USAID (agreement signed Q2 2020)	Land Use Management around Narmada Streams	USD 2 million	USD 0.5 million	India
Luxembourg	Green City Development and Waste Management in Rwanda	USD 4 million	USD 0.2 million	Rwanda
New Zealand Aid (agreement signed Q3 2020)	Pacific Regional Program	NZD 4.7 Million	USD 0.1 million	Pacific regional
Bill and Melinda Gates Foundation (agreement signed Q3 2020)	Promoting City-Wide Inclusive Sanitation through Climate Resilience and Green Growth – amendment	USD 0.7 million	USD 0.1 million	Nepal, Senegal

AFD	LEDS (Low Emission Development Strategy)	€ 1.0 Million	0	Ethiopia
AFD	LEDS (Low Emission Development Strategy)	€ 1.0 Million	0	Burkina Faso
Qatar Fund for Development	Green Entrepreneur Network	USD 2.17 million		Pacific
Qatar Fund for Development	Green Entrepreneur Network	USD 2.17 million		Eastern Caribbean
Qatar Fund for Development	Climate Smart Agriculture	USD 1.65 million		Kiribati
Qatar Fund for Development	Solar Powered Irrigation Systems for Climate Smart Agriculture in the Senegal River Valley	USD 2.98 million		Senegal
Qatar Fund for Development	Solar Powered Irrigation Systems for Climate Smart Agriculture in Burkina Faso	USD 2.26 million		Burkina Faso

#### 4.2.2. Base Case Scenario

48 The Base Case Scenario is comprised of USD 47.2 million in core contributions, USD 6.6 million in program earmarked and USD 96.2 million in project earmarked funding, totaling USD 150 million. As noted above, the Base Case Scenario differs from the Minus Case Scenario in the underlying assumption regarding the level of core support from the UK and in taking a less conservative view of likely project earmarked funding. The Base Case assumes that core support from the UK will resume in both 2021 and 2022 at a level equivalent to the 2019 funding. Project earmarked funding is USD 7 million or 8% more than in the Minus Case. The amount of program earmarked funding remains the same under both scenarios.

#### 4.2.3. Plus Case Scenario

49 The Plus Case Scenario is the aspirational target for growth, with an increase in project earmarked resources of USD 16.4 million or 17% over the Base Case. The level of both core resources and program earmarked is the same as for the Base Case.

50 Earmarked funding in both the Base and Plus Case Scenarios are based on a combination of either signed agreements or projects in the project pipeline in CRM. The pipeline comprises detailed concrete project proposals/concept notes following ongoing discussions with clearly identified donors. The primary difference between the Base and Plus Case Scenarios is the degree of prudence exercised by management in their estimation of likely earmarked funding to come on stream. The Base Case Scenario is more conservative and Plus Case Scenario is more optimistic. However, both cases are based on solid project proposals and concept notes.

51 Resources over and above the Base Case will only be programmed and expended once they are realized and as such there is no additional risk from adopting the Plus Case as a target growth scenario.

#### 4.2.4 Overhead (Non-Programmatic Costs)

52 GGGI is committed to full cost recovery. By this we mean that the overhead rate charged on earmarked projects should match the real cost of providing back office support to these projects, so that there is no subsidy of core resources to earmarked projects. Based on this principle the MPSC at their meeting in July 2018 approved an earmarked project overhead rate of 7% for GGGI's core donors and a rate of 15% on earmarked projects for non-core donors. The MPSC recognized that GGGI's actual overhead rate was significantly higher than 15% but

considered that a rate of 15% was more in line with international best practice and other international organizations. Based on this GGGI was set a target of 15% overhead to be reached by 2023 and this is incorporated in the CRF 2021-2025.

53 GGGI has taken strong action to reduce its overhead rate. This has been achieved primarily by investing in new systems; thereby automating many of its key processes including its project management information system (GGGI Online). This has enabled the reduction of staffing levels in many of its back-office units. Thus, overhead has reduced considerably over the past number of years from actual overhead of 26.9% in 2016 to 25% in 2017; 23.8% in 2018 and 21.4% in 2019. The budgeted rate for 2020 is 19.8%.

54 GGGI recognizes that there are also different definitions of what constitutes overhead. GGGI defines overhead or non-programmatic costs as the costs of the Office of the Director General (ODG) and the Operations Enabling Division (OED) division. ODG comprises of: Governance; Strategy, Partnership and Communications. OED includes Office of the Assistant Director-General; Legal services; Finance including procurement; Human Resource Management; Impact and Evaluation; Administrative Services; and Technology Services. Management is ready to reconsider a more refined or detailed approach to how GGGI calculates overhead and which costs should rightly be included or can be charged back to projects as direct costs. Many organizations have moved to a full cost accounting model where the full cost of implementing a project includes an appropriate share of all relevant support services charged to the project as a direct cost. GGGI Management Team proposes to consult with the MPSC during the coming biennium whether GGGI should move to a full cost accounting model and adopt a revised methodology for overhead calculation.

#### 4.2.5 Replenishment of Reserves

55 The MPSC at their meeting in May 2019 approved a working capital level of USD 15 million for GGGI. At the 1 January 2020 GGGI had USD 18.6 million in reserves comprising of USD 15 million of working capital and USD 3.6 million of retained surplus. The USD 18.6 million represented 146 days of expenditures against an international benchmark of 90 – 180 days for working capital cover.

56 COVID-19 has had a negative impact on GGGI finances in two ways. Firstly: both the UK and Korea reduced their core funding for 2020 by approximately USD 6.3 million to enable their respective governments to fund national recovery packages. Secondly: there have been delays in the signing of new earmarked projects coming on stream but also delays in the implementation of current projects due to COVID-19 related travel restrictions and office closures. Meanwhile GGGI continues to incur some fixed costs like staff costs. Management have initiated a number of cost saving measures to reduce expenditures and thereby minimize to the extent possible the negative financial consequences arising from COVID-19. However, the institute is still likely to have a funding deficit of approximately USD 5 million in 2020. This will be funded out of reserves which will consequently reduce to USD 13.6 million by the end of 2020. This will result in a shortfall of approximately USD 1.4 million of approved working capital.

57 As noted above there is a possibility that actual core funding will be higher than the estimate in the Minus Case Scenario. In that, GGGI will allocate the additional funding in two ways. Firstly, it will allocate the first USD 1.4 million to rebuild working capital back to the USD 15 million level. Secondly it will allocate the additional core funding in a strategic manner to countries in line with the Base Case Scenario.

**TABLE 4:** WPB 2021-22 Budget (Minus, Base Scenario and Plus Scenario)

#	Country/Unit	Minus Scenario (mill USD)				Base Scenario (mill USD)				Plus Scenario (mill USD)			
		Core allocation	Expected Program Earmarked	Expected Project Earmarked	TOTAL	Core allocation	Expected Program Earmarked	Expected Project Earmarked	TOTAL	Core allocation	Expected Program Earmarked	Expected Project Earmarked	TOTAL
1	Indonesia			9.85	9.85			9.85	9.85			18.37	18.37
2	India		1.13	0.88	2.01	0.54	1.13	0.88	2.55	0.54	1.13	0.88	2.55
3	Cambodia	0.70		1.39	2.09	0.80		1.39	2.19	0.80		1.40	2.20
4	Kyrgyz	0.10			0.10	0.10			0.10	0.10			0.10
5	Lao PDR	0.70		4.69	5.39	0.70		4.69	5.39	0.70		5.68	6.38
6	Sri Lanka	-		1.15	1.15	0.44		1.15	1.59	0.44		1.74	2.18
7	Myanmar	0.43		1.51	1.94	0.98		1.51	2.49	0.98		1.51	2.49
8	Mongolia	0.70		1.18	1.88	0.88		1.18	2.06	0.88		1.78	2.66
9	Nepal	0.30		1.60	1.89	0.74		1.60	2.33	0.74		1.60	2.34
10	Philippines	0.60		3.38	3.98	0.74		3.38	4.12	0.74		4.61	5.35
11	Thailand	0.20			0.20	0.20			0.20	0.20			0.20
12	Uzbekistan	0.14		2.09	2.23	0.30		2.09	2.39	0.30		2.09	2.39
13	Viet Nam	0.70		3.54	4.24	0.70		3.54	4.24	0.70		3.94	4.64
14	Regional Office A	0.83			0.83	0.92			0.92	0.92			0.92
<b>i. Asia Total</b>		<b>5.40</b>	<b>1.13</b>	<b>32.21</b>	<b>38.74</b>	<b>8.05</b>	<b>1.13</b>	<b>32.21</b>	<b>41.39</b>	<b>8.05</b>	<b>1.13</b>	<b>44.57</b>	<b>53.74</b>
15	Caribbean	0.56		0.29	0.85	0.56		1.70	2.26	0.56		0.79	1.35
16	Colombia	0.44		5.21	5.65	0.45		5.21	5.66	0.45		5.21	5.66
17	Costa Rica	0.10			0.10	0.10			0.10	0.10			0.10
18	Ecuador	0.10			0.10	0.10			0.10	0.10			0.10
19	Guyana	0.12		1.07	1.19	0.12		1.07	1.19	0.12		1.35	1.47
20	Mexico	0.32		1.82	2.14	0.51		1.82	2.33	0.51		1.87	2.38
21	Peru	0.46		2.46	2.92	0.52		2.46	2.98	0.52		2.46	2.98
22	Paraguay	0.10		0.53	0.63	0.10		0.53	0.63	0.10		0.53	0.63
23	Regional Office B	0.82			0.82	0.96			0.96	0.96			0.96
<b>ii. LAC &amp; Carib. Total</b>		<b>3.02</b>		<b>11.38</b>	<b>14.40</b>	<b>3.43</b>		<b>12.79</b>	<b>16.21</b>	<b>3.43</b>		<b>12.21</b>	<b>15.64</b>
24	Angola	0.10			0.10	0.10			0.10	0.10			0.10
25	Burkina Faso		0.60	2.43	3.03	0.43	0.60	3.94	4.97	0.43	0.60	2.44	3.47
26	Côte d'Ivoire			1.24	1.24			1.24	1.24			2.24	2.24
27	Ethiopia		1.10	1.91	3.01	0.98	1.10	1.91	3.99	0.98	1.10	4.86	6.95
28	Morocco			1.00	1.00	0.10		1.00	1.10	0.10		3.77	3.87
29	Mozambique			0.20	0.20			0.20	0.20			0.20	0.20
30	Rwanda	0.44		4.64	5.08	0.66		4.64	5.30	0.66		4.64	5.30
31	Senegal	0.52		2.61	3.13	0.54		4.56	5.11	0.54		2.61	3.15
32	Uganda		0.60	4.86	5.46	0.40	0.60	4.86	5.86	0.40	0.60	6.86	7.86
33	Regional Office C	0.92		0.24	1.16	1.32		0.24	1.56	1.32		0.24	1.56
<b>iii. Africa Total</b>		<b>1.98</b>	<b>2.30</b>	<b>19.13</b>	<b>23.42</b>	<b>4.53</b>	<b>2.30</b>	<b>22.59</b>	<b>29.43</b>	<b>4.53</b>	<b>2.30</b>	<b>27.87</b>	<b>34.70</b>
34	Fiji	0.18	0.97	5.66	6.81	0.18	0.97	6.64	7.79	0.18	0.97	5.87	7.01
35	Kiribati	0.02	0.24	1.38	1.65	0.03	0.24	2.58	2.85	0.03	0.24	1.71	1.99
36	PNG	0.14	0.20	2.88	3.22	0.14	0.20	2.88	3.22	0.14	0.20	2.88	3.22
37	Tonga	0.02	0.30	0.49	0.81	0.03	0.30	0.49	0.82	0.03	0.30	0.54	0.87
38	Vanuatu	0.02	0.70	2.86	3.58	0.03	0.70	2.86	3.58	0.03	0.70	3.01	3.73
<b>iv. Pacific Total</b>		<b>0.38</b>	<b>2.41</b>	<b>13.27</b>	<b>16.06</b>	<b>0.40</b>	<b>2.41</b>	<b>15.45</b>	<b>18.26</b>	<b>0.40</b>	<b>2.41</b>	<b>14.01</b>	<b>16.82</b>
39	Jordan	0.18		1.73	1.91	0.56		1.73	2.29	0.56		1.73	2.29
40	Qatar			5.00	5.00			5.00	5.00			5.00	5.00
41	UAE			3.00	3.00			3.00	3.00			3.00	3.00
<b>v. Middle East Total</b>		<b>0.18</b>		<b>9.73</b>	<b>9.91</b>	<b>0.56</b>		<b>9.73</b>	<b>10.29</b>	<b>0.56</b>		<b>9.73</b>	<b>10.29</b>
42	Hungary	0.14		0.50	0.64	0.14		0.50	0.64	0.14		0.50	0.64
<b>vi. Europe Total</b>		<b>0.14</b>		<b>0.50</b>	<b>0.64</b>	<b>0.14</b>		<b>0.50</b>	<b>0.64</b>	<b>0.14</b>		<b>0.50</b>	<b>0.64</b>
<b>Country Total (i to vi)</b>		<b>11.10</b>	<b>5.84</b>	<b>86.23</b>	<b>103.17</b>	<b>17.10</b>	<b>5.84</b>	<b>93.28</b>	<b>116.22</b>	<b>17.10</b>	<b>5.84</b>	<b>108.88</b>	<b>131.83</b>
43	Office, DDG/GGPI	1.94	0.77		2.71	1.95	0.77		2.71	1.95	0.77		2.71
44	Office ADG/IPSD	1.17			1.17	2.73			2.73	2.73			2.73
45	Climate Action & Inclusive Dev.	0.80			0.80	1.02			1.02	1.02			1.02
46	Sustainable Energy	0.10			0.10	0.44			0.44	0.44			0.44
47	Green Cities	0.34			0.34	0.35			0.35	0.35			0.35
48	Green Investment Service	0.52		2.14	2.66	0.74		2.14	2.88	0.74		2.94	3.68
49	Sustainable Landscapes	0.10		0.80	0.90	0.42		0.80	1.22	0.42		0.80	1.22
50	Procurement	0.54			0.54	0.54			0.54	0.54			0.54
51	Impact & Evaluation	1.18			1.18	1.29			1.29	1.29			1.29
<b>Program Front Offices</b>		<b>6.69</b>	<b>0.77</b>	<b>2.94</b>	<b>10.39</b>	<b>9.48</b>	<b>0.77</b>	<b>2.94</b>	<b>13.18</b>	<b>9.48</b>	<b>0.77</b>	<b>3.74</b>	<b>13.98</b>
<b>Programmatic Total</b>		<b>17.79</b>	<b>6.61</b>	<b>89.17</b>	<b>113.56</b>	<b>26.58</b>	<b>6.61</b>	<b>96.22</b>	<b>129.40</b>	<b>26.58</b>	<b>6.61</b>	<b>112.62</b>	<b>145.81</b>
52	Office, ADG/OED	0.90			0.90	1.10			1.10	1.10			1.10
53	Admin Services	0.49			0.49	0.49			0.49	0.49			0.49
54	Corp Services Center	4.80			4.80	5.21			5.21	5.21			5.21
55	Finance	1.72			1.72	1.92			1.92	1.92			1.92
56	HR	1.36			1.36	1.85			1.85	1.85			1.85
57	Legal	0.72			0.72	0.72			0.72	0.72			0.72
58	Technical Services	1.20			1.20	1.20			1.20	1.20			1.20
<b>OED Total</b>		<b>11.19</b>			<b>11.19</b>	<b>12.49</b>			<b>12.49</b>	<b>12.49</b>			<b>12.49</b>
59	Office, ODG	0.96			0.96	1.27			1.27	1.27			1.27
60	Governance	1.27			1.27	1.27			1.27	1.27			1.27
61	Strategy	2.40			2.40	2.70			2.70	2.70			2.70
62	Partnership	0.92			0.92	1.31			1.31	1.31			1.31
63	Communications	0.58			0.58	0.58			0.58	0.58			0.58
64	Internal Audit	0.97			0.97	0.97			0.97	0.97			0.97
<b>ODG Total</b>		<b>7.11</b>			<b>7.11</b>	<b>8.11</b>			<b>8.11</b>	<b>8.11</b>			<b>8.11</b>
<b>Non-programmatic Total</b>		<b>18.30</b>			<b>18.30</b>	<b>20.60</b>			<b>20.60</b>	<b>20.60</b>			<b>20.60</b>
<b>Grand Total</b>		<b>36.09</b>	<b>6.61</b>	<b>89.17</b>	<b>131.87</b>	<b>47.18</b>	<b>6.61</b>	<b>96.22</b>	<b>150.01</b>	<b>47.18</b>	<b>6.61</b>	<b>112.62</b>	<b>166.41</b>

## 4.3 PROGRAM ANALYSIS

58 This section presents the analytical perspective of the 33 CBPs and 6 GBPs prepared as part of WPB 2021-2022. The growth and expansion of the organization are analyzed in terms of distributions of the Programmatic Solutions globally and regionally. The prioritization trends that appear programmatically and geographically are reviewed against the key assumptions in setting the Roadmap 2021-2025 targets.

### 4.3.1 Assumptions

59 The key focus in the 2021-2022 biennium period will be on stepping up results, both through a focus on project implementation and delivery, and through a focus on scaling up and out of Programmatic Solutions. This will be done while continuing and strengthening effective and successful project origination that results in a strong pipeline of bankable projects financed by private investors and public funders of green projects/climate investments. This will result in a limited number of countries scaling up their operations. A large number of countries will be consolidating and strengthening their operations in order to become mature country programs.

60 GGGI's green investment efforts focus on closing the gap that currently exists between the existing pipeline of green/climate projects on the one hand and capital available for green investments in developing countries on the other. There still remains a strong need to develop investment-grade projects that match investor expectations in terms of size of investment, risks, and return on investment. Consequently, GGGI focuses on project origination and pipeline development - projects are usually structured and designed following completion of feasibility studies – as the key means to mitigate risk and increase the appetite of investors for green investment projects. Estimates of the total investment amount required for supply-side energy system investments alone range from USD 1.6 trillion to USD 3.8 trillion annually up to 2050 (IPCC, 2018), while only USD 546 billion were invested in green projects in 2018.<sup>2</sup> These figures clearly illustrate the challenge at hand and that public finance on its own will be insufficient to bridge the financing gap. For this reason, GGGI puts emphasis on leveraging public finance in order to attract private sector investment. This emphasis reflects two underlying assumptions. First, green growth interventions have the potential to generate commercial returns. Second, the private sector is willing to mobilize the required level of investment if excessive risks and market failures can be offset.

61 The WPB 2021-2022 builds upon analysis and evaluation of GGGI's achievements and experiences around mobilizing investment commitments for green projects over the past 5 years. First, investment targets are set for the country programs by assessing each country business plan with Global Operational Priority 1 on catalyzing access to climate finance/green investment. Investment targets are tailored to individual countries and reflect the country context, portfolio, current project pipeline, scalability, and potential replication in the region. Second, for projects in WPB 2021-2022, more emphasis is placed on addressing preconditions for investment commitment mobilization such as structuring projects with attractive risk and reward profiles, project ownership on the ground, and creating an enabling policy and regulatory environment. The investment project pipeline is also expected to be aligned with GGGI's Programmatic Solutions during the implementation of WPB 2021-2022.

62 To meet the investment targets for the biennium 2021-2022 (see 4.5), GGGI will increasingly pursue programmatic interventions that will scale and replicate promising proven green business models across strategic thematic areas. Instead of following largely a project-by-project approach as in GGGI's start-up years, replication and programmatic approaches will be prioritized and pursued in those countries which have identified viable green investment models. Countries that have less track record will need to identify and develop their first viable green investments. When possible and feasible, the successful green business models will then be scaled and replicated following programmatic approaches.

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<sup>2</sup> CPI, 2019. <https://climatepolicyinitiative.org/publication/global-landscape-of-climate-finance-2019/>

63 At the same time, GGGI will develop and test new promising green business models that can expand the breadth and depth of the existing portfolio of green interventions. As a learning organization, GGGI will utilize the experiences and lessons learned from project development, technical expertise and knowledge, and partnerships to innovate new promising green interventions. In doing so, GGGI will strike a careful balance between consolidation of existing green business models and innovation of new business models that can mobilize green investments.

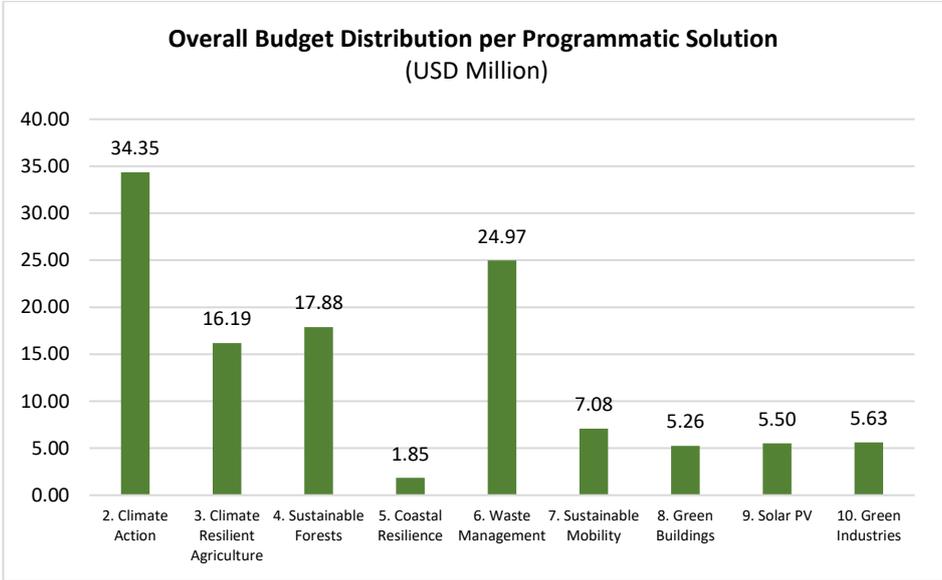
64 Building on the strong track record and experience from the previous years, GGGI will further increase its efforts to strategically utilize concessional finance available at national, regional and multinational public organizations and development banks to increase the flows of green investments into GGGI member countries.

**4.3.2 Programmatic Solutions Analysis**

65 The analysis of the CBPs has shown, for the 2021-2022 Minus scenario budget, a total of 164 proposed projects across 33 countries and regions. The large majority of these projects are mapped to Green Investments (Programmatic Solution 1) and Climate Action (Programmatic Solution 2), which is understandable given that these are priority focus areas for GGGI under Strategy 2030.

66 The budget distribution across the Programmatic Solutions indicates that Climate Action accounts for the largest budget per programmatic solution, which is close to USD 35 million (**Figure 5**). The next three programmatic solutions are Waste Management with almost USD 25 million, followed by Sustainable Forest at around USD 18 million, and Climate Resilient Agriculture at around USD 16 million. Sustainable Mobility, at USD 7 million, is followed by Green Industries, Solar PV and Green Buildings all at around USD 5 million. Coastal Resilience shows the lowest budget allocation, as it is a fairly new programmatic solution that GGGI plans to develop in future.

**FIGURE 5:** Overall Budget Distribution per Programmatic Solution

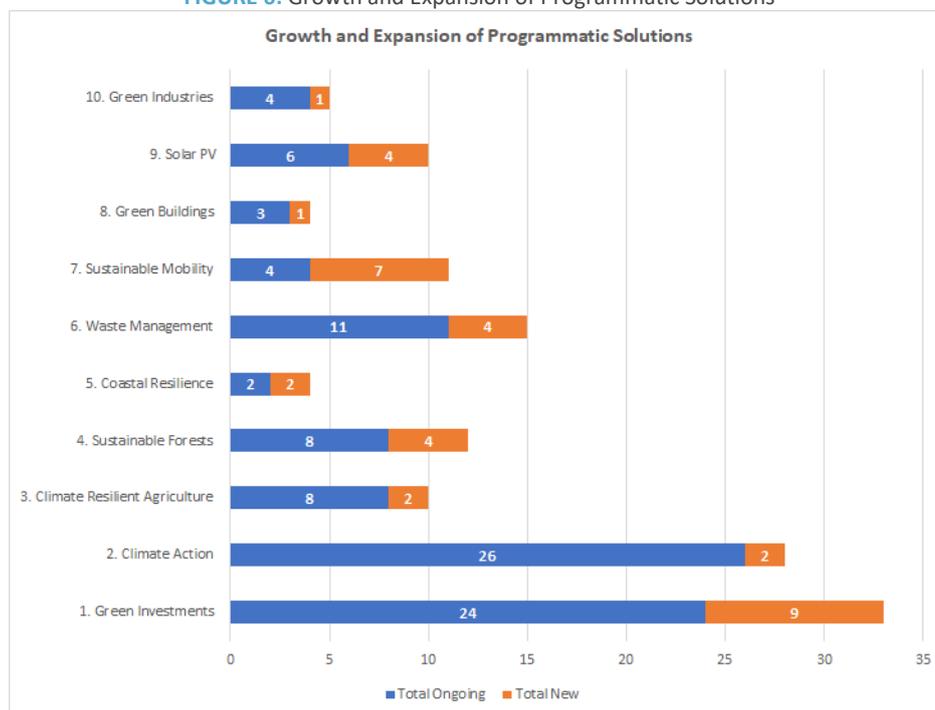


67 Growth and expansion in programmatic solutions vary per country and per region. One of the assumptions is that all countries will be implementing Programmatic Solutions 1 (Green Investments) and 2 (Climate Action). **Figure 6** shows the increase in the number of countries over time that expect to implement each programmatic solution. In 2020 GGGI has 24 country programs with green investments interventions (ongoing). The number is expected to increase to 33 country programs in the next biennium (new), covering all the countries. Similarly, the number of countries with Climate Action interventions increases from 26 to 28. For Sustainable Mobility and Solar PV, the increase goes from four to eleven and six to ten, respectively. It will be increasing for all the

programmatic solutions, with different scale, tripling in the case of Sustainable Mobility, and increasing by 50% and 66% for Sustainable Forest and Solar PV, respectively.

68

**FIGURE 6: Growth and Expansion of Programmatic Solutions**



### (i) Geographical Distributions

69

There are some regional differences to note as shown in **Table 5** below. We can see a greater concentration of green investment work in Africa and Asia than in LAC (Latin America & Caribbean), Middle East and Pacific. For programmatic solutions, regional priorities clearly stand out while the organizational orientation of having Green Investments and Climate Action in most countries is maintained.

**TABLE 5: Budget Distribution per Region and Programmatic Solution**

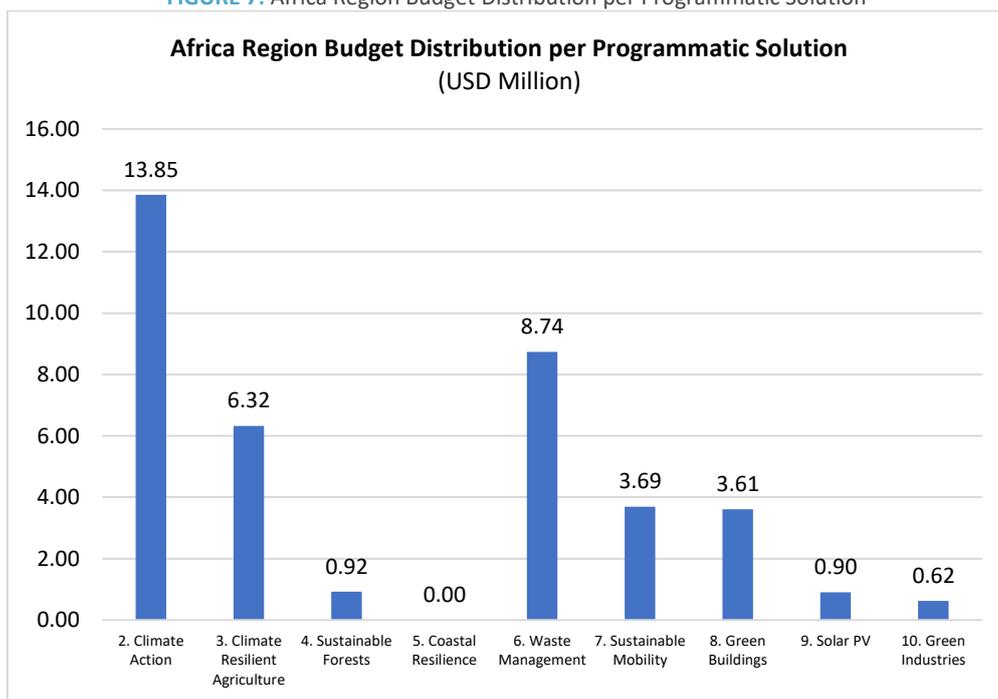
Region/ PS	1. Green Investments	2. Climate Action	3. Climate Resilient Agriculture	4. Sustainable Forests	5. Coastal Resilience	6. Waste Management	7. Sustainable Mobility	8. Green Buildings	9. Solar PV	10. Green Industries
<b>Africa</b>	17.87 47%	13.85 40%	6.32 39%	0.92 5%	- 0%	8.74 35%	3.69 52%	3.61 69%	0.90 16%	0.62 11%
<b>Asia</b>	6.05 16%	5.22 15%	6.35 39%	10.42 58%	0.34 18%	9.26 37%	1.64 23%	0.64 12%	0.80 14%	2.32 41%
<b>LAC</b>	4.15 11%	3.03 9%	1.90 12%	5.82 33%	- 0%	1.72 7%	0.82 12%	0.38 7%	1.31 24%	1.70 30%
<b>Middle East</b>	4.83 13%	8.83 26%	- 0%	0.57 3%	- 0%	5.10 20%	0.63 9%	0.63 12%	- 0%	- 0%
<b>Pacific</b>	5.44 14%	3.41 10%	1.61 10%	0.15 1%	1.51 82%	0.15 1%	0.30 4%	- 0%	2.50 45%	0.99 18%
<b>Total</b>	38.33	34.35	16.19	17.88	1.85	24.97	7.08	5.26	5.50	5.63

70 GGGI operations in Hungary are designed around the support to the country’s ambition of achieving climate neutrality by 2050. With aiming to achieve this vision and the plan, it will provide the policy support to the Government of Hungary under the European Green Deal, while continuing working with Western Balkans countries for the development of a portfolio of green projects under the Western Balkans Green Center (WBGC) and the scaling-up of the climate work in other Serbian cities. The biennium budget of USD 0.63 million (consisting of USD 0.14 million of core and USD 0.49 million of earmarked funding) will focus on four Programmatic Solutions: Green investments, Climate action, Waste management and Green industries with a target of USD 14 million green investments to be mobilized. GGGI’s presence in Hungary also serves as a liaison office to support the relationship development with the EU, European Members of GGGI and development partners in the region.

**(ii) Regional Trends and Priorities**

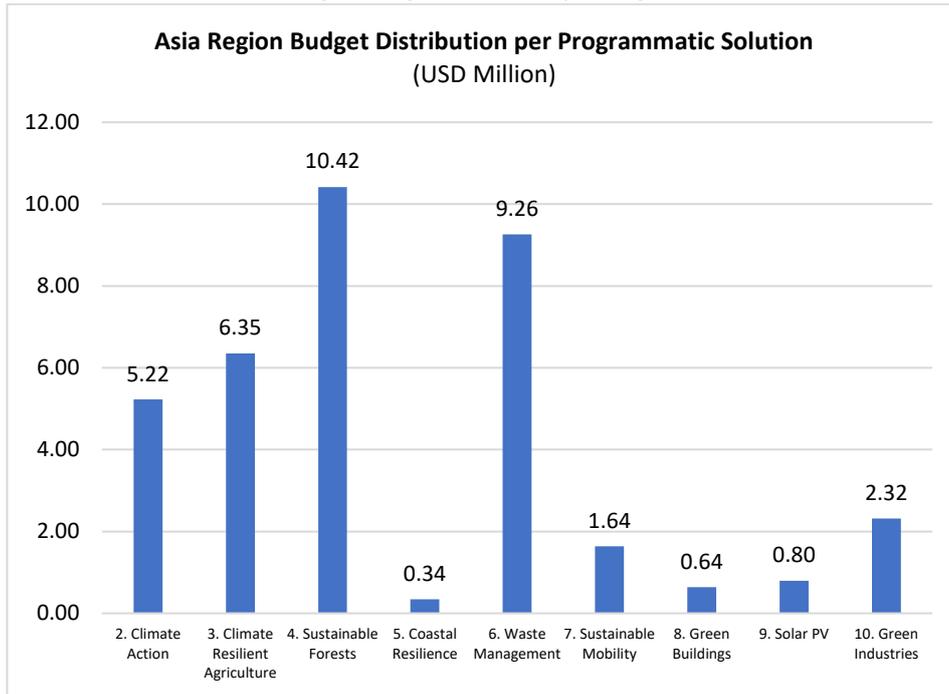
71 Of the overall budget of USD 23 million for the Africa region during the biennium under the minus scenario, Climate Action represents the region’s top priority, followed by Waste Management (**Figure 7**). The top five programmatic solutions include Climate Action with close to USD 14 million, Waste management close to USD 9 million, Climate Resilient Agriculture at USD 6.3 million, and Sustainable Mobility and Green Building at around USD 3.7 million.

**FIGURE 7: Africa Region Budget Distribution per Programmatic Solution**



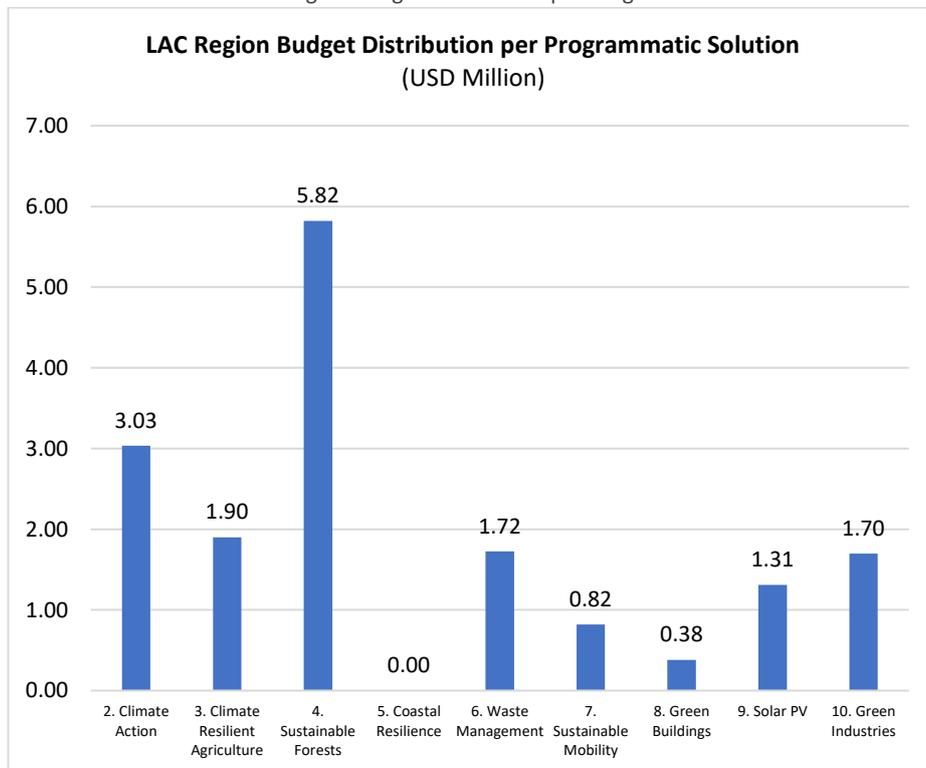
72 In Asia, Sustainable Forests stands out as a priority in terms of budget allocation with over USD 10 million, followed by Waste Management at USD 9 million (**Figure 8**). Climate Resilient Agriculture and Climate Action follow at USD 6 million and 5 million.

**FIGURE 8:** Asia Region Budget Distribution per Programmatic Solution



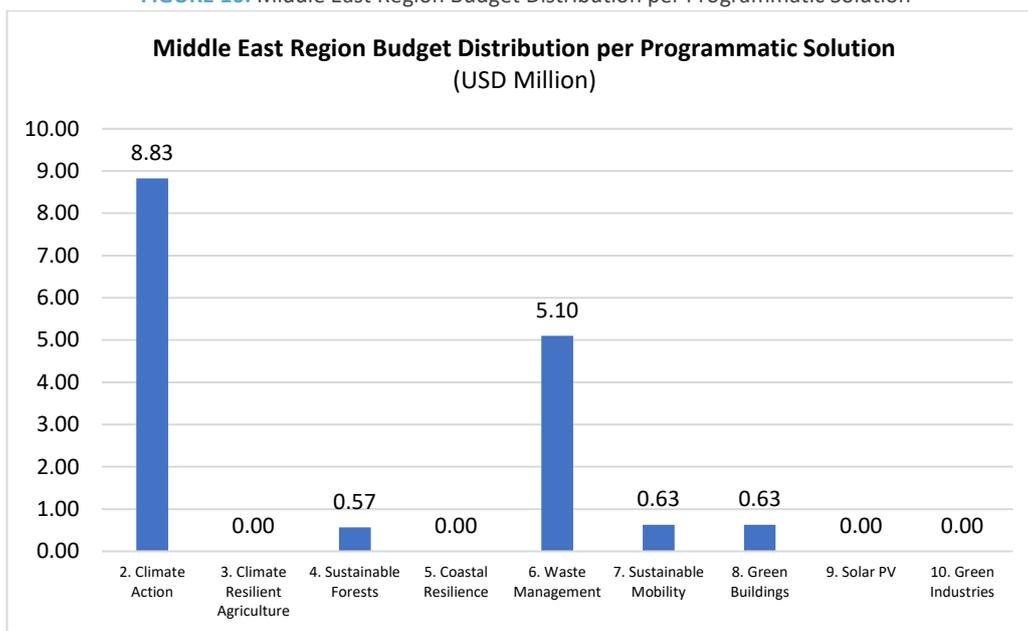
73 In the LAC region, with USD 14 million over the biennium, Sustainable Forests stands out with almost USD 6 million (**Figure 9**), followed by Climate Action and Climate Resilient Agriculture at USD 3 million and 2 million. Sustainable Mobility and Solar PV are expected to grow in the region.

**FIGURE 9:** LAC Region Budget Distribution per Programmatic Solution



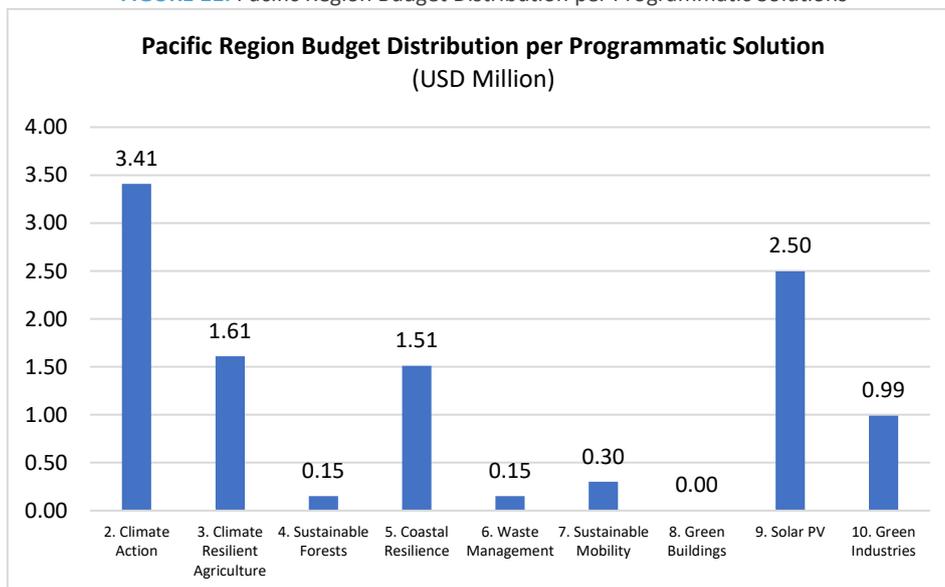
74 The Middle East region has the lowest number of countries, three in total (Jordan, Qatar, UAE). The top priorities stand out in the following order: Climate Action and Waste Management followed by Green Buildings, Sustainable Mobility and Sustainable Forests (**Figure 10**).

**FIGURE 10:** Middle East Region Budget Distribution per Programmatic Solution



75 The Pacific region, with a budget of over USD 16 million, has four main priorities: Climate Action with USD 3 million. Solar PV with USD 2.5 million, Climate Resilient Agriculture with USD 1.6 and Coastal Resilience with USD 1.5 million (Figure 11).

**FIGURE 11:** Pacific Region Budget Distribution per Programmatic Solutions



## 4.4 Global Programs

76 Not all Members of GGGI will require the establishment of a country office and a comprehensive country program, which, in principle, will be limited to those countries that have a strong political appetite for green growth economic transformation, an established clear need for it, and good prospects for achieving transformative impacts. Certain Members' needs, however, will be better served through specific time-bound, tailored interventions that are designed, implemented, and managed as part of the Global Programs without the need of having a country office and bearing the related costs. The Global Program is an innovative way of serving the program needs of such countries through a bundling approach. The implementation of

Global Programs will be designed to be carried out with centralized project management at the headquarters (HQ) in Seoul or regional offices or through the management of an existing country office. They consist of a combination of specific, targeted technical assistance and project delivery interventions based on the needs identified and agreed on by multiple Members to provide the best added value to their green growth ambitions.

77 Through the Global Program, GGGI streamlines its interventions in certain strategic solution-focused areas consistent with the GOPs and PSs under Strategy 2030. The Global Program aims to: 1) accelerate delivery of results within and across GGGI country programs; 2) promote scaling up and replication of successful solutions; 3) prepare knowledge products to share lessons learned or experiences around the solutions; and 4) contribute to solution-focused resource mobilization. The Global Program will focus on what has been identified as high-priority, high-impact solution areas aligned to Strategy 2030's Programmatic Solutions.

78 Over the biennium 2021-2022, **Table 6** presents the six Global Programs that will be implemented and the countries that will benefit from them.

**TABLE 6:** Six Global Programs and Beneficiary Countries in WPB 2021-2022

No.	Global Program	Description	Beneficiary Countries
1	Energy efficiency in buildings GOP4 – PS8	Create enabling environment to promote large scale energy efficiency upgrades in buildings. 5-year aim is to deploy USD 100 million in energy efficiency upgrades in buildings through a mix of public and private funds.	Mongolia, Rwanda and potentially others, such as Cambodia, Uganda, Lao PDR, Indonesia, and Qatar.
2	Financing solutions for the protection and restoration of world forests landscapes GOP3 – PS3 & 4	To consolidate and develop innovative financing solutions and mechanisms in conjunction with existing pipeline projects on protection and restoration of forest landscapes. The program will aim to communicate to external stakeholders with emphasis placed upon the World Forestry Congress to be held in Seoul in May 2021.	India, Guyana, Ethiopia, Sri Lanka, Myanmar, and Vietnam
3	Renewable energy action GOP1 & 2 – PS9, 6, 7	Support the design and implementation of targeted policies, regulatory support tools, and appropriate renewable energy procurement mechanisms to accelerate the deployment of renewable energy.	Lao PDR, Philippines, Mongolia, and Guyana
4	Solar irrigation pumping systems GOP1,2,4 – PS1 & 3	Support the design and implementation of targeted policies, regulatory support tools and appropriate business models, and mobilizing green finance for scaling up solar irrigation in the target countries.	Senegal, Burkina Faso, Uganda, and Ethiopia.
5	Transport and sustainable mobility GOP1,2,4 – PS1,2,7.	Support member countries to scale up the transition of their transport sector to sustainable and low-carbon models for e-mobility, including non-motorized transport.	Cambodia, Lao PDR, Morocco, Ethiopia, Jordan, Senegal, Uganda, Rwanda, Mongolia, Nepal, and Sri Lanka.

6	Waste management GOP1,2,4,5 - PS1,2,6.	Focus on evaluating and valorizing waste value chains, shifting from landfill dependent systems, supporting local solutions and responsibility, engaging all stakeholders in change, and providing a role the private sector along with strengthening the link to climate finance, public health and quality of life through effective and inclusive waste management systems.	Senegal, Cambodia, Lao PDR, Peru and potentially others.
<b>Notes:</b>			
<ul style="list-style-type: none"> <li>GOP: Global Operational Priorities</li> <li>PS: Programmatic Solutions</li> </ul>			

## 4.5 GREEN INVESTMENTS – GROWTH AND PROJECTIONS

79 The country teams’ projection of the total green investment commitment mobilization 2021-2022 amounts to USD 1.9 billion (**Figure 12**). This figure is based on 71 projects out of 164 total projects in the business plans. This amount exceeds GGGI’s global target, and is not likely to be fully realized. It reflects of all projects that GGGI’s teams will be working on in 2021-2022.

**FIGURE 12:** Green Investments: Regional Distributions



80 The regional distribution of the green investment commitment mobilization ambition shows that about half of the total commitment, more precisely USD 1 billion (51%), is expected to be mobilized in the Asia region. The Africa region with USD 600 million (31%) follows next, and then the LAC region with USD 239 million (12%). The Pacific and Middle East regions follow with USD 70 million (4%) and USD 33 million (2%), respectively.

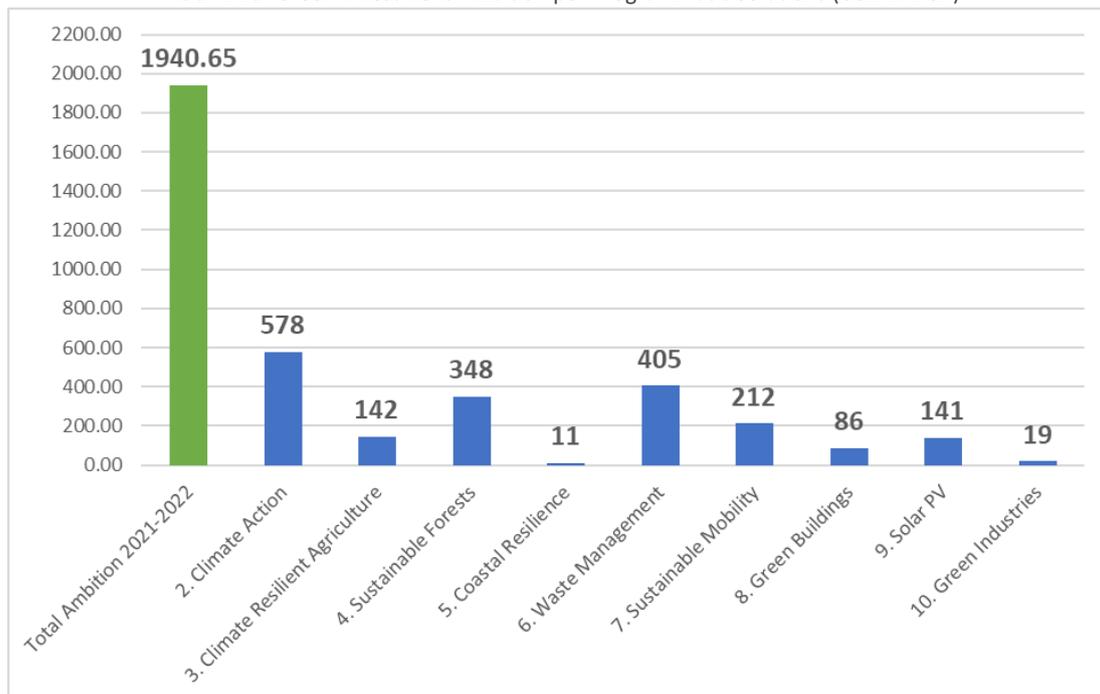
81 The total GGGI Investment amount projected in Strategy 2030, and reflected in the Roadmap 2021-2025, is USD 1.5 billion in the first two years of implementation, more precisely USD 700 million (2021) and USD 800 million (2022). The bottom-up ambition for investment commitment mobilization during the next biennium thus exceeds the projection in Strategy 2030 by 29%. Maintaining a higher ambition than the projection is crucial as project financing frequently carries unforeseen risks, e.g. COVID-19 pandemic, that influence

investment decisions and will result in a lower final result than currently projected.

82 To strengthen and expedite origination, project development/preparation and investment commitment mobilization in the upcoming biennium, GGGI will pursue approaches that are tailored to regions and countries in order to diversify the regional distribution of the project pipeline and to achieve scalability and replicability. GGGI's experience to date shows that diversified approaches are recommendable. The reason for this is that some countries and regions may show strong portfolios and market-readiness which are needed for implementation of more complex investment solutions, while other countries or regions may require considerable technical support to identify and prove a feasible solution and business model before considering moving to the next stage.

83 For instance, GGGI views national financing vehicles (NFVs) and financing instruments such as green bonds as impactful tools and mechanisms to scale-up green investments and mature financial markets. However, certain prerequisites, such as a strong project pipeline and long development lead time, need to be met. Capitalization and operationalization usually are demanding too. These financial mechanisms can be useful in order to scale up projects in countries with a strong track record but may not be suitable solutions for countries with limited relevant experience. GGGI will strategically select investment solutions with a proven track record. For example, a waste-to-fuel solution in Vietnam, with proven investment commitment, has been transferred to Cambodia and Lao PDR in 2020; Peru and Vietnam are progressing on the design of green bond framework learning from the experience in Mexico in 2018-2019; and green energy solutions for telecommunication towers in Vanuatu have already been replicated in Colombia and may be replicated in PNG at a larger scale.

**FIGURE 13:** Green Investment Ambition per Programmatic Solutions (USD million)



84 **Figure 13** above shows how the total green investment commitment mobilization ambition of USD 1.9 billion is distributed across the Programmatic Solutions. The highest green investment ambition is Climate Action with USD 578 million (30%), succeed by Waste Management with USD 405 million (21%), Sustainable Forests with USD 348 million (18%), and Sustainable Mobility with USD 212 million (11%). Climate Resilient Agriculture and Solar PV and follow with USD 142 million (7%) and USD 141 million (7%), respectively. Green Buildings sums up to USD 86.0 million (4%), followed by Green Industries with USD 19 million (1%), and Coastal Resilience with USD 11 million (1%).

85 The investment commitment mobilization ambition in the case of Climate Action stands out. The reason is that this PS includes cross-cutting interventions, such as NFVs and financing instruments, which at a later point will identify project pipelines that will fall under PSs 3 to 10 during WPB 2021-2022 implementation. The different

ambition levels reflect GGGI's expertise and results since 2016 with investment projects in the energy sector – i.e. renewable energy, waste-to-energy, and energy efficiency interventions – and sustainable forests, whereas more effort will be required in newer intervention areas such as Green Industries and Coastal Resilience.

86 The sharpened solutions in the focused areas under Strategy 2030 along with the Global Programs are expected to solidify GGGI's expertise and portfolio in mobilizing investment commitments during 2021-2022 by promoting scaling up and replication of successful solutions across GGGI country programs. As a learning organization, GGGI will build on such experiences and lessons learned to maximize investment potential in green projects by selecting optimal solutions with track records that meet the regional and country needs and by encouraging active south-south knowledge exchange for replication of such solutions.

## 4.6 STRATEGIC OUTCOMES

87 A primary focus of Strategy 2030 is to deliver and report on GGGI's impacts through the achievement of its six SOs. The SOs were introduced in 2017 as part of the *Refreshed Strategic Plan 2015-2020* representing the primary targeted areas of GGGI's interventions. However, there has been no reporting against the SOs since because it took time to develop a methodology and system for measuring SO results, and to develop the culture and capability of the organization to assess and report against these measures.

88 In 2018-2019, GGGI developed approaches and methodologies for estimating its SO-related ex ante project impacts resulting from activities by GGGI country programs and approximation of targeted impacts; for example, in targeted green investment mobilization. The SO Technical Guideline, launched in January 2020, outlines the concepts, approaches, and methodologies for the estimation of expected SO impacts of current projects and approximate scale of future planned activities. These methodologies were used for the first time to develop the 2030 and 2025 SO impact targets in Strategy 2030 and the Roadmap 2021-2025. GGGI will continue to further refine and improve these methodologies and targets and their underpinning evidence and assumptions. This will first take place through the development of the CPFs, and the new CRF 2021–2025, the WPB 2021–2022 and future WPB cycles. GGGI will also monitor the SO impacts with the revision of the methodologies on an annual basis that coincides with GGGI's annual results reporting.

89 The SOs represent the end goals that GGGI aims to achieve through its activities in support of the green growth transition of its Member and partner countries. In Strategy 2030, top-down estimates of future impact targets for GGGI's planned programmatic activities, up to 2030, have been set to guide the scaling up of impacts of activities along the optimal country program growth scenario. Attributed impacts are based on the scenario of mobilized investments by GGGI during the 2017–2030 period, targeting USD 16 billion. The contributed impacts are essentially the share of Members' NDC and SDG targets in the sectors that GGGI is contributing to. **Table 7** below presents only the SO attribution impact targets for 2022 which has cascaded from the 2025 and 2030 targets (the contribution targets are not included due to the availability of data. The SO4 targets are not included since its methodology is still being developed and will be ready at the end of 2020.

**TABLE 7:** Strategic Outcomes Attributed Impact Targets for 2022 compared to 2025 and 2030

Strategic Outcomes (SOs)	GGGI Attributed Outcomes Targets		
	2022	2025	2030
1. GHG emission reduction (Mton CO2e)	85	300	1000
2. Direct Green jobs (million jobs created)	0.1	0.5	2
3. Sustainable services (million people)	14	42	100
3.1. Energy access	3	10	30
3.2. Sanitation	2	4	10
3.3. Waste	7	22	80
3.4. Transport	2	6	20
4. Air Quality Improvement	<i>n/a</i>	<i>n/a</i>	<i>n/a</i>
5. Natural Capital protection (million hectare)	0.04	0.1	0.5
6. Adaptation services (million people)	0.7	2	8

90 These impact outcome targets in **Table 7** are estimated at two levels using the bottom-up and top-down approaches. First, the attributed impact outcomes, which are impacts resulting from GGGI activities that have direct causal links to the SOs. Second, contributed impact outcomes, which capture the contribution that GGGI makes toward achieving its Member and partner countries' NDC and SDG targets. Both the attributed and contributed impact outcomes are relevant in evaluating GGGI's work and capturing impacts from the organization's efforts.

91 These impact estimates and targets will drive GGGI's ambitions in scaling up its activities and impacts through WPB 2021–2020 and future WPBs during the Roadmap duration, up to 2025. To support the process of delivering against these targets, all CBPs have been required to include the SO attribution and contribution impact estimates and targets for qualifying projects and outputs that have causal links to the SOs with available data and information.

92 **Table 8** below summarizes the total and per country SO attribution impact estimates for the WPB period 2021-2022 based on the inputs made by the country teams in the CBPs. The table includes only the attribution estimates but excludes the contribution impact estimates which are still being prepared and will be ready at the end of 2021 after the full projects' details and updated countries NDCs become available. The table lists the tentative attribution impact estimates for five of the SOs (except SO4) up to 2022 compared to the 2022 attribution impacts targets. The SO4 impact estimates will be added later once its methodology is completed as explained above. A total of 164 projects are included in the WPB 2021-2022 but only the qualifying projects with available project information or green investment targets have had their SO attribution impacts estimated. The current SO attribution impact estimate figures are only indicative and not representative of the total since the remaining projects will be included in the remainder of 2020 and in 2021 once the project information and details are known. This is the first time that GGGI has compiled its SO impact estimates on a project and country basis but is a step in the right direction in its attempt to report on the impact of its green growth activities in Member countries. The data is not complete because not all project estimates were done due to the non-availability of data and information but it is work in progress that GGGI will improve in future WPBs and annual results reporting cycles.

**TABLE 8: WPB 2021-2022 SOs Attribution Impact Estimates compared to the 2022 SO Attribution Impact Targets**

<b>WPB 20219-2020 CBP Strategic Outcomes Attribution Impact Estimates and Targets</b>										
No	Countries	SOs Attribution Impacts								
		SO1 GHG emission reduction	SO2 Green Jobs creation	SO3.1 Clean and Affordable Energy	SO3.2 Improved Sanitation	SO3.3 Sustainable Waste Management	SO3.4 Sustainable public transport	SO4 Clean Air	SO5 Natural Capital Protection	SO6 Adaptation to Climate Change
		<i>Million tons of CO2e</i>	<i>Million Jobs</i>	<i>Million Beneficiaries</i>	<i>Million Beneficiaries</i>	<i>Million Beneficiaries</i>	<i>Million Passengers</i>	<i>Days below AQ1 Level</i>	<i>Million Hectares</i>	<i>Million People</i>
	<b>AFRICA</b>									
1	Burkina Faso	0.049	0.001	0.040						
2	Cote D'Ivoire									
3	Ethiopia	0.004	0.002	0.093	0.020				0.026	
4	Hungary	0.143								
5	Morocco	2.125	0.001				1.108			
6	Rwanda	1.132	0.031		0.389					
7	Senegal	0.139	0.001		0.360	0.500				
8	Uganda	0.578	0.000							
	Sub-Total	4.170	0.036	0.133	0.769	0.500	1.108	0	0.026	0
	<b>ASIA</b>									
9	Cambodia	1.364	0.002		0.040	0.400	0.020			
10	India	0.257							0.001	
11	Indonesia	16.665	0.090						0.030	0.500
12	Lao PDR	2.322				0.230				
13	Mongolia	0.218	0.002							
14	Myanmar	10.993	0.020						0.087	
15	Nepal	1.275	0.003		0.593	0.593				0.392
16	Philippines	0.456	0.001							0.012
17	Sri Lanka	0.351					0.017			0.001
18	Uzbekistan									
19	Vietnam	0.220	0.001							
	Sub-Total	34.121	0.119	0	0.633	1.223	0.037	0	0.118	0.905
	<b>LATIN AMERICA</b>									
20	Caribbean		0.003							
21	Colombia									
22	Guyana	2.040	0.001	0.003		0.500				
23	Paraguay									
24	Peru	1.006	0.001			0.225			1.200	
25	Mexico	0.360								
	Sub-Total	3.406	0.494	0.003	0	0.725	0	0	1.200	0
	<b>MIDDLE EAST</b>									
26	Jordan	2.290	0.003			0.778	0.129			
27	Qatar	1.200								
28	UAE									
	Sub-Total	3.490	0.003	0	0	0.778	0.129	0	0	0
	<b>PACIFIC</b>									
29	Fiji/Pacific	0.004		0.331					0.006	0.331
30	Kiribati	0.001								
31	PNG	0.720	0.001							
32	Tonga									
33	Vanuatu	0.071								0.008
	Sub-Total	0.796	0.001	0.331	0	0	0	0	0.006	0.339
	<b>Total Impact Estimates</b>	<b>46</b>	<b>0.16</b>	<b>0.5</b>	<b>1.5</b>	<b>3.2</b>	<b>1.3</b>	<b>NA</b>	<b>1.4</b>	<b>1.2</b>
	<b>2022 Targets</b>	<b>85</b>	<b>0.1</b>	<b>3</b>	<b>2</b>	<b>7</b>	<b>2</b>	<b>0</b>	<b>0.04</b>	<b>0.7</b>
	Against Target	<	>	<	<	<	<		>	>

Source: WPB 2021-2022, Country Business Plans

# 5. Support to Members for Green COVID-19 Recovery Plans

## 5.1 GGGI'S PREPAREDNESS FOR THE COVID-19 PANDEMIC

- 93 The global downturn caused by the COVID-19 pandemic has resulted in unprecedented public health and socio-economic crises for emerging and developing economies including our Members. For most of our Members, the impacts of the economic lockdowns implemented to slow the pandemic have spiraled into their worst economic crises of the past few decades. Governments have responded boldly with emergency health measures to contain the spread of the virus and flatten the epidemic curve, unprecedented economic lockdowns and provided emergency rescue stimulus packages costing trillions of US dollars to provide immediate and short term economic relief but which has also plunged countries into serious high levels of public debts.
- 94 GGGI, like all its Members, has been affected by the COVID-19 pandemic. In the first half of 2020, all the country offices moved into working remotely, all international mission travel has stopped, and consultations with government partners have slowed down in many cases. GGGI's level of preparedness to operate in the COVID-19 context demonstrates that the organization was well prepared for the pandemic. The online systems such as the Customer Relationship Management (CRM), project management (GGGI Online) and Enterprise Resource Planning (ERP) ensure that support for decentralized, remote working, business processes are in place to make the organization agile and flexible. While delays in programming were experienced in 2020, by and large the organization managed to keep its work on track. The impacts of the pandemic on our operations are likely going to be with us over the course of WPB 2021-2022 implementation. GGGI has been undertaking an assessment of its entire project portfolio in WPB 2021-2022 to determine whether there are any unforeseen COVID-related risks for projects that were designed pre-COVID. This risks' assessment guides the mitigating actions needed to keep projects on track including the dialogue with donors on the re-allocation of funds to new COVID response related activities.
- 95 To assist its Members, GGGI has introduced support for greening COVID-19 recovery packages in the Roadmap 2021-2025 as well as WPB 2021-2022. By making this a priority in the Roadmap and WPB, GGGI seeks to address at least two major challenges: (i) responding effectively to the COVID-19 impacts, through supporting member countries effectively to Green COVID-19 Recovery Packages; and (ii) putting a strong focus on effective delivery for impact: that is, project implementation, staff time management, progress monitoring and donor reporting for a rapidly growing portfolio of earmarked projects.

## 5.2 BUILDING CLIMATE RESILIENCE WITH COVID-19 RESPONSE

- 96 For the preparation of WPB 2021–2022, country program teams have provided advice on the socioeconomic impacts of COVID-19 on the countries development efforts. To guide its COVID 19 recovery effort, GGGI has recently published in July 2020 the Technical Report No.13 entitled “Achieving Green Growth and Climate Action Post-Covid-19” which serves as a source of information and recommendations for GGGI Members and country teams as they design green COVID 19 recovery plans.<sup>3</sup> In addition, GGGI has also published in June 2020 its Technical Report No. 12 entitled “Employment Assessment of Renewable Energy: Power sector pathways compatible with NDCs and national energy plans.” This report helps demonstrate that renewable energy technologies that support NDC delivery and have great potential to create jobs in the short and medium term. For countries that are implementing economic recovery packages, they have a crucial choice between restarting their brown economies or seize the opportunity to accelerate their transition to a green economy. In terms of the latter, GGGI is advising on a Green New Deal for the economy, reinforcing climate change and sustainable development. The policy menu for designing such a Green New Deal forms the core recommendations of the above Technical Report No. 13 which promotes a recovery package that combines

<sup>3</sup> GGGI (2020). *Achieving Green Growth and Climate Action Post-COVID-19*. Retrieved on September 20, 2020, from <https://gsgi.org/site/assets/uploads/2020/07/GGGI-Technical-Report-Achieving-Green-Growth-and-Climate-Action-Post-COVID-19.pdf>

COVID 19 recovery with climate action, applying the following policy measures:

- Apply green stimulus priorities.
- Transition fossil fuel subsidies to renewable energy subsidies.
- Set ambitious targets as part of recovery packages or “green deals”.
- Align climate and green growth strategies and plans.
- Phase out coal.
- Stimulate green innovation and green jobs.
- Combine digital and new green deals.
- Promote nature-based solutions through employment-based social assistance programs.
- Accelerate solar-power irrigation.
- Upgrade health facilities with clean energy.

97 There has been much interest from donors on how GGGI can be relevant to the COVID-19 response given its comparative strengths. As a first step, GGGI has prepared two broad and large concept notes designed to work with development partners to green the recovery package in Africa and for selected Small Island Developing States (SIDS) in the Pacific and Caribbean. The first one is the GGGI - SIDS Tourism COVID-19 Recovery concept note, which focuses on restoring and safeguarding COVID-19 impacted livelihoods in Pacific and Caribbean SIDS through short-term and long-term transformational change towards a more resilient, low carbon tourism sector. The second one is the GGGI - Africa Pandemic Recovery concept note, which is designed to support Greening Africa’s Recovery from the COVID-19 pandemic impact through green job creation and financial incentives to restore degraded forest landscapes and build climate resilient agricultural systems. GGGI intends to discuss next steps, and further develop these ideas, with interested partners.

98 Furthermore, the Governments of Indonesia, India, and Peru have nominated GGGI to be their delivery partner for the UK PACT Green Recovery Challenge Fund, that aims to increase climate ambition at scale as they rebuild their economies after the COVID 19 outbreak. GGGI is also currently working with the various Member Governments to access the Qatar Fund for Development (QFFD) USD 100 million fund for inclusive and sustainable green growth projects that will align well with their COVID 19 recovery plans, climate resilience and sustainable economic development. The projects are planned in the following high-potential areas covering 14 climate-vulnerable member SIDS and LDCs that have been hard-hit by the pandemic:

- Supporting green entrepreneurship, innovation, and employment in the Caribbean and Pacific with a focus on developing viable SMSEs in locally relevant green sectors.
- Providing income support and improve crop yields and incomes for farmers through the deployment of Climate-Smart Agriculture (CSA) and Solar Powered Irrigation Systems in LDCs in Africa
- Enhancing local production, consumption, and awareness of locally grown nutritious vegetables through a CSA training and micro agri-business support program aimed at schools and school gardens in islands of Kiribati.

99 GGGI and GCF are also collaborating through the GCF Readiness Program to support sustainable COVID-19 recovery in developing countries through climate investments that also provide important socio-economic benefits, including green jobs. Both organizations are taking adaptive measures to help Member countries carry out a climate-resilient recovery to the pandemic.<sup>4</sup> As a Readiness Delivery partner, GGGI has completed readiness projects in 7 countries (Guyana, Lao PDR, Mongolia, Papua New Guinea, Rwanda, Thailand, and Vanuatu); in progress in 17 countries (Burkina Faso, Cambodia, Cote d’Ivoire, Ethiopia, Fiji, Indonesia, Jordan, Lao PDR, Mexico, Morocco, Mozambique, Myanmar, the Philippines, Rwanda, Sri Lanka, Uganda, and Vanuatu); and readiness proposals submitted for 11 countries (Angola, Colombia, Dominica, Ethiopia, Guyana, Jordan, Lao PDR, Paraguay, Togo, Vanuatu, and Zambia).<sup>5</sup>

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<sup>4</sup> Global Green Growth Institute and Global Climate Finance (2020). *Enhancing access to climate finance through readiness support*. Retrieved September 23, 2020, from <http://gggi.org/report/enhancing-access-to-climate-finance-through-readiness-support-the-global-green-growth-institute-and-green-climate-fund-partnership/>

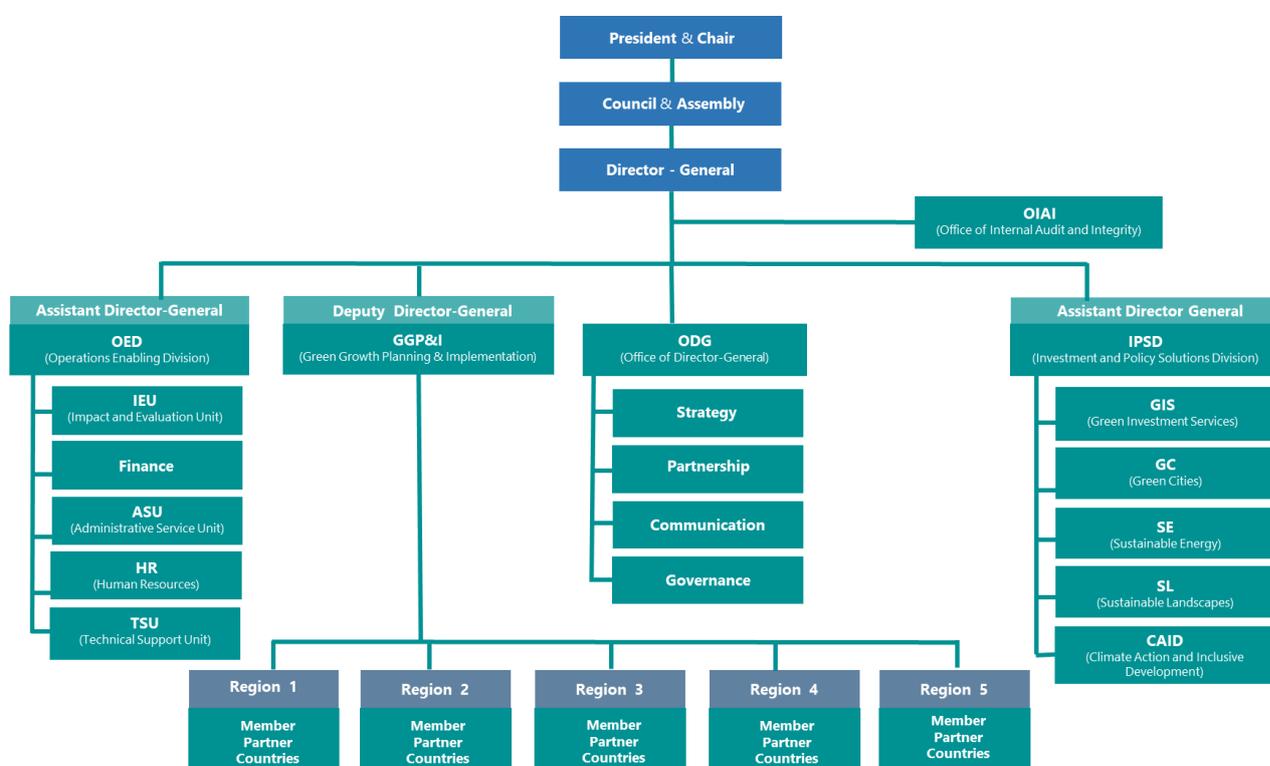
<sup>5</sup> Global Green Growth Institute (2020). *GGGI: GCF Portfolio*. Retrieved September 23, 2020, from <https://gggi.org/global-program/gggi-gcf-portfolio/>

# 6. Managing Operations, Results and Risks

## 6.1 IMPLEMENTATION

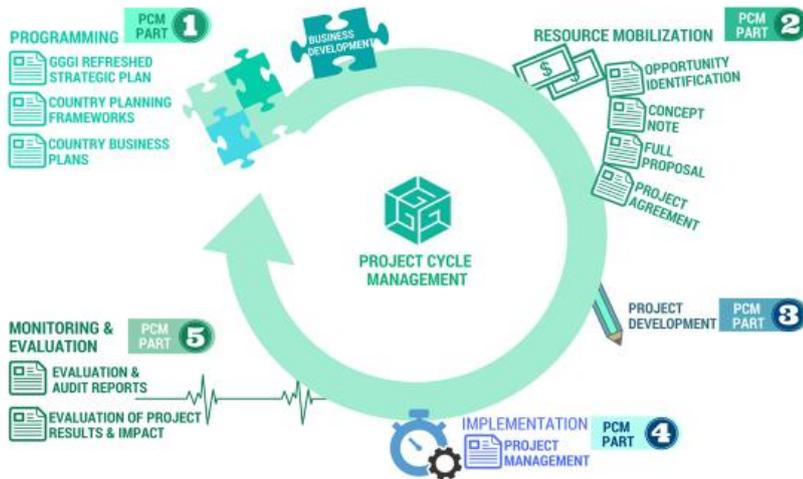
100 The implementation of the WPB 2021-2022 is operationalized primarily through the green growth advisory services that GGGI delivers directly to Member and partner countries through two main streams of supports. First, the teams from the Green Growth Planning and Implementation (GGPI) and Investments and Policy Solutions (IPSD) divisions are long-term embedded within government ministries in these countries, providing primary front-end service and on the ground support as well trusted and objective advice to enable them to explore green growth opportunities, which are aligned with their national development plans. Second, the teams from the Office of the Director General (ODG) and the Operations Enabling Divisions (OED) provide corporate, strategy, governance, communications, partnerships, financial and back-of-office support functions. These teams are presented in GGGI’s organizational structure in **Figure 14**.

Figure 14: GGGI’s Organizational Structure



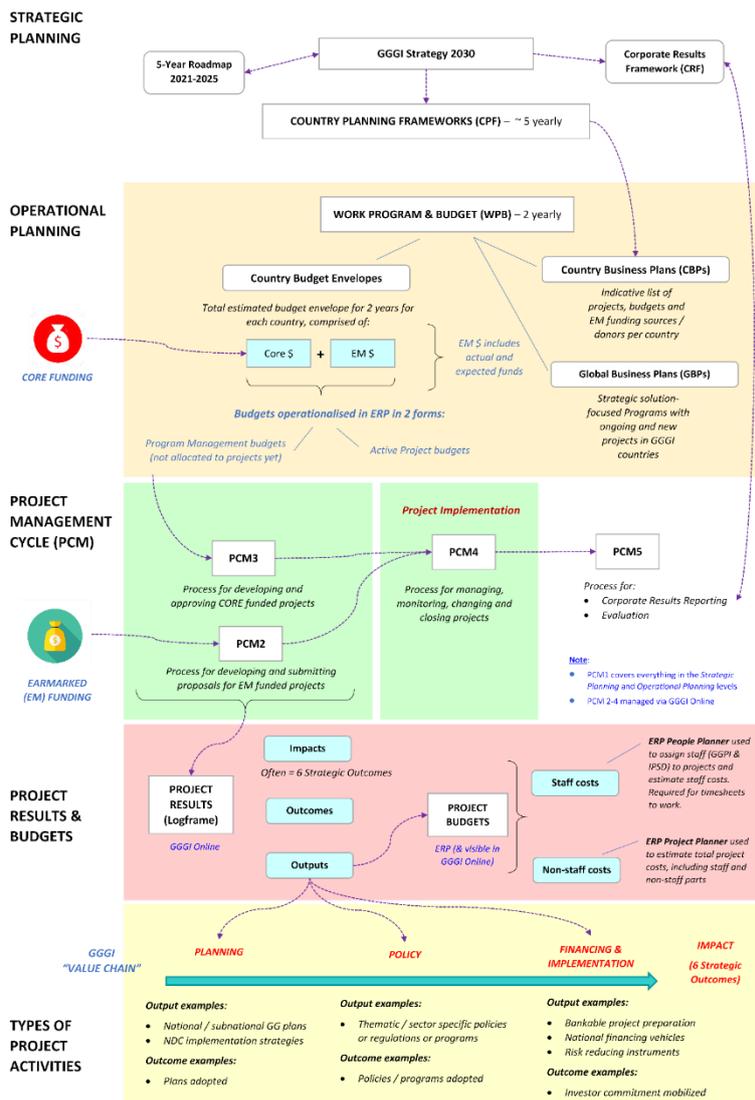
101 The success of WPB 2021-2022 in terms of achieving its objectives and desired results and impacts will depend on its effective and efficient implementation as well as its monitoring, reporting and evaluation. All these process steps are part of GGGI’s Program and Project Cycle Management (PCM) presented in **Figure 15**, which aims to ensure a robust quality assurance process to foster coherency in GGGI’s programs, whether funded by its core or additional earmarked resources. The PCM process is now overlaid with the new Impact Pathway Approach (IPA) which intends to calibrate the design and implementation of projects to deliver clear results and impacts. All projects in WPB 2021-2022 will be delivered on the platform of the PCM and IPA.

FIGURE 15: Project Cycle Management



102 GGGI’s operational framework process flow is presented in **Figure 16**, showing how its Strategy 2030, Country Planning Frameworks (CPF)s, WPB, project design, implementation, monitoring and evaluation(M&E), and results reporting are causally linked and interconnected.

FIGURE 16: Framework for GGGI’s Operations



## 6.2 MONITORING AND IMPACT PATHWAY APPROACH

103 The process in place requires that during implementation, projects are monitored monthly and reported in GGGI Online as part of the PCM 4 stage presented in **Figure 15** above. The same applies to WPB2021-2022 where Project Managers for both country programs and global programs will update in GGGI Online the progress and status of their programs and individual projects, budget spent, problems and challenges encountered, and the results achieved based on the approved Corporate Results Framework (CRF). At the end of every quarter, these monthly monitoring reports will be compiled into a consolidated Quarterly Progress Reports (QPRs) prepared by GGPI in collaboration with IPSD for Management Team discussions and decisions for action to improve project implementation and results delivery. The QPRs will serve as reporting tool to monitor and track all programs and projects progress and performance and provide necessary guidance to keep them on track and within budget.

104 A new complementary approach to the PCM will be the incorporation of the Impact Pathway Approach (IPA) into key parts of GGGI's programming, particularly program-level planning and reporting. The IPA is in synchronicity with GGGI's Theory of Change (TOC) in Strategy 2030. The IPA demonstrates the intended key results of a country program and the programmatic pathways to get there. The IPA can be thought of as a results framework/theory of change that sit at country program level. The IPA is well-established within the development sector and the application for GGGI's business processes was developed and piloted in 2019 as part of work on evaluating country programs. It consolidates information from various project log frames under a given country program and then maps these against stages in GGGI's value chain (a simplified version). Next, the information is grouped along themes GOPs, and the key outcomes (not outputs) are identified as well as the causal pathways linking outcomes to one another and to impacts (i.e., SOs) on the far-right side of the value chain. An example from the Mongolia Country Program is provided in **Figure 17** below. The use of the IPA for SO reporting has already been piloted in Vietnam and Mongolia.

**FIGURE 17: Impact Pathway Example for Mongolia**



105 The essential elements of the country-level impact pathways include:

- i. **Programmatic Solutions** (as presented in **Figure 2**) that GGGI chooses to focus on during the CPF period.

- ii. **Intermediate Outcomes (IOs)** describe key outcomes that GGGI has set targets for in the Strategy 2030<sup>6</sup> relating to policy adoption and finance mobilized (from financing instruments and investment projects) within each selected programmatic solution that GGGI aims to achieve during the CPF period.
- iii. **Strategic Outcomes** (or other important non-SO impacts) that GGGI's work will contribute to, with estimated targets reflecting a relevant portion of a national goal/target. In line with the SO Guidelines, these impacts include 2 types: attributed impacts and contributed impacts.<sup>7</sup>
- iv. **Country goals**<sup>8</sup> that all the above ultimately help contribute to achieving, based on key policies such as national development plans / green growth strategies or NDCs.
- v. **Causal linkages** showing the expected causal pathways that link IOs to strategic outcomes to country goals.

### 6.3 RESULTS REPORTING

106 Results reporting serves several critical purposes within GGGI, primarily to:

- i. Demonstrate to donors and funders what has been achieved from the money they provide to GGGI.
- ii. Demonstrate to Members what GGGI has achieved within their countries.
- iii. Informs management decisions to improve effectiveness of GGGI operations.

107 GGGI's results reporting process involves the collection and collation data, aggregation, and analysis of results for the purpose of reporting against performance indicators and targets in the CRF. This process is part of PCM 5 presented in **Figure 15**. The reporting of our results internally and externally is important to demonstrate the SO impacts that GGGI has delivers in supporting the transformation of partner countries towards a green growth model. It is also part of GGGI's commitment to donors and stakeholders for accountability, transparency, and good governance. GGGI's results from the delivery of its programmatic solutions will be measured against the new CRF 2021-2025 (See Appendix 1).

108 Beginning in 2020, GGGI will start implementing a modified EOY results reporting system that will elevate results reporting to the country program level focusing on outcomes and impacts. The new EOY results reporting system was approved by Management in August 2020 and will commence implementation in reporting the 2020 EOY results. Following the setting of SO impact estimates and targets for 2022 in the WPB 2021-2022, and the development of SO attribution and contribution impact estimates and targets in the CBPs, the EOY results reporting will focus primarily on the reporting of these SOs.

109 From 2020 onwards, results reporting will be done twice annually; in mid-year (in July) and end of year through online reporting in GGGI Online. The results data will be collected on the principle of 'collect once and use multiple times' for the different range of GGGI's internal and external results reporting requirements. The country program results will be aggregated in the Annual Results Report for 2021 and 2022. This will feed into the development of the Annual Report and PRs and other reports including the DFID Annual Review, OECD CRS DAC Report, bilateral donor reports, and IATI reporting. During 2021-20202, GGGI will pursue continuous improvement in its results monitoring and reporting system to improve the effectiveness, quality and efficiency of results reporting.

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<sup>6</sup> See p.22 of [GGGI Strategy 2030](#).

<sup>7</sup> Attributed impacts are those that caused mostly by GGGI's work – typically from investment projects. Contributed impacts are those that GGGI contributes to along with many other actors. They can often be expressed in the form of a relevant subset of an overall national goal or target. Typically, contributed impacts are used for GGGI's work on policies or financing instruments, where attributable impacts are difficult to estimate. For more discussion on these concepts, see p.18-19 of the [GGGI SO Guidelines](#).

<sup>8</sup> These are also referred to as National Target Levels (NTLs) in the SO Guidelines.

## 6.4 CORPORATE RESULTS FRAMEWORK 2021-2025

110 The Corporate Results Framework (CRF 2021-2025) developed based on consultations held with divisions and staff across the organization and with the MT, MPSC and Council, is a management tool that helps GGGI to monitor and improve its performance to achieve the goals set out in the Strategy 2030. The new CRF 2021-2025 presented in **Appendix 1**, will be adopted for the next five years, coinciding with the duration of the Roadmap 2021-2025. The CRF was designed based on the Strategy 2030 Theory of Change which allows stakeholders to visualize the logic of the 5 programmatic GOPs and 3 non-programmatic GOPs (presented in **Figure 1**) and identifies the proposed causal links among inputs, activities, outputs, outcomes and impacts. The CRF 2021-2025 essentially sets out the metrics in terms of performance indicators and targets for measuring GGGI's programmatic and non-programmatic results. These indicators and targets were developed based on the 'SMART' criteria (see *Box 1*). While results under the new CRF will be tracked at 3 levels; namely level I – impacts, level II - outcomes and level III - outputs. Actual reporting will focus primarily on reporting higher level results at the country program outcomes and SO impact levels.

### **BOX1** Characteristics of Effective – SMART – indicators

- *Specific* – Indicators should reflect simple information that is communicable and easily understood and related to the objective
- *Measurable* – Indicators that can be easily quantified and measured
- *Achievable* – Indicators that can be achieved
- *Relevant* – Indicators that reflect information that is important and relevant to the result
- *Timebound* – Indicators need to be set against a timeline

111 The key features of the new CRF 2021-2025 include a reduced number of indicators, alignment with the Strategy 2030, inclusion of SO impact targets and specific poverty and gender indicators, and a more balanced set of financial and organizational performance indicators. The CRF 2021-2025 indicators exist at each level of the results chain. GGGI's project logframes will be tagged in GGGI Online to the corresponding CRF output, outcome and impact indicators at each level of result. This will provide the basis for program and project monitoring, evaluation and results reporting in GGGI Online.

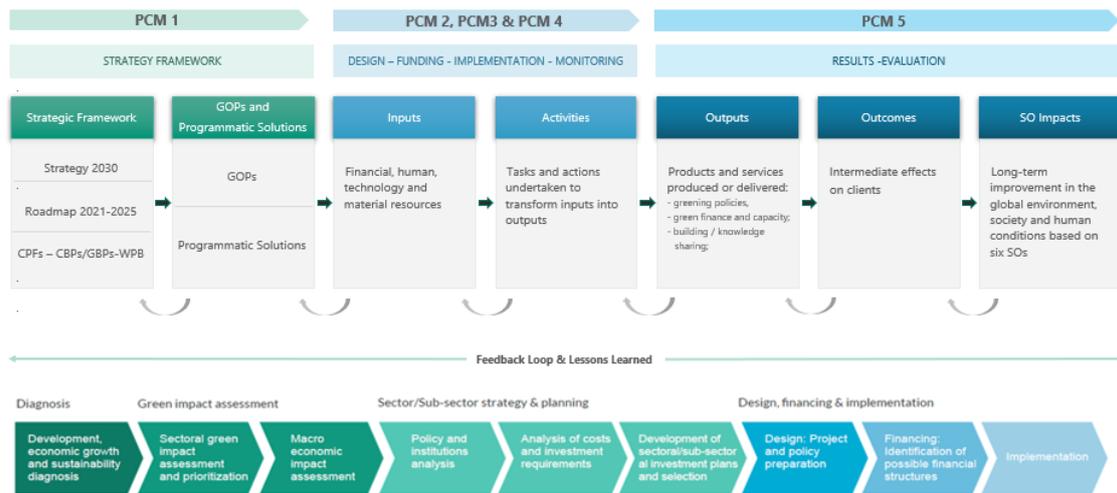
## 6.5 EVALUATION

112 The evaluation of GGGI's country and global programs will be done independently through the Impact and Evaluation Unit (IEU). Evaluation is part of PCM 5 which aims to strengthen GGGI's ability to achieve and demonstrate impact on one hand, and involves the sharing of lessons learned to improve other aspects of strategy and project planning and management on the other hand. The IEU independent evaluations of GGGI country programs aim at assessing their performance and impact, and communicating its the findings to key audiences, including the Council and MPSC.

## 6.6 RESULTS BASED MANAGEMENT

113 GGGI's Results Based Management (RBM) is essential to the successful implementation of the WPB 2021-2022. RBM is a management strategy and tool by which all actors, contributing directly and indirectly to the production of GGGI's country and global programs and projects, are collectively bound and driven to ensure their processes and inputs contribute to the achievement of desired results (outcomes and higher level goals or impacts), which align with Strategy 2030 priorities. GGGI began implementing RBM in 2015 marked by the adoption of the first Strategic Plan 2015-2020. GGGI's RBM framework is outlined in **Figure 18**. It connects GGGI's established value chain through causal linkages, utilizing a feedback loop that facilitates the necessary adjustments and improvements to the results delivery and monitoring process.

**FIGURE 18: Results Based Management Framework**



114 Strategy 2030 includes the six SOs as focal areas of targeted impact in GGGI’s operations. These SOs form the core of GGGI’s RBM system and focus its operations on measurable impacts that anchor in-country and global programmatic activities to partner countries NDC and SDG commitments. The shift from a traditional, input-based approach, to a results-based approach has resulted into GGGI determining the targets for the six SOs. These changes have redefined GGGI’s long-term goals and results framework and will set the organization’s ambitions high in ensuring its organizational relevance and value addition in the context of the global compacts.

## 6.7 RISK MANAGEMENT

115 GGGI’s adopted a Risk Management Framework (RMF) is designed to systematically identify high and significant risks and to put in place controls for managing those risks so as to minimize their occurrence to the extent possible, or minimize their impact on the ongoing operations of GGGI should they occur.

116 GGGI manages its risks under seven risk headings. These are Organizational Structure and Governance; Operational Program and Portfolio Management, Legal, Financial Management & Operations, Human Resources, IT, Data, and Asset Management; and Working Environment. Under each heading specific risks are identified. Each identified risk is then evaluated as to: the likelihood of it occurring; the likely impact should the event come to pass; mitigation measures in place to control the risk; any residual risk; and the manager responsible for managing those risks; The likelihood of occurrence and likely impact of each identified risk are scored on a scale of low, medium or high.

117 The Director-General oversees implementation of the RMF and reports biannually on risk management to the GGGI MPSC and publicly to the Council in the Annual Report. This involves Council’s review and provision of advice on the appropriateness of the risk assessment, effectiveness, and adequacy of risk mitigation and management.

118 GGGI’s Management Team monitors the RMF by using a Risk Management Matrix. This provides a tool for internal consultation and assessment of risks with indications of the rating and ranking system. It includes risk mitigation measures, which, in turn, are implemented through the daily operations of GGGI by assigned accountable staff. In a situation where risks that would impact GGGI significantly escalate to a high likelihood of occurrence, the MT would support the Director-General to identify options for reducing the probability of risk from occurring and the impact on the organization.

119 The RMF has been rolled out to all countries in 2020. This was done through a series of interactive webinars. The webinars were well attended by all country offices who provided feedback on the risks as identified in the framework. A small number of additional risks were identified, and a few had a higher country rating than the overall GGGI rating as an organization. These have been incorporated into the main RMF.

## APPENDIX 1: CORPORATE RESULTS FRAMEWORK 2021-2025

### I. EXPECTED IMPACTS

STRATEGIC OUTCOMES (SO)		ATTRIBUTED OUTCOMES TARGETS 2022 (000)	ATTRIBUTED OUTCOME TARGETS 2021-2025 (000)	ATTRIBUTED OUTCOME TARGETS 2017-2030 (000)	CONTRIBUTED OUTCOME TARGETS 2017-2030 (000)
SO1	GHG emission reduction SO1.1 GHG emissions reduction from business as usual (MtCO2e)	85	300	1000	1,600
SO2	Creation of green jobs SO2.1 Number of green jobs created (millions)	0.1	0.5	2	4
SO3	Increased access to sustainable services (millions of people who gained access to each service)	14	40	100	500
	SO3.1 Access to clean affordable energy	3	10	30	90
	SO3.2 Access to improved sanitation	2	4	10	50
	SO3.3 Access to sustainable waste management	7	20	80	400
	SO3.4 Access to sustainable public transport	2	6	20	Not Available
SO4	Improved air quality SO4.1 Number of days above 'Orange' Air Quality (in major cities)	Not Available	Not Available	Not Available	Not Available
SO5	Adequate supply of ecosystem services ensured SO5.1 Area of deforestation avoided and/or reforested (million-ha)	0.04	0.1	0.5	20
SO6	Enhance adaptation to climate change SO6.1 Number of people supported to cope with climate change (millions)	0.7	2	8	16

\*Proportion of projects which report a material contribution to each SO can also be reported/analyzed in terms of dollars invested.

## II. EXPECTED PROGRAM OUTCOMES

INTERMEDIATE OUTCOMES (IOs)		INDICATOR 1	INDICATOR 2
IO1	Accelerated access and secured climate finance/green investments for members from both public and private sectors.	IO1.1 Total USD value of climate finance/green growth investment commitments secured with GGGI's support, disaggregated by public and private sector financing. <i>Result: (2019) USD 360M</i> <i>Target: (2020) USD 700M</i> <i>Target: (2021) USD 700M</i> <i>Target: (2022) USD 800M</i>	
IO2	GGGI members have strengthened policy, planning, regulatory, financing and institutional frameworks to achieve green growth outcomes.	IO2.1 Number of green growth policies adopted by governments with GGGI's support. <i>Result: (2019) 21</i> <i>Target: (2020) 20</i> <i>Target: (2021) 25</i> <i>Target: (2022) 30</i>	
IO3	National, regional, and global capacity to drive and expand green growth ambitions is enhanced.	IO3.1 Extent to which GGGI's training events have directly strengthened partner countries capacity to develop and implement green growth policies and investments. To be assessed on a 5-point scale balanced scorecard with a maximum score of 10. <i>Target (2021): 6+</i> <i>Target (2022): 6+</i>	
IO4	Green growth solutions support Member and partner countries in reducing poverty and achieving gender equality.	IO4.1 Number of beneficiaries assisted through GGGI's poverty aligned projects, disaggregated by gender.	IO4.2 Number of women supported through GGGI's projects with targeted gender interventions, disaggregated by gender.
IO5	Sustainable financial growth supports quality delivery of GGGI commitments to Member and partner countries.	IO5.1 Meet 80% of the annual budget targets for core and earmarked funding.	

### III. EXPECTED PROJECT RESULTS

OUTPUTS	INDICATOR 1	INDICATOR 2	INDICATOR 3
<p>1 Bankable, investment plans and inclusive business solutions developed to translate green growth plans and strategies into green investment plans and projects for public and private sector financing.</p>	<p>O1.1 Number of completed advisory outputs that inform decisions on green growth investments.  <i>Result: (2019) 50</i>  <i>Target: (2020) 50</i>  <i>Target: (2021) 50</i>  <i>Target: (2022) 60</i></p>		
<p>2 Demand driven technical and policy advisory assignments enhance the mainstreaming of green growth into national and sub-national planning processes.</p>	<p>O2.1 Number of completed advisory outputs that inform the development of government green growth policies.  <i>Result: (2019) 69</i>  <i>Target: (2020) 60</i>  <i>Target: (2021) 70</i>  <i>Target: (2022) 80</i></p>		
<p>3 Strategic partnerships/networking, knowledge transfer and capacity building delivered to enable members and local and external agents to drive, implement and expand national, regional &amp; global green growth ambitions.</p>	<p>O3.1 Number of training events, webinars and virtual meetings delivered.</p>	<p>O3.2 Number of green growth knowledge products delivered.  <i>Result: (2019) 90</i>  <i>Target: (2020) 30</i>  <i>Target: (2021) 30</i>  <i>Target: (2022) 40</i></p>	<p>O3.3 Number of completed projects that leveraged a range of strategic partnerships.</p>
<p>4 GGGI projects mainstream poverty reduction and gender equality.</p>	<p>O4.1 Percentage of new projects that address poverty reduction and inclusiveness.  <i>Target: 75%</i></p>	<p>O4.2 Percentage of new projects delivering intended gender equality results.  <i>Target: 75%</i></p>	

## IV. BUSINESS MANAGEMENT AND ORGANIZATIONAL PERFORMANCE

OUTPUTS	INDICATOR 1
5 Secure sustainable and diversified funding with strong donor support, and drive and integrate economy, efficiency, effectiveness and equity in the management and investment of GGGIs resources.	
<b>Economy</b> measures the cost of inputs to a system	O5.1 Percentage of annual budget spent on management and administration <i>Target (2020): 17%</i> <i>Target (2023): 15%</i>
<b>Efficiency</b> measures how successfully the inputs are transformed into outputs	O5.2 Percentage of annual budget spent on in-country programs <i>Target: 60%</i>
<b>Equity</b> measures the extent to which resources are allocated in favor of the needy	O5.3 Percentage of core budget allocated to Vulnerable countries = LDCs, LLDCs & SIDS (UNOHRLLS definition) <i>Result (2019): 84%</i> <i>Target: 60%</i>
<b>Effectiveness</b> measures how effective the system achieves desired outputs	O5.4 Sustain a 15:1 ratio of green investment commitments secured for every USD spent on GGGI operations (Strategy 2030).
<b>Financial sustainability</b> measures liquidity and solvency	O5.5 Sustainable level of reserve working capital is maintained <i>Target: USD 15 million</i>
Acronyms	GGGI = global green growth institute; GHG = greenhouse gas; LDCs = least developed countries; LLDCs = landlocked least developed countries; NFV = national financing vehicle; SIDS = small island developing states; SO = strategic outcomes; UNOHRLLS = united nations office of the high representative for the least developed countries, landlocked developing countries and small island developing states; USD = united states dollar

# CRF 2021-2025: GUIDELINE AND DESCRIPTIONS

## I. EXPECTED IMPACTS/STRATEGIC OUTCOMES (SOs)

INDICATOR	DESCRIPTION
<b>Strategic Outcome 1: GHG emissions reductions</b>	
<p>1.1 GHG emissions reduction from business as usual (MtCO2e)</p>	<p>This indicator measures the reduction of anthropogenic CO2-equivalent emissions (CO2-e) below business-as-usual (reference) level in a target year. Equivalent CO2 (CO2-e) is the concentration of CO2 that would cause the same amount of radiative forcing as a given mixture of CO2 and other GHGs.</p> <p>Proposed basis for setting targets: SO Technical Guideline Section 6 and Annex V, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.</p>
<b>Strategic Outcome 2: Creation of green jobs</b>	
<p>2.1 Number of green jobs created (millions)</p>	<p>This indicator measures the change in the number of full-time equivalent jobs in a target year compared to the base year value, which results from the green economy transition. The scope includes new jobs created (including from the formalization of informal sectors e.g. informal waste-picking transformed into a recycling business) and existing jobs that are “greened” (e.g. as a result of moving from coal mining to renewable energy related work). Additional green jobs created over the base year are included. Current definitions by the ILO (2016) and UNEP (2008) are used to define the scope of this indicator. Green jobs are jobs that “contribute to preserve or restore the environment, be they in traditional sectors such as manufacturing and construction, or inn new, emerging green sectors such as renewable energy and energy efficiency” (ILO 2016). Green jobs include decent jobs with “work in agriculture, industry, services and administration that contribute to preserving or restoring the quality of the environment” (UNEP, 2008).</p> <p>Proposed basis for setting targets: So Technical Guideline Section 6 and Annex VI, country INDCs/NDCs, Government targets, or reputable projections based on major methodologies, such as inventories and surveys, employment factors, input-output analysis and computational general equilibrium methods.</p>
<b>Strategic Outcome 3: Increased access to sustainable services</b>	
<p>3.1 Access to clean affordable energy</p> <p>3.1.1 Number of people who gained access to electricity (millions)</p>	<p>This indicator refers to the change in the national-level access to cleaner forms of energy sources in a target year compared to the base year value. The main indicator is access to electricity. Sub-indicators for this outcome are access to renewable electricity and access to clean fuels and technology for cooking.</p> <p>Proposed basis for setting targets: SO Technical Guideline Section 6 and Annex VII, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.</p>
<p>3.2 Access to improved sanitation</p>	<p>Refers to change in access to improved sanitation facilities in a target year compared to the base year. Improved sanitation facilities refer to facilities that “are likely to ensure hygienic separation of human excreta from human contact. They include flush/pour flush (to piped sewer system, septic tank, pit latrine), ventilated improved pit latrine, pit latrine with slab, and composting toilet” (WHO/UNICEF)</p>

3.2.1 Number of people who gained access to improved sanitation (millions)	Proposed basis for setting targets: SO Technical Guideline Section 6 and Annex VIII, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.
3.3 Access to sustainable waste management	Refers to change in the access to solid waste management collection services in a target year compared to the base year. The scope is limited to urban areas.
3.3.1 Number of people who gained access to waste management services (millions)	Proposed basis for setting targets: Follow SO Technical Guideline Section 6 and Annex IX, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.
3.4 Access to sustainable public transport	Refers to the change in the access to public transport services in a target year compared to the base year in urban areas or the cities. Public transport services are shared passenger-transport services used by the general public that operate in fixed routes and often at regular times, and include city buses, trolleybuses, trams, rapid transit (subway, metro etc.), passenger trains and ferries. Public transportation services can be operated by government or private corporations. Private taxis are not included.
3.4.1 Number of people who gained access to public transport (millions)	Proposed basis for setting targets: follow SO Technical Guideline Section 6 and Annex X, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.

#### Strategic Outcome 4: Improved air quality

4.1 Number of days above 'orange' Air Quality Index (in major cities, days)	This indicator measures the improvement in the outdoor air pollution level in major urban areas or cities. Days above 'orange' Air Quality Index (AQI), calculated according to US Environmental Protection Agency and based on concentration of major pollutants, is used as the indicator. Where AQI estimates are current not available, 24-hour mean of PM2.5 above 35.5 µg/m <sup>3</sup> is used as a substitute to determine days above 'Orange' AQI level ('Orange AQI corresponds to a 24-hour mean of PM2.5 in the range 35.5 – 55.4 µg/m <sup>3</sup>
	Proposed basis for setting targets: the government target or standard for air quality

#### Strategic Outcome 5: Adequate supply of ecosystem services ensured

5.1 Area of deforestation avoided and/or reforested (million-ha)	This indicator measures the area of deforestation avoided and/or re-forested in a target year compared to the base year. As a key supplier of number of terrestrial ecosystem services (and its close links to livelihoods in many developing nations), forests are used as the pragmatic proxy for providing adequate supply of ecosystem services. Ecosystem services range from providing necessities such as a food, clean water, and clean air, to regulating climate, diseases, and flood. Ensuring an adequate supply of ecosystem services requires that degraded ecosystems be restored, and loss of intact ecosystems be prevented.
	Proposed basis for setting targets: Proposed basis for setting targets: follow SO Technical Guideline Section 6 and Annex XI, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.

#### Strategic Outcome 6: Enhanced adaptation to climate change

<p>6.1 Number of people supported to cope with climate change</p>	<p>This indicator measures the change in the number of people supported to cope with climate change related impacts in a target year compared to the base year. Support to cope with climate change related impacts includes adaptation measures in all economic sectors covering populations exposed to adverse impacts of climate change. Adverse impacts of climate change result from climate variability and extremes, and include droughts, floods, storm surges, heat waves, sea level rise etc. Examples of populations supported might include populations covered by early warning systems, farmers equipped with climate smart agriculture practices, populations covered by improved flood protection/prevention measures, and population covered with climate insurance etc.</p> <p>Proposed basis for setting targets: Proposed basis for setting targets: follow SO Technical Guideline Section 6 and Annex XII, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.</p>
<p>Optional indicator: Proportion of projects which report a material contribution to each Strategic Outcome and dollars invested</p>	<p>GGGI is in the process of preparing baselines and methodologies to fully report against the newly adopted Strategic Outcomes. In the interim period, GGGI will report the proportion of each of its projects which report a material contribution to each Strategic Outcome to provide evidence of GGGI's impact and of the alignment of its projects with its Strategic Outcomes.</p>

## II. EXPECTED PROGRAM OUTCOMES/INTERMEDIATE OUTCOMES (IOs)

### Intermediate Outcome 1: Accelerated access and mobilized climate finance / green investments commitments for members from both public and private sectors.

<p>IO1.1: Total volume of green growth investments secured with GGGI support, disaggregated by public and private investment.</p>	<p>This indicator estimates the amount of investment financing commitments secured towards green growth projects in Member and partner countries, which GGGI contributed to. The indicator result will be disaggregated by public and private finance. Private finance refers to non-public sources such as private banks (excluding MDBs or RDBs), private companies, private or company pension funds, NGOs, CDM financing, voluntary carbon credit market, insurance companies, private savings, family-owned funds, and entrepreneurs' own capital. It includes all types of instruments, such as grants, equity, debt and guarantees. Public finance refers to financial resources from donors and partner governments, development agencies, MDBs and RDBs and Sovereign Wealth Funds. It excludes private banks and other private finance defined in 'private finance'. A financing or investment commitment is secured 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. Secured financing 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). Evidence of GGGI support of catalyzed funds must be documented in the form of Letters of Intent (LOI), Signed Term Sheets, Memorandums of Understanding, Ministerial Letters of Appreciation or Ministerial letters of gratitude.</p>
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### Intermediate Outcome 2: GGGI members have strengthened policy, planning, regulatory, financing, and institutional frameworks to achieve green growth outcomes.

<p>IO2.1: Number of green growth policies adopted by governments with GGGI's support.</p>	<p>This indicator reflects the extent to which the policy advice and recommendations GGGI has delivered under output indicator 2.1 are being taken up and adopted by Member and partner governments for implementation. Green growth policies encompass any formal government strategies, plans or policies; sectoral strategies; plans or policies; and changes to existing laws or administrative rules. The adoption of green growth policies by governments may also be evidenced by government budget allocation or project investment decisions and new or changed institutional arrangements.</p>
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### Intermediate Outcome 3: National, regional, and global capacity to drive and expand green growth ambitions is enhanced.

<p>IO3.1: Extent to which GGGI's training events have directly strengthened partner countries capacity to develop and implement green growth policies and investments.</p>	<p>The aim of IO3 is to complement IO1 and IO2 by developing the institutional and technical capacity of Member countries through capacity building and knowledge sharing to drive and manage their national green growth transformation and ambition through the implementation of green growth policies and investments. This aligns with the Paris Agreement goal of promoting sustainable development and development effectiveness in the longer term. This is a quantitative indicator which is a proxy measurement of the impact of capacity building activities in building the green growth skills and knowledge of participants which they will apply in advancing their countries green growth ambitions and advocating the green growth agenda, using a 5-point scale balanced scorecard to assess the following questions:</p> <ol style="list-style-type: none"> <li>i. In this country, did GGGI conduct training events related to green growth and climate change for government counterparts and local development agents (individuals)?</li> <li>ii. In this country, were there any government counterparts and other participants that attended the capacity building events and how many were men and how many were women?</li> <li>iii. In this country, have those participants including government counterparts who attended the capacity building events demonstrated a gain in green growth knowledge and skills from their training and learning?</li> <li>iv. In this country, did government counterparts and other participants use the knowledge gained to implement green growth or climate change policies, budgets, or programs?</li> <li>v. In this country, did GGGI's training events clearly align with the country's' specific objectives set out in the WPB and CPF?</li> </ol> <p>These 5 questions are simply answered 'yes' for a score of 2, 'partially' for a score of 1 or 'no' for a score of 0 with a maximum score of 10.</p>
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**Intermediate Outcome 4: Green growth solutions support member and partner countries in reducing poverty eradication and achieving gender equality.**

<p>IO4.1: Number of beneficiaries assisted through GGGI's poverty aligned projects, disaggregated by gender.</p>	<p>The aim of IO4 aligns with the goals of green growth, which is to achieve environmentally sustainable economic growth with poverty reduction, inclusiveness for disadvantaged groups. This is a quantitative indicator which measures the number of people that have benefitted from GGGI's projects with design features for poverty reduction supporting poor, disadvantaged and low-income people. The number of people is an indicator of GGGI's contribution to poverty reduction in the country. The data will be collected in terms of the number of men and number of women. For example, support for solar pumps for agriculture will reduce farmers cost burden and improve the quality and yields of their crops contributing to increased farmers income and reduced household poverty in rural areas.</p>
<p>IO4.2: Number of women supported through GGGI's projects with targeted gender interventions.</p>	<p>The aim of IO4 aligns with the goals of green growth, which is to achieve environmentally sustainable economic growth with gender equality for women. This is a quantitative indicator which measures the number women that have benefitted from GGGI's projects with design features for gender equality and empowerment. The number of women is an indicator of GGGI's contribution to gender equality and empowerment in the country. For example, access to solar PV in rural areas ensures better quality lighting and renewable energy sources which eases the burden of domestic chores for women.</p>

**Intermediate Outcome 5: Sustainable financial growth supports the quality delivery of GGGI's service commitments to Member and partner countries.**

<p>IO5.1: Meet 80% of the annual budget and Roadmap targets for core and earmarked funding.</p>	<p>The aim of IO5 is to ensure that GGGI is a financially sustainable organization with best practice business systems and processes delivering world class services and scale to Member countries. This indicator measures one key component which is the achievement of projected funding and income in line with WPB and Strategy 2030 objectives and projections.</p>
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**III. EXPECTED PROJECT OUTPUTS**

**Output 1: Bankable, investment proposals and inclusive business solutions developed to translate green growth plans and strategies into green investments plans and projects for public and private sectors financing.**

O1.1: Number of completed advisory outputs that inform decisions on green growth investments.	Advisory outputs include those that are expected to lead directly to the mobilization of finance for green growth projects. Examples include investment proposals, bankable projects, development of national financing mechanisms such as NFVs and feasibility studies where it is an end product – fully meeting the requirements of a partner governments. The indicator will be assessed by aggregating all relevant outputs identified in approved project log frames which were successfully delivered during the reporting period.
<b>Output 2: Demand driven technical and policy advisory assignments enhance the mainstreaming of green growth into national and sub-national planning processes.</b>	
O2.1: Number of completed advisory outputs that inform the development of government green growth policies.	An advisory output is a final product, produced at the request or for the benefit of a partner government. Advisory outputs include technical studies, analytical tools, strategies, national plans, sector plans, roadmaps, and feasibility studies if they are registered as a final output in the ERP project log frame. Pre-feasibility studies are not a final product and therefore do not qualify as advisory outputs. This indicator will be assessed by aggregating all relevant outputs identified in approved project log-frames which were successfully completed and delivered during the reporting period.
<b>Output 3: Strategic partnerships/networking, knowledge transfer and capacity building delivered to enable members and local and external agents to drive, implement and expand national, regional &amp; global green growth ambitions.</b>	
O3.1: Number of training events, webinars, conferences, and virtual meetings delivered	This is a quantitative indicator that reports on the number of capacity building activities delivered by GGGI annually aimed at building the capacity of Member countries, local partners and stakeholders to drive and manage their own green growth ambitions and interventions. This data will be sourced from the training evaluation forms that each participant is required to complete and submit at every GGGI training event. Training events are those sponsored and implemented by GGGI include webinars, conferences, and virtual meetings, etc.
O3.2: Number of green growth knowledge products delivered.	This is a quantitative indicator that reports on the number of knowledge products produced by GGGI annually to support and advance its green growth agenda and goals. Knowledge products include published technical reports, guidelines, insight briefs, and peer reviewed papers.
O3.3: Number of completed projects that leveraged a range of strategic partnerships.	In GGGI's delivery model, strategic partnerships are a key component that it leverages to give its interventions and impactfulness scale and depth. GGGI is a small, flexible and nimble international development organization by global standards so this approach will drive the scalability of its interventions. Partners exclude Member and partner governments which are the primary clients or customers of GGGI but includes other entities such as development partners, private sector, multi-lateral development banks, foundations, environmental organizations, CSOs/NGOs, other key stakeholders and target beneficiaries.
<b>Output 4: GGGI projects mainstream poverty reduction and gender equality.</b>	
O4.1: Percentage of new projects that address poverty reduction and inclusiveness.	This is a proxy quantitative indicator that counts the number of projects delivering intended poverty reduction results to represent the scale of poverty assistance provided through GGGI's interventions since it is taking progressive steps towards a having complete best practice system to track and report on specific poverty results because of limited resources.
O4.2: Percentage of new projects delivering intended gender equality results.	This is a proxy quantitative indicator counting the number of projects delivering intended gender results to represent the scale of gender assistance provided through GGGI's interventions since it is still taking progressive steps towards having a complete best practice system to track and report on specific gender results because of limited resources.

## IV. EXPECTED OUTPUT ON BUSINESS MANAGEMENT AND ORGANIZATIONAL PERFORMANCE

### Output 5: Secure sustainable and diversified funding with strong donor support, and drive and integrate economy, efficiency, effectiveness and equity in the management and investment of GGGI's resources.

<p><b>Economy</b> – measures the cost of inputs to a system.</p> <p><i>O5.1: Percentage of annual budget spent on management and administration</i></p>	<p>This indicator measures the management and administration cost of delivering GGGI's programs and services. Economy is achieved when the percentage is decreased over the time which is the objective of GGGI to become more economical. This means GGGI is delivering more for less.</p>
<p><b>Efficiency</b> – measures how successfully the inputs are transformed into outputs.</p> <p><i>O5.2: Percentage of annual budget spent on in-country programs</i></p>	<p>This indicator measures the percentage of the annual budget that GGGI is able to dedicate for in-country programs as a measure of its efficiency. The in-country programs of GGGI represent the main service stream by which it supports Member countries green growth transformation and generates direct benefits through the six SOs. The increase in percentage of in-country means more nominal dollar value of direct assistance to Member and partner countries.</p>
<p><b>Equity</b> – measures the extent to which resources are allocated in favor of the needy.</p> <p><i>O5.3: Percentage of core budget allocated to Vulnerable countries = LDCs, LLDCs &amp; SIDS (UNOHRLLS definition)</i></p>	<p>GGGI's Member and partner countries do not have the same development standards with countries on the lower level of the development scale having greater needs and underlying development problems than those at the higher end of the scale. This equity is aligned with MPSC and Council decision to balance the distribution of core resources between Middle-Income Countries (MICs) and vulnerable countries including LDCs, LLDCs and SIDS (based on UNOHRLLS classification) that includes countries that are particularly vulnerable to the adverse effects of climate change, yet do not qualify for priority as they are not classified as LDCs.</p> <p>This indicator requires that 60% of GGGI's annual core budget is allocated to vulnerable countries which includes LDCs, LLDCs and SIDS. The indicator accounts for the delivery of this target.</p>
<p><b>Effectiveness</b> – measures how effective the system achieves desired outputs.</p> <p><i>O5.4: Sustain a 15:1 ratio of green investment commitments secured for every USD spent on GGGI's operation (Strategy 2030).</i></p>	<p>Effectiveness measures the scale of what GGGI effectively achieves from the funds it deploys for its programs and operations in the WPB. Although small in size by international standards, GGGI aims to leverage its resources and partnerships to achieve scalable outputs, and outcomes and impacts.</p> <p>This indicator measures the scale of green investments that GGGI aims to achieve from one USD of operating funds spent, expressed as a ratio.</p>
<p><b>Financial sustainability</b> – measures liquidity, financial health and solvency.</p> <p><i>O5.5: Sustainable level of reserve working capital is maintained at USD 15 million.</i></p>	<p>GGGI's long term organizational sustainability is conditional upon the Institute meeting its projected funding and revenue targets, liquidity, and solvency.</p> <p>This indicator (reserve working capital) measures GGGI's liquidity and short-term health in being able to cover its short-term liabilities/debts and financial obligations.</p>

## APPENDIX 2: SUMMARY OF COUNTRY AND GLOBAL BUSINESS PLANS

### AFRICA

Country

- 1 Burkina Faso
- 2 Cote d'Ivoire
- 3 Ethiopia
- 4 Morocco
- 5 Rwanda
- 6 Senegal
- 7 Uganda

### ASIA

Country

- 8 Cambodia
- 9 India
- 10 Indonesia
- 11 Lao PDR
- 12 Mongolia
- 13 Myanmar
- 14 Nepal
- 15 Philippines
- 16 Sri Lanka
- 17 Uzbekistan
- 18 Vietnam

### LAȚAM & CARIBBEAN

Country

- 19 Caribbean
- 20 Colombia
- 21 Guyana
- 22 Mexico
- 23 Paraguay
- 24 Peru

### MIDDLE EAST & Others

Country

- 25 Jordan
- 26 Qatar
- 27 UAE
- 28 Hungary

### PACIFIC

Country

- 29 Fiji & Pacific
- 30 Kiribati
- 31 PNG
- 34 Tonga
- 33 Vanuatu

### GLOBAL PROGRAMS

- 1 Building Energy Efficient Global Program
- 2 Developing Solutions for Financing the Protection and Restoration of World's Forest Sustainable Landscapes
- 3 Renewable Energy Auction Global Program (REAP)
- 4 Solar Irrigation Pumping Systems (SIPS)
- 5 Transport and Sustainable Mobility
- 6 Waste Global Program

# Africa

## GGGI'S STRATEGIC APPROACH IN THE REGION FOR 2021-2022

GGGI has been active on the African continent since its establishment as an international organization in 2012, with current programs deployed in Ethiopia, Rwanda, Uganda, Senegal, Burkina Faso and in Morocco. GGGI has additional programs or individual projects running or about to commence in Mozambique, Côte d'Ivoire, Angola, Zambia and Togo, with these and several other countries having expressed interest for membership (e.g. Ghana, Madagascar, Sudan, Comoros, etc.). The strategic ambition for the Region is to deliver impactful actions which can accelerate countries' transition into low-carbon and resilient economies. Strengthening partnerships for resource mobilization and leveraging investments, rationalizing delivery under programmatic solutions to match the organization's capacities, while enhancing operational efficiency and project management will be key to success.

**TABLE** Priorities under WPB 2021-2022

<i>GOPs</i>	<i>Programmatic Solutions</i>	<i>Africa Portfolio</i>
GOP 1. Catalyzing and accelerating access to climate finance/ green investments for members' public and private sector	1. Green Investments (green bankable projects, NFVs, green and climate instruments, carbon-focused engagements)	All programs
GOP 2. Supporting our members in strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes	2. Climate Action (inclusive green growth plans, LT-LEDS, NDC support, MRV system design, climate diplomacy)	All programs (LEDS/LTS – Ethiopia, Burkina Faso)
GOP 3. Achieving a sustainable and circular bioeconomy while securing healthy natural systems	3. Climate Resilient Agriculture (solar irrigation, RE application in Agri-value chain, resilient cropping practices, resource conservation)	Angola, Burkina Faso, Cote d'Ivoire, Ethiopia, Rwanda, Senegal, Uganda
	4. Sustainable Forests (REDD+, landscapes financing mechanisms, natural capital markets innovations)	Angola, Ethiopia, Mozambique
	5. Coastal Resilience (mangroves as ecosystem for livelihoods, aquaculture, marine issues - fisheries, flood protection and pollution)	N/A
GOP 4. Making cities and communities sustainable, livable, and resilient, supported through green jobs, services, and green infrastructure capital markets innovations)	6. Waste Management (circular economies, urban and agricultural waste, wastewater, FSM, waste to resource)	Morocco, Rwanda, Senegal
	7. Sustainable Mobility (e-mobility, non-motorized transport)	Ethiopia, Morocco, Rwanda, Senegal

	8. Green Buildings (green urban infrastructure norms/standards/policies, energy efficiency in residential & commercial buildings)	Rwanda, Senegal
	9. Solar PV (energy transition access and productive use - solar water pumping, solar PV auctions, rooftop, utility scale plants, storage)	Burkina Faso, Ethiopia, Uganda, Mozambique
	10. Green Industries (green industrial parks, green supply chains, EE in SMEs, labelling and standards)	Ethiopia, Uganda
GOP 5. Accelerating progress in our country programs in poverty eradication and gender equality through our operations.	Cross cutting	N/A

## APPROACH TO GREEN COVID RECOVERY PLANS DEVELOPMENT

Most countries are currently focusing on the containment of the COVID-19 disease. But as lockdowns begin to ease and countries making plans to re-start their economy, the focus shifts to recovery and potential stimulus packages aiming to incentivize businesses and regain and/or create jobs. This is also an opportunity for countries to intensify efforts to sustain and further establish new green growth pathways. GGGI is in good position to help its members to design programs that build climate resilience in key sectors such as agricultural value-chains, off-grid energy, green urban infrastructure, and forest restoration. GGGI will support member-countries to ensure that recovery actions are aligned with long-term development strategies and to climate-related commitments under the UNFCCC framework. Accordingly, GGGI will provide green advisory to partner Governments for the consolidation and implementation of recovery plans. At a regional level, GGGI in partnership of major African organizations will contribute to the emergence of an African narrative of climate change resilience in a post Covid-19 world.

## PARTNERSHIPS AND RESOURCE MOBILIZATION

GGGI's Africa region has been very successful in mobilizing resources from a range of partnerships. With the exception of Senegal, GCF Readiness projects (including NAP in Rwanda) are currently implemented in all GGGI member countries of the region (including in Mozambique and Cote d'Ivoire), while new Readiness projects have been prepared and expecting approvals until Q1 2021 in Ethiopia (NAP) Angola, Zambia, Uganda and Togo. While the IMELS/Italy project in Rwanda, and the Netherlands project in Uganda are coming to end, new partners have emerged with GGGI securing or promising earmarked funding for several country operations. Some examples include projects with NDCP in Burkina Faso and Morocco, with Sweden in Burkina Faso, with the EU in Uganda, with Luxembourg in Senegal and Rwanda, with KOICA in Ethiopia and Uganda, with Enable in Mozambique, with GIZ in Ethiopia, with BMGF in Senegal, with GEF/UNIDO and with AFD in Morocco and Ethiopia. GGGI will leverage on those partnerships for building sector-wide dialogues and securing a solid resource base for its existing programs, while expanding with their support the membership and operations in new countries (with emphasis on LDCs).

The Regional office in Addis Ababa, will enable GGGI to streamline delivery across the portfolio Region, while help with stronger resource mobilization. It will also ensure focus and replicability/scalability of programmatic solutions, increase of impact and value for its partners. In addition, to enhance its support and visibility across Africa,

GGGI's regional office will continue efforts to contribute to the green/climate agenda of the continent in partnership with key African organizations. The regional office will intensify efforts to create concrete programmatic collaborations under the MoUs established with AfDB, UNECA, as well as with UN Habitat and UNEP Nairobi. Similarly, it will seek to expand collaboration with P4G, as well as with WB, TICAD, COMESA, SADC, WRI/NCE. Finally, the Regional office will actively pursue to strengthen ties with the Africa Union Commission with the aim to obtain an observer status. In parallel, partnerships are being forged with regional partners with an ambition to elevate the commitment and endorsement of green growth at the highest level of political agenda, thus catalyzing the green economy transition by African countries.

# Asia

## GGGI'S STRATEGIC APPROACH IN THE REGION FOR 2021-2022

GGGI presence and operations in Asia have not just grown in volume but also their focus deepened into demonstrating practical solutions either in the form of catalytic policies or investment projects to deliver on national sustainable development objectives and green growth priorities. As Sri Lanka, Uzbekistan, and Kyrgyzstan joined as members during this biennium, Asia regional program now consists of 13 countries at differentiated phases of a country programming from scoping to maturity of full implementation. The overall regional operation is projected to grow by 51% in budget size in the next biennium from 2019-20. The program resource base is further diversified and expanded by a sharp increase in earmarked resources, building on successes in bringing new partnerships.

Asia programs have made a steady progress by resulting in adoption of 6 policies in 2019 by national and local governments and 22 additional policies in the approval process to be adopted in 2020 for mainstreaming green growth and instituting policy targets for effective decarbonization pathways, while delivering on the commitment on green investment of 257 M USD for 2019 and additional 670 M USD in the pipeline to materialize in 2020. In the next biennium, the regional operation aims to deliver on 60 green growth solutions with continued balanced emphasis on strengthening climate action (15%) through NDC related policy development and planning support, and mobilizing green investment (15%) through National Financing Vehicles and other de-risking institutional mechanisms. Moreover, the regional operation is set to demonstrate sectoral solutions for rapid urbanization (28% on waste management, e-mobility and green buildings), climate resilient rural development (21% on agriculture, forest and coastal resilience), accelerating solar deployment (12% ) and innovative and efficient industrial sector with the development of MSMEs (8% on green industry). Through the 60 solutions, GGGI is strategically positioned to deliver impactful results by generating 670 m USD green investment in the next biennium directly supporting 67,000 green job creations and reduction of 895 M tons of carbon emissions by 2030. While deploying these solutions, the regional operation focuses on (1) identifying opportunities for replication and scale up of successful examples by facilitating internal knowledge exchange and multi country teamwork in particular on projects on waste-to-energy, e-mobility, and climate smart agriculture (2) strengthening GGGI's visibility and role as a trusted advisor on evidence based green growth solutions by engaging regional organizations and partners for an integrated platform where peer-to-peer learning and knowledge transfer amongst Asia countries can take place at scale. In this regard, GGGI is exploring opportunities to engage UNESCAP, ASEAN Secretariat, Central Asia Regional Economic Cooperation (CAREC), and other regional entities for salient regional agenda such as green financing capacity development, integrated waste management and waste to energy solutions. Asia programs will participate in high level regional engagements such as P4G Summit and World Forest Congress hosted by Korea in 2021 to showcase its activities and leverage further partnership.

**TABLE** Priorities under WPB 2021-2022

<i>GOPs</i>	<i>Programmatic Solutions</i>	<i>Asia Portfolio</i>
GOP 1. Catalyzing and accelerating access to climate finance/ green investments for members' public and private sector	1. Green Investments (green bankable projects, NFVs, green and climate instruments, carbon-focused engagements)	All programs - \$577 M for the biennium

GOP 2. Supporting our members in strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes	2. Climate Action (inclusive green growth plans, LT-LEDS, NDC support, MRV system design, climate diplomacy)	All programs
GOP 3. Achieving a sustainable and circular bioeconomy while securing healthy natural systems	3. Climate Resilient Agriculture (solar irrigation, RE application in Agri-value chain, resilient cropping practices, resource conservation)	India, Myanmar, Nepal, Philippines, Uzbekistan
	4. Sustainable Forests (REDD+, landscapes financing mechanisms, natural capital markets innovations)	India, Indonesia, Myanmar, Nepal, Sri Lanka
	5. Coastal Resilience (mangroves as ecosystem for livelihoods, aquaculture, marine issues - fisheries, flood protection and pollution)	India, Myanmar, Sri Lanka
GOP 4. Making cities and communities sustainable, livable, and resilient, supported through green jobs, services, and green infrastructure capital markets innovations)	6. Waste Management (circular economies, urban and agricultural waste, wastewater, FSM, waste to resource)	Cambodia, India, Lao PDR, Myanmar, Nepal, Uzbekistan
	7. Sustainable Mobility (e-mobility, non-motorized transport)	Cambodia, Indonesia, Lao PDR, Mongolia, Myanmar, Nepal, Sri Lanka
	8. Green Buildings (green urban infrastructure norms/standards/policies, energy efficiency in residential & commercial buildings)	Indonesia, Lao PDR, Mongolia, Myanmar
	9. Solar PV (energy transition access and productive use - solar water pumping, solar PV auctions, rooftop, utility scale plants, storage)	Cambodia, Indonesia, Lao PDR, Mongolia, Myanmar, Philippines, Sri Lanka, Vietnam
	10. Green Industries (green industrial parks, green supply chains, EE in SMEs, labelling and standards)	Cambodia, Indonesia, Lao PDR, Myanmar, Vietnam
GOP 5. Accelerating progress in our country programs in poverty eradication and gender equality through our operations.	Cross cutting	N/A

## APPROACH TO GREEN COVID RECOVERY PLANS DEVELOPMENT

Countries in Asia are going through massive socio-economic shocks incurred by prolonged COVID-19 pandemic. After a slowdown in economic growth in Asia in 2019, the initial signs of growth in Asia in the beginning of 2020 was suppressed by the COVID-19 pandemic. (Asian Development Outlook 2020, p.4) Asia countries are experiencing job and income loss of which impact disproportionately weighing on vulnerable segments of the population. Millions of people are at the risk of sinking back into poverty level due to shutdown of all economic activities. Governments are announcing stimulus measures to offset the short-term impact and relief packages to ailing sectors and groups. Multilateral development banks have provided emergency assistance to countries in need through grants and loans to help countries stay afloat during the pandemic.

GGGI is committed to supporting green recovery of countries in Asia from COVID-19 (1) through the ongoing and planned projects that directly engage COVID afflicted sectors for resource efficient investment and enabling job creations, such as Cambodia's energy efficiency project for the garment industry and Myanmar's support for

farmers and small Agri processors; and(2) devising innovative projects that contribute to achieving both the short term objective of economic recovery and long-term one of sustainable development, as in the examples of Uzbekistan’s green rehabilitation investment plan, Philippines’ drive to accelerate solar energy deployment and Vietnam’s digital solutions for energy efficiency. Alongside these projects, GGGI will continue to work closely with partner governments and stakeholders to explore innovative ways for COVID-19 green recovery.

## **PARTNERSHIPS AND RESOURCE MOBILIZATION**

The Asia regional program projects to have an overall increase of 2.7 times more of earmarked funding agreements to be signed in the next biennium, building on the successes from diversifying new partnership opportunities, while moving away from heavy reliance on core funding. Luxembourg, EU, Korea’s Multilateral Humanitarian Assistance Program, NAMA, Bill and Melinda Gates Foundation, World Bank, and USAID are new financial partnerships which are expected to be mobilized in the next biennium. Green Climate Fund will be a continuously significant partner on supporting Asia countries in enhancing capacity for climate financing. KOICA, NICFI are continuously important partners for Asia Program as well.

# Latin America and the Caribbean

## GGGI'S STRATEGIC APPROACH IN LATIN AMERICA AND THE CARIBBEAN

GGGI began work in Latin America & the Caribbean in 2013, and currently has seven Member and partner countries in the region including Colombia, Costa Rica, Ecuador, Guyana, Mexico, Peru, and Paraguay. Additionally, the Organization for Eastern Caribbean States (OECS), is the first regional integration organization to become a Member of GGGI and is a strong partner in delivering green growth interventions across the Eastern Caribbean. To date GGGI's work in the region has focused on national and subnational green growth planning, sustainable landscapes, green cities, renewable energy, developing investment projects and improving access to climate finance. GGGI opened the Latin America & Caribbean regional office in Fall 2018 in Mexico City, Mexico. The purpose of the regional office is to set the strategy for the region and oversee country programs throughout the Latin America & Caribbean region, while also delivering multi-country, regional programs and initiatives. Additionally, the regional office aims to develop partnerships throughout the region and share, replicate and scale up best practices learned through the implementation of country and regional programs. In 2019, the regional office launched its first regional project, the Mesoamerica regional initiative to support knowledge sharing and access to finance for green growth in the Mesoamerica region.

In the next biennium, GGGI's work in Latin America and the Caribbean aims to contribute to the achievement of all six of GGGI's Strategic Outcomes. GGGI's contribution will be achieved through supporting green finance (PS1) and climate action (PS2), particularly in the areas of Climate Resilient Agriculture (PS3), Sustainable Forests (PS4), Waste Management (PS6), Sustainable Mobility (PS7), and Solar PV (PS9). To date, GGGI's programs in the region have primarily focused on Sustainable Forests and Agroforestry as well as subnational green growth policy development and implementation. However, in the 2019-2020 biennium, GGGI's program expanded into new sectors including sustainable energy and solid waste management. Building on this work, in the 2021-2022 biennium, GGGI will focus on key programmatic solutions as sectoral interventions for mobilizing climate finance and ensuring the sustained implementation of climate action across the region. GGGI will also leverage its regional office to replicate successful projects and develop and enhance regional initiatives and multi-country projects.

**TABLE:** Priorities in Latin America & Caribbean, Work Program and Budget 2021-2022

<i>GOPs</i>	<i>Programmatic Solutions</i>	<i>Latin America &amp; Caribbean Portfolio</i>
GOP 1. Catalyzing and accelerating access to climate finance/ green investments for members' public and private sector	1. Green Investments (green bankable projects, NFVs, green and climate instruments, carbon-focused engagements)	All programs
GOP 2. Supporting our members in strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes	2. Climate Action (inclusive green growth plans, LT-LEDS, NDC support, MRV system design, climate diplomacy)	All programs
GOP 3. Achieving a sustainable and circular bioeconomy while securing healthy natural systems	3. Climate Resilient Agriculture (solar irrigation, RE application in Agri-value chain, resilient cropping practices, resource conservation)	Colombia, Peru

	4. Sustainable Forests (REDD+, landscapes financing mechanisms, natural capital markets innovations)	Colombia, Guyana, Peru
	5. Coastal Resilience (mangroves as ecosystem for livelihoods, aquaculture, marine issues - fisheries, flood protection and pollution)	N/A
GOP 4. Making cities and communities sustainable, livable, and resilient, supported through green jobs, services, and green infrastructure capital markets innovations)	6. Waste Management (circular economies, urban and agricultural waste, wastewater, FSM, waste to resource)	Guyana, Mexico, Peru, Paraguay
	7. Sustainable Mobility (e-mobility, non-motorized transport)	Paraguay
	8. Green Buildings (green urban infrastructure norms/standards/policies, energy efficiency in residential & commercial buildings)	N/A
	9. Solar PV (energy transition access and productive use - solar water pumping, solar PV auctions, rooftop, utility scale plants, storage)	Caribbean, Guyana
	10. Green Industries (green industrial parks, green supply chains, EE in SMEs, labelling and standards)	Ethiopia, Uganda
GOP 5. Accelerating progress in our country programs in poverty eradication and gender equality through our operations.	Cross cutting	All Programs

## APPROACH TO GREEN COVID RECOVERY PLANS DEVELOPMENT

Countries across Latin America & the Caribbean have been devastated by both the health and economic consequences of COVID-19. Home to some of the densest cities in the world, a large informal economy, and varying qualities of medical and social support systems, the region has been particularly vulnerable to the negative effects of the virus. GGGI's work for the remainder of 2020 and in the next biennium will shift to a focus on green economic recovery, leveraging existing projects to address the persistent social and economic consequences of the virus. Going forward, GGGI will also seek specific opportunities to address green economic recovery in key sectors including agriculture, tourism, renewable energy, and waste management, that can serve not only as economic engines but also maintain a focus on addressing key climate issues to ensure that development is green and sustainable. Given the large number of small and medium sized enterprises in the region, GGGI will seek opportunities with the private sector to develop and finance green investment projects that will positively impact the economy and support countries in meeting their international climate commitments. Finally, GGGI's will maintain its commitment to inclusive green growth, ensuring the COVID recovery addresses the needs of women, indigenous populations, and the poor.

## PARTNERSHIPS & RESOURCE MOBILIZATION

GGGI's approach to resource mobilization in the Latin America region has been to secure and maintain diverse and sustainable sources of funding. In the 2019-2020 biennium, this has been accomplished through two Norway funded climate resilient agriculture/sustainable forest projects in Peru and Colombia, two GGGI-delivered readiness projects focused on enhancing access to climate finance in Guyana and Mexico, four NDC CAEP-funded projects in the St. Lucia, Grenada, Antigua & Barbuda and Peru aimed at

enhancing the ambition and implementation of country NDCs, and one UK-PACT funded project in Colombia focused on green growth capacity and investments. The region has prepared for the future through a robust pipeline of proposals which are aimed for approval and implementation between end of 2020 and beginning of 2021. GGGI's resource mobilization goal in the region is to demonstrate results for existing projects, maintain a pipeline of proposals, continue enhancing donor relations through regular consultation and robust reporting, and to find synergies with local partners for value-added implementation and competitiveness.

# Middle East

## GGGI's Strategic Approach in the Region for 2021-2022

GGGI has been active in the Middle East since its establishment as an international organization in 2012. Qatar and the United Arab Emirates (UAE) joined GGGI as founding contributing members and Jordan became a member in 2014. Other countries in the region also expressed interest in GGGI membership. To date, Kuwait is at the final stage of completing accession to GGGI while Bahrain also has an interest in joining particularly with the launch of GGGI project of developing national adaptation investment plan – in addition to implementing other relevant actions - funded by the UAE from 2020. Oil and/or gas rich countries in this region are taking concrete steps to ensure their smooth transition to a low carbon economy through economic diversification. Adaptation to the adverse impact of climate change and improvement of air quality are also key issues in their national agenda. Jordan, which is not an oil or gas producer, was an early mover in transition toward renewable energy, but continues to face severe economic challenges due to refugee crisis and the Covid-19 pandemic. Jordan is actively building its capacity to access climate finance to address these challenges.

In the next biennium, GGGI's work in the Middle East will focus on implementation of transformational green projects and increased access to green finance, building on past achievements jointly made by the GGGI and counterpart Governments. In Jordan, GGGI will support the implementation of the Green Growth National Action Plan 2021-2025 by enhancing access to climate finance. This includes increasing public and private sector investment in electric transport, supporting the WASH infrastructure in public schools, and building the economic case for sustainable forestry. In Qatar, GGGI will focus on climate resilience and green growth planning that includes updating the NDCs, developing a national MRV system and facilitating implementation of Qatar's pledge to support climate resilience in developing countries. GGGI is also supporting Qatar to develop green growth approaches aiming at economic diversification and achieving a zero waste World Cup in 2022. In the UAE, GGGI will build on its current initiative, focusing on accelerating climate action, air quality improvement and green investment. GGGI will actively discuss with other potential member countries in the region about its expanded operation in providing capacity development service and climate finance mobilization to support transitioning to a green economy.

<i>GOPs</i>	<i>Programmatic Solutions</i>	<i>Middle East Portfolio</i>
GOP 1. Catalyzing and accelerating access to climate finance/ green investments for members' public and private sector	1. Green Investments (green bankable projects, NFPs, green and climate instruments, carbon-focused engagements)	UAE, Jordan
GOP 2. Supporting our members in strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes	2. Climate Action (inclusive green growth plans, LT-LEDS, NDC support, MRV system design, climate diplomacy)	UAE, Bahrain (under UAE funding), Jordan
GOP 3. Achieving a sustainable and circular bioeconomy while securing healthy natural systems	3. Climate Resilient Agriculture (solar irrigation, RE application in Agri-value chain, resilient cropping practices, resource conservation)	

	4. Sustainable Forests (REDD+, landscapes financing mechanisms, natural capital markets innovations)	Jordan
	5. Coastal Resilience (mangroves as ecosystem for livelihoods, aquaculture, marine issues - fisheries, flood protection and pollution)	Bahrain (under UAE funding)
GOP 4. Making cities and communities sustainable, livable, and resilient, supported through green jobs, services, and green infrastructure capital markets innovations)	6. Waste Management (circular economies, urban and agricultural waste, wastewater, FSM, waste to resource)	Qatar, Jordan
	7. Sustainable Mobility (e-mobility, non-motorized transport)	Jordan
	8. Green Buildings (green urban infrastructure norms/standards/policies, energy efficiency in residential & commercial buildings)	
	9. Solar PV (energy transition access and productive use - solar water pumping, solar PV auctions, rooftop, utility scale plants, storage)	
	10. Green Industries (green industrial parks, green supply chains, EE in SMEs, labelling and standards)	
GOP 5. Accelerating progress in our country programs in poverty eradication and gender equality through our operations.	Cross cutting	UAE

## Approach to Green COVID Recovery Plans development

The COVID-19 pandemic has led to significant socioeconomic impacts in the region, including reduced revenues from falling oil and gas prices and cancellation/delay of capital projects collectively posing macroeconomic threats to the region. While most countries in the region prioritize emergency efforts to contain the spread of the pandemic and mitigate the risk of economic shocks, GGGI is working with respective Governments to take this crisis as an opportunity to increase their resilience and sustainability of growth. GGGI aims to support countries in formulating and implementing Covid-19 recovery packages that include significant green elements such as renewable energy, electric mobility, smart cities, circular economy and sustainable forest and agriculture value chain.

## Partnerships and Resource Mobilization

In August 2020, GGGI signed a Host Country Agreement (HCA) with Qatar to officially open an office in Doha. It is working with the Government to finalize an earmarked funding agreement to support Qatar program activities for next three years, which is expected to be signed in Q3 of 2020. GGGI has also submitted a number of project proposals to the Qatar Fund for Development (QFFD) to secure financing to implement climate resilience and covid-19 recovery projects in developing country members. The UAE is supporting not only UAE program but also Bahrain project under the 2020-2021 funding commitment. UAE's financial support for 2022 and beyond will be decided

in 2021. GGGI continues to explore financial opportunities for Jordan, including GCF, GEF, UNIDO, and other bilateral and multilateral donors. Given the interest in membership by Kuwait and Bahrain, GGGI will launch new country programs in line with its country program criteria.

# Pacific

## GGGI'S STRATEGIC APPROACH IN THE REGION FOR 2021-2022

Pacific Island countries and their 10 million inhabitants share many of the same development challenges; extreme vulnerability to climate change and associated sea level rise and severe weather; vulnerability to global economic shocks due the distance and relatively small market size; barriers to economic activity which impacts households access to improved sanitation, quality education and health care, and employment or income earning opportunities; poor nutrition, health and food insecurity; and dependence on imported fossil fuels for energy and transportation. To help address these challenges, the Global Green Growth Institute (GGGI) has been working in the Pacific since 2014 to mainstream green growth planning and mobilize climate finance that supports green, resilient, inclusive investments. GGGI has established full country programs in Fiji, Kiribati, Papua New Guinea, Tonga, and Vanuatu, and through its regional programs and initiatives has delivered services in a further 10 Pacific countries and territories. In the biennium WPB 2021-2022 minus scenario, the Pacific Region will provide support to its Member countries through a programmatic budget totaling USD 16.06 million, comprising of USD 0.38 million core funding (2.2%) and USD 15.67 million (98%) earmarked funding. Three countries, Fiji, Vanuatu and PNG will account for bulk (over 80%) of the region's budget at 40%, 22% and 20% respectively

GGGI's country programs and regional programs activities in 2021-22 consists of will deliver 30 green growth projects and solutions focusing on inclusive green growth planning, renewable energy, energy efficiency, and green economy capacity building, climate resilience, green infrastructure financing, and NDC enhancement and implementation, and green entrepreneurship. The overall regional operation is projected to grow by 38% in budget size in the next biennium from 2019-20, and GGGI is positioned to mobilize USD 70m in climate finance and green investment in the Pacific over the course of 2021-22. In Fiji, GGGI will continue to support the country to access reliable, secure and sustainable energy and mobilize green, climate finance, and also look for new opportunities to support coastal resilience. In Kiribati, GGGI will help continue to strengthen the countries food security and nutrition and improve health outcomes and income generate opportunities through the development of a strong agriculture sector. In Papua New Guinea GGGI will focus on strengthening national and provincial planning through mainstreaming green growth, climate resilience, gender equality and social inclusion approaches, as well as supporting the accessing and scaling up of green finance, through bankable projects and innovative financial instruments. In Tonga, GGGI will support the country to access reliable, secure and sustainable energy in order to unlock its development potential and achieve national goals and targets. In Vanuatu, GGGI will continue to support the country to secure sustainable energy, access water and follow a low-emissions development pathway. Across the region and through the Pacific NDC Hub, GGGI will continue to develop NDC implementation roadmaps, investment plans and project pipelines for energy efficiency and transport, and support countries to develop MRV systems. GGGI will also continue to deliver renewable energy and energy efficiency capacity building interventions in rural communities. in the Pacific countries.

GGGI's engagement in the Pacific seeks works to help achieve GGGI's Strategic Outcomes focused on reducing GHG emissions; creating green jobs; increasing access to sustainable services; enhancing the supply of ecosystem services; and strengthening climate resilience and adaptation. Programmatic delivery in the Pacific is aligned to the GGGI GOPs and will prioritize programmatic solutions that are lobar Operational Priorities focused on achieving a sustainable circulate bioeconomy, accelerating poverty eradication and gender equality, making communities sustainable, livable and resilient through green gobs, services and infrastructure, accelerating climate finance and

green investments in the public and private sectors, and strengthening policy, planning and regulatory frameworks to achieve green growth goals and deliver effective climate actions. To address these priorities GGGI's Programmatic Solutions in the Pacific will focused on catalyzing green investments, climate action, climate resilient agriculture, coastal resilience, sustainable mobility, green buildings and solar PV.

**TABLE** Priorities under WPB 2021-2022

<i>GOPs</i>	<i>Programmatic Solutions</i>	<i>Pacific Portfolio</i>
GOP 1. Catalyzing and accelerating access to climate finance/ green investments for members' public and private sector	1. Green Investments (green bankable projects, NFVs, green and climate instruments, carbon-focused engagements)	All programs
GOP 2. Supporting our members in strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes	2. Climate Action (inclusive green growth plans, LT-LEDS, NDC support, MRV system design, climate diplomacy)	All programs
GOP 3. Achieving a sustainable and circular bioeconomy while securing healthy natural systems	3. Climate Resilient Agriculture (solar irrigation, RE application in Agri-value chain, resilient cropping practices, resource conservation)	Fiji, Kiribati, PNG
	4. Sustainable Forests (REDD+, landscapes financing mechanisms, natural capital markets innovations)	N/A
	5. Coastal Resilience (mangroves as ecosystem for livelihoods, aquaculture, marine issues - fisheries, flood protection and pollution)	Fiji, PNG
GOP 4. Making cities and communities sustainable, livable, and resilient, supported through green jobs, services, and green infrastructure capital markets innovations)	6. Waste Management (circular economies, urban and agricultural waste, wastewater, FSM, waste to resource)	N/A
	7. Sustainable Mobility (e-mobility, non-motorized transport)	Tonga
	8. Green Buildings (green urban infrastructure norms/standards/policies, energy efficiency in residential & commercial buildings)	N/A
	9. Solar PV (energy transition access and productive use - solar water pumping, solar PV auctions, rooftop, utility scale plants, storage)	Fiji, Kiribati, PNG, Tonga, Vanuatu
	10. Green Industries (green industrial parks, green supply chains, EE in SMEs, labelling and standards)	N/A

## APPROACH TO GREEN COVID RECOVERY PLANS DEVELOPMENT

GGGI support for a Green COVID-19 Recovery in the Pacific works to align existing and future programs to country recovery priorities, while at the same time developing innovative, green solutions for those sectors most impacted by the COVID pandemic. Tourism, in particular, has been severely affected by the crisis and is a critical economic sector throughout the Pacific region. In Fiji, tourism contributes, directly and indirectly, an estimated 38% of GDP<sup>9</sup>. The total contribution of travel and tourism to Vanuatu's GDP was estimated to be 48% in 2018<sup>10</sup>. However, the COVID-19 crisis has led to an unprecedented collapse in tourism globally due to international travel restrictions and fears over public health. This has placed an incredible strain on the economies of Pacific SIDS, with thousands of tourism workers suddenly unemployed and hundreds of businesses impacted. COVID-19 impacts to Pacific tourism will reverberate to other critical socio-economic sectors and affect countries' ability to achieve national development goals and international climate action commitments.

To mitigate COVID-19 impacts in the Pacific, and building on the organization's experience working within the countries tourism sectors, GGGI will direct its focus and mobilize resources to respond to the immediate needs of tourism workers and ensure that the recovery of the tourism sector is a green one as well as support the development of other sustainable industries to diversify and broaden countries economic base. In partnership with governments and private sector stakeholders, GGGI will make available services that coordinate green tourism planning, provide income earning opportunities to tourism workers and low/non-skilled workers through alternative livelihoods, online trainings and public works initiatives, and develop schemes that finance green infrastructure investments in tourism related properties and businesses.

## PARTNERSHIPS AND RESOURCE MOBILIZATION

In the Pacific, GGGI works closely with its partner governments, serving as a neutral and trusted advisor and providing services based on government requests. As well as working with its partner Ministries, GGGI also works closely with donors to identify financing options for projects and activities for its country and regional programs. Australia, Germany, Luxembourg, New Zealand, Republic of Korea and the United Kingdom support GGGI to deliver programs and targeted projects in the Pacific. Leveraging its experience and strategic partnership with the Green Climate Fund (GCF), GGGI has delivered and continues to implement a number of GCF Readiness Support projects across the region, and will continue to mobilize GCF resources through Readiness proposals developed and submitted in partnership with country partners. In 2020, New Zealand approved a multi-country, multi-year, NZ\$ 4.7m program to support Pacific countries to transition to low carbon, climate resilient futures through the development of long-term low emissions development strategies, sectoral roadmaps, and relevant policies and legislation.

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<sup>9</sup> World Bank, 2020

<sup>10</sup> WTTC, 2025

GGGI has also signed MoUs with a number of regional institutions and development partners including ESCAP, GIZ, PIDF, SPC and SPREP and others. Alongside GIZ, SPC and SPREP, GGGI is a delivery partner of the Regional Pacific NDC Hub launched by the Fiji Prime Minister Hon. Bainimarama in February 2020. GGGI has secured USD 1.1M in funding from GIZ to implement NDC Hub activities in 2020-2021 and in 2021 will commence discussions with GIZ regarding future programming. GGGI is currently delivering a USD 1.5M KOICA funded regional capacity building project for sustainable energy, and will also engage the Korean development partner on project scale-up, or new project opportunities in 2021.

As a response to COVID-19 impacts on vulnerable Small Island Developing States (SIDS) in developing island countries, GGGI has developed a concept note on Green Tourism Recovery in Pacific and Caribbean SIDS, which includes a number of Pacific countries for implementation. GGGI has also developed proposals for the Qatar Fund For Development (QFFD) focusing on food security and climate smart agriculture in Kiribati and green entrepreneurship in countries across the Pacific. GGGI has also secured funding from the NDC Partnership (NDCP) to deliver Climate Action Enhancement Package activities in the Marshall Islands, PNG and Tonga, and will look to engage NDCP on new opportunities to provide Pacific countries with NDC support. Furthermore, to enhance the mobilization of climate finance into the Pacific, GGGI is working with the Rocky Mountain Institute to develop a program funded by Canada that will position Climate Finance Advisors in countries across the region.

# Global Business Plans

## GLOBAL PROGRAM STRATEGY FOR 2021-2022

The Global Program is a framework to streamline GGGI interventions in certain strategic solution-focused areas consistent with GGGI GOP and PSs under Strategy 2030. The Global Program aims to: 1) accelerate delivery of results within and across GGGI country programs; 2) promote scaling up and replication of successful solutions; 3) prepare knowledge products to share lessons learned or experiences around the solutions; and 4) contribute to solution-focused resource mobilization. The Global Program will focus on what has been identified as high-priority, high-impact solution areas aligned to Strategy 2030's Programmatic Solutions. Over the biennium 2021-2022, there are a total of six Global Programs to be implemented.

1. Global Program on Energy Efficiency in Buildings is in line with GOP 4 (making cities and communities sustainable, livable, and resilient, supported through green jobs, services, and green infrastructure), and Programmatic Solution 8 (green buildings). It seeks to create enabling environments in GGGI member countries to cost-effectively deploy large amounts of energy efficiency upgrades in buildings in larger cities, with the longer-term vision of reaching typically hard-to-reach segments such as low-income housing and multi-family units. In five years, GGGI aims to deploy at least \$100 million of building energy efficiency upgrades through a mix of public and private funds, across countries such as Mongolia, Rwanda and potentially others, such as Cambodia, Uganda, Lao PDR, Indonesia, and Qatar.
2. Global Program on Developing Solutions for Financing the Protection and Restoration of World's Forest Landscapes place emphasis on GOP 3 (achieving a sustainable and circular bioeconomy while securing healthy natural systems) and Programmatic Solutions 4 (sustainable forests). The Program is designed to consolidate lessons learned in GGGI country programs and to develop solutions to mobilize finance for the restoration and protection of forest landscapes. The Program will build on GGGI's existing expertise and initiatives in Colombia, Indonesia, and Peru during the first phase to document innovative financing mechanisms that have been developed or will be by existing sustainable landscape projects. The Program aims to consolidate and develop financing solutions in conjunction with existing pipeline projects in India, Guyana, Ethiopia, Sri Lanka, Myanmar, and Vietnam during the Work Program and Budget 2021-2022. The program will aim to document existing portfolio and solutions and utilize this for communication to external stakeholders with emphasis placed upon the World Forestry Congress to be held in Seoul in May 2021.
3. Global Program on Renewable Energy Auction is in line with GOP 1 (catalyzing and accelerating access to climate finance /green investments for members' public and private sector), and 2 (Supporting our members in strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes), . The Program focuses on designing appropriate renewable energy procurement mechanism with clear focus on auction mechanisms by building an appropriate underlying approach and methodology. In close coordination with government agencies, GGGI will provide technical assistance support for design and implementation of targeted policies, regulatory support tools, and develop renewable energy procurement mechanisms that would be the most successful in accelerating deployment of renewable energy. Target countries includes Lao PDR, Mongolia, the Philippines, and Guyana.

4. Global Program on Solar Irrigation Pumping Systems is in line with GOP 1 (catalyzing and accelerating access to climate finance /green investments for members' public and private sector), 2 (Supporting our members in strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes), and 4 (making cities and communities sustainable, livable and resilient, supported through green jobs, services and green infrastructure). The Program focuses on designing appropriate business models and mobilizing green finance for scaling up solar irrigation in the target countries. In close coordination with government agencies, GGGI will provide technical assistance support for design and implementation of targeted policies, regulatory support tools, and appropriate business models for deployment of solar irrigation at scale. Target countries includes Senegal, Burkina Faso, Uganda, and Ethiopia.
5. Global Program on Transport and Sustainable Mobility is in line with GOP 1 (catalyzing and accelerating access to climate finance /green investments for members' public and private sector), 2 (Supporting our members in strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes), and 4 (making cities and communities sustainable, livable and resilient, supported through green jobs, services and green infrastructure), and Programmatic Solution 1 (green investments), 2 (climate action), and 7 (sustainable mobility). The Program is designed to support GGGI member countries in the transition of their transport sector to sustainable and low-carbon models, including non-motorized transport. It aims to 1) scale up existing initiatives, including but not limited to feasibility assessments for electric buses and policy recommendations to accelerate e-mobility transition, 2) expand its scope towards Non-Motorized Transport (forms of travel that do not rely on an engine or motor for movement, such as walking and bicycling, and supporting urban design), and 3) step up the results into impacts that will be measured primarily through the Strategic Outcomes defined in GGGI's 2030 Strategy. Target countries consist of Cambodia, Lao PDR, Morocco, Ethiopia, Jordan, Senegal, Uganda, Rwanda, Mongolia, Nepal, and Sri Lanka.
6. Global Program on Waste is in line with GOP 1 (catalyzing and accelerating access to climate finance/green investments for members' public and private sector), 2 (Supporting our members in strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes), 4 (making cities and communities sustainable, livable and resilient, supported through green jobs, services and green infrastructure), and 5 (acceleration progress of GGGI country programs in poverty eradication and gender quality through organizational operations) and Programmatic Solutions 1 (green investments), 2 (climate action), and 6 (waste management). The Program focuses on evaluating and valorizing waste value chains, shifting from landfill dependent systems, supporting local solutions and responsibility, engaging all stakeholders in change, and providing a role for and supporting the private sector along with strengthening the link to climate finance, public health and quality of life through effective and inclusive waste management systems. Target countries consist of Senegal, Cambodia, Lao PDR, Peru, and potentially others through project development.

Under the Minus-Case-Scenario of the biennial work program and budget 2021-2022, above mentioned six Global Programs are expected to be carried out with decreased core funding support and accordingly reduced scope of the activities. The Global Programs will be sharpened to cope with the budgetary constraints while remaining to maximize the impacts by gearing the limited amount of core funding support to mobilizing earmarked resources.

## **PARTNERSHIP AND RESOURCE MOBILIZATION**

The Global Programs will kick off by utilizing the existing core resources to establish partnerships and initial groundwork in the pilot countries. Global Programs will leverage GGGI's membership in global coalitions to foster strategic partnerships such as Green Growth Knowledge Platform with organizations engaged in complementary work. Both

global and local partnerships will be explored to deliver the program, in conjunction with relevant government agencies, development partners, GCF accredited entities, financial institutions, and other stakeholder groups.

The Programs will target to mobilize earmarked resources from one or multiple sources for expanding program in the existing countries and include new countries. Once achieved, country specific earmarked funding will be utilized in implementing the country specific activities that constitute Global Programs. Global Program Teams in close coordination with Country Teams will develop earmarked proposals based on the mandate of the Program, donor expectations, and country needs. Considering the global approach of the program, the earmarked funding will devote a percentage of expenditures for global coordination activities.

The Global Program on Solar Irrigation Pumping Systems has initiated a partnership with the International Solar Alliance (ISA) where GGGI and ISA will seek to mobilize joint resources for a 1 million solar pumps initiative aimed at 9 countries in Africa and the Pacific.



GGGI supports 37 Members to deliver on the Sustainable Development Goals and the Nationally Determined Contributions to the Paris Agreement.

- MEMBERS
- MEMBERS & OPERATIONS
- OPERATIONS
- PARTNERS & OPERATIONS



## ABOUT GGGI



Based in Seoul, Republic of Korea, GGGI is a treaty-based international, inter-governmental organization that supports developing country governments transition to a model of economic growth that is environmentally sustainable and socially inclusive.

GGGI has a unique in-country presence and prominent role as a neutral, trusted advisor and strategic development partner embedded in Member and partner governments. These advisors are directly engaged with national governments in setting the strategic direction for national program development guided by a Country Planning Framework with the Government.



GGGI's operating model maximizes the potential to translate green growth strategies and policies (especially economic policies) into green investment plans, mobilizing green finance commitments needed to bolster support for low-carbon and climate-resilient economic development and strong institutional capacity development.



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