



**Global Green Growth Institute**

10<sup>th</sup> Assembly and 14<sup>th</sup> Council Joint Session

October 11-22, 2021 | E-Consultations

October 28, 2021 | Hybrid Meeting

Agenda #3

**2021 Mid-Year Corporate Results Progress Report**

**PURPOSE/ACTION REQUIRED**

Members of the Assembly and/or Council will be invited to (please tick the relevant boxes and type in the details):

<input checked="" type="checkbox"/> Take note of the 2021 Mid-Year CRF Report
<input type="checkbox"/> Approve _____

<input type="checkbox"/> Provide feedback on _____
<input type="checkbox"/> Other (please specify) _____

**CONTEXT/BACKGROUND**

The Secretariat will share the 2021 Mid-Year CRF Results Report which presents the programmatic results that GGGI delivered in the first half of 2021 (January 1 to June 30), primarily through its Work Program and Budget (WPB) 2021-2022. The Report includes the country score cards which covers each countries key results, and program and budget performance. The Report covers a total of 131 country and global projects that are being implemented in 2021.

**SUMMARY**

The 2021 Mid-Year CRF Results Report aims to inform the Management Team (MT) on the progress in the delivery of our key CRF results in the first six months of the year. It enables MT to track our performance against our annual targets and to take necessary actions to improve program performance.

This is the first year of the implementation of the biennium WPB 2021-2022. Overall, our policy advisory outputs was 42 or 60% of target (70), adopted green growth policies was 16 or 64% of target (25), advisory outputs on green investment decisions was 21 or 42% of target (50) and total green investments mobilized was USD 25.4 million or 3.6% of target (USD 700 million). Appropriate acceleration plans are put in place, resulting into a solid green investment pipeline of USD 4.4 billion, which allows GGGI to expect delivering a stronger green investment result by the end of this year. In terms of Resources Mobilized (RM), the total commitments signed in the first six months was USD 25 million. The actual programmatic budget spent by GGPI/IPSD for the first six months was USD 21 million or 45% of current programmatic budget.

The Institute continues to thrive and focus on the benefits generated by lessons learned to continue to improve our project management and business processes and stays motivated by a continuing commitment to be a results-based organization with increased scalability and impactfulness in its programmatic interventions and results.



GGGI MID-YEAR CRF  
RESULTS REPORT  
**2021**

Performance against the Corporate Results Framework

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## List of Acronyms and Abbreviations

CFO	Chief Financial Officer
CPF	Country Planning Framework
CPRR	Country Program Results Report
CRF	Corporate Results Framework
DG	Director General
FMU	Forest Management Unit
GCF	Green Climate Fund
GGPI	Green Growth Planning and Implementation
GO	GGGI Online
IATI	International Aid Transparency Initiative
IEU	Impact and Evaluation Unit
INDC	Intended Nationally Determined Contributions
IO	Intermediate Outcome
IPCC	Intergovernmental Panel on Climate Change
IPSD	Investment and Policy Solutions Division
MERI	Measurement, evaluation, reporting, and improvement
MOEF	Ministry of Economy and Finance
MOU	Memorandums of Understanding
MPSC	Management Program and Sub-Committee
MT	Management Team
NDC	Nationally Determined Contributions
NFV	National Financing Vehicle
ODG	Office of the Director General
OED	Operation Enabling Division
PCM	Project Cycle Management
RBM	Results Based Management
RM	Resource Mobilization
SDG	Sustainable Development Goals
SIDs	Small Island Developing States
SO	Strategic Outcome
SU	Strategy Unit
UNFCCC	United Nations Framework Convention on Climate Change
WPB	Work Program and Budget

## Executive Summary

The 2021 Mid-Year CRF Results Report aims to inform the Management Team (MT) on the progress in the delivery of our key CRF results in the first six months of this year. It will enable MT to track our

performance against our annual targets and to take necessary corrective actions to improve program performance.

The results data for each country program is presented in the country scorecards which forms the heart of this report. It covers a total of 131 projects. The data was sourced from GGGI Online based on the 2<sup>nd</sup> quarter review compiled by GGPI and IPSD. Data on Resources Mobilized (RM) and budget were sourced from Partnerships and Finance, respectively.

This is the first year of the implementation of the biennium WPB 2021-2022. Overall, GGGI's results at mid-year are lower than last year. According to the key indicators, our policy advisory outputs was 42 or 60% of target (70), adopted green growth policies was 16 or 64% of target (25), advisory outputs on green investment decisions was 21 or 42% of target (50) and total green investments mobilized was USD 25.4 million or 3.6% of target (USD 700 million). Appropriate acceleration plans are put in place, resulting into a solid green investment pipeline of USD 4.4 billion, which allows GGGI to expect delivering a stronger green investment result by the end of this year. In terms of RM, the total commitments signed in the first six months was USD 25 million. With this performance, the actual programmatic budget spent by GGPI/IPSD was USD 21 million or 45% of current programmatic budget.

Given our low results performance reported above in the first half of this year, our challenge will be to effectively manage our program delivery towards the achievement of our targets by the end of 2021. Furthermore, in the interest of generating future mid-year reports early in the third quarter of the year, efforts will be made by Country Teams to make quality and timely project performance data available in GGGI Online (GO) which also serves as the basis for effective project management and decision making.

## 2021 MID-YEAR CRF RESULTS HIGHLIGHTS

42 Advisory outputs that inform development of government green growth policies (Target 70)



16 Policies adopted (Target 25)



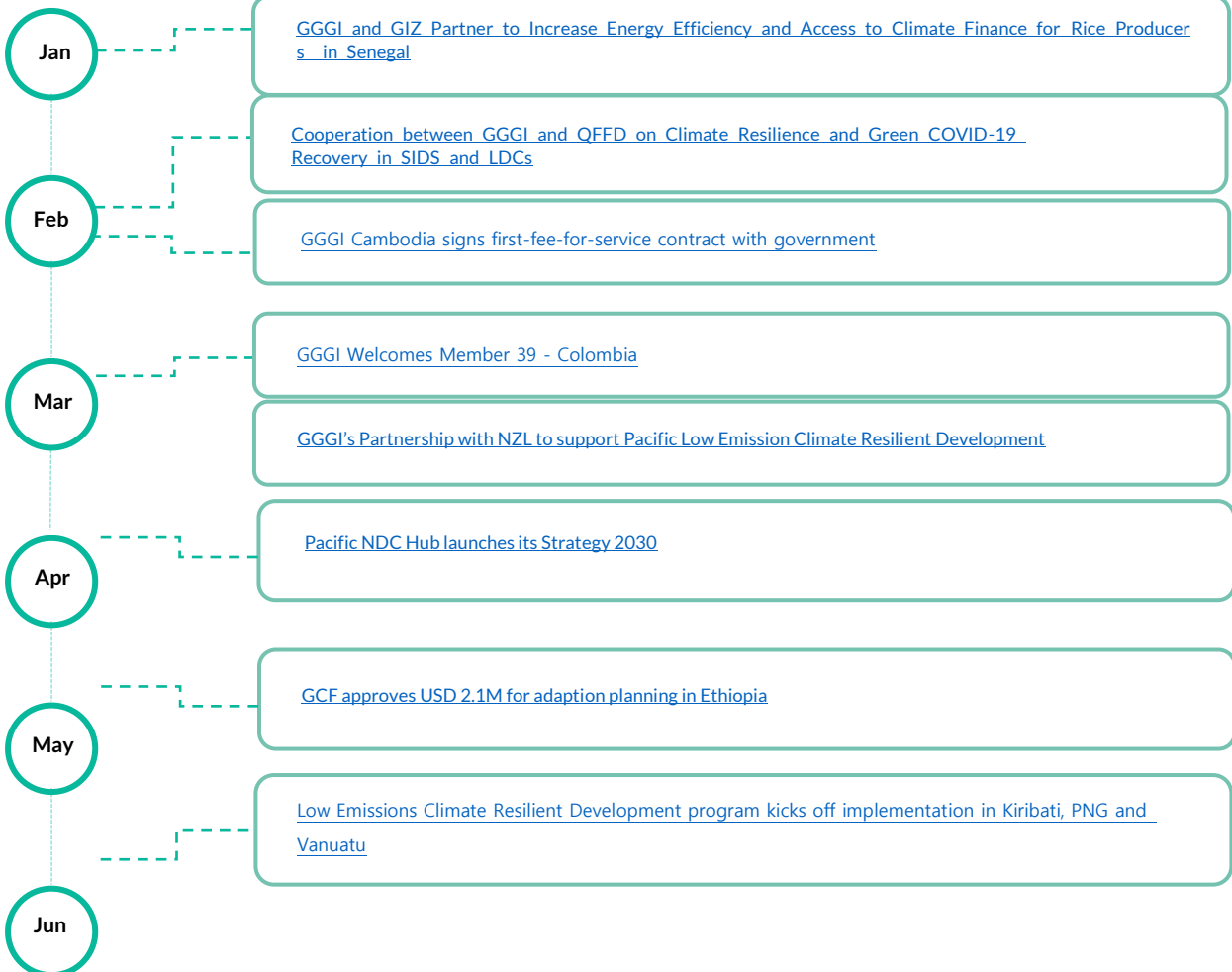
25.4M green investments mobilized (Target 700M)



21 advisory outputs that inform decisions on green growth (Target 50) investments



January to June



## 1. INTRODUCTION

The results are being reported at the country level and presented through [37 Country Score Cards](#).

This Report presents GGGI's 2021 Mid-Year Corporate Results Framework (CRF) results for the first six months of this year. The results indicate the country level results delivered by GGGI against select key indicators and targets<sup>1</sup> in the CRF 2021-2025. They are based on outputs, outcomes and impacts achieved through the country programs and projects being implemented in the biennium Work Program

<sup>1</sup> This is essentially a light review that focuses only on the key indicators.

and Budget (WPB) 2021-2022. The results are being reported at the country level consisting of 131 projects which are presented in the [37 country score cards](#). The impact estimation of Strategic Outcomes (SO) for 2021 is not included in this report but will be included in the End of the Year Results Reporting exercise.

The score cards provide a kind of a health check reading on the performance of each country program in terms of results achieved against key CRF indicators and program budget performance. This is very much a light review of our CRF results performance for the purpose of informing MT about our mid-year performance against our CRF targets.

In line with the Council's request in October 2019, the 2021 Mid-Year CRF Results Report was prepared to inform the Management Team (MT) at mid-year on the progress in the delivery of GGGI's CRF results against its annual targets. This will enable MT to take corrective actions to address the CRF result areas that are off track or facing obstacles as well as aligning results delivery with the progress in projects implementation.

This Report was prepared by the Strategy Unit (SU) in the Office of the Director General (ODG) in collaboration with the Green Growth Planning and Implementation (GGPI) Division, Investment and Policy Solutions Division (IPSD) and the Operation Enabling Division (OED).

## 2. SCOPE AND LEVEL OF REPORTING

Unlike the End of Year Results Report, this 2021 Mid-Year Results Report has a limited scope that is focused only on the following selected key [CRF indicators](#) covering mainly green growth policy frameworks and green and climate investments catalyzed:

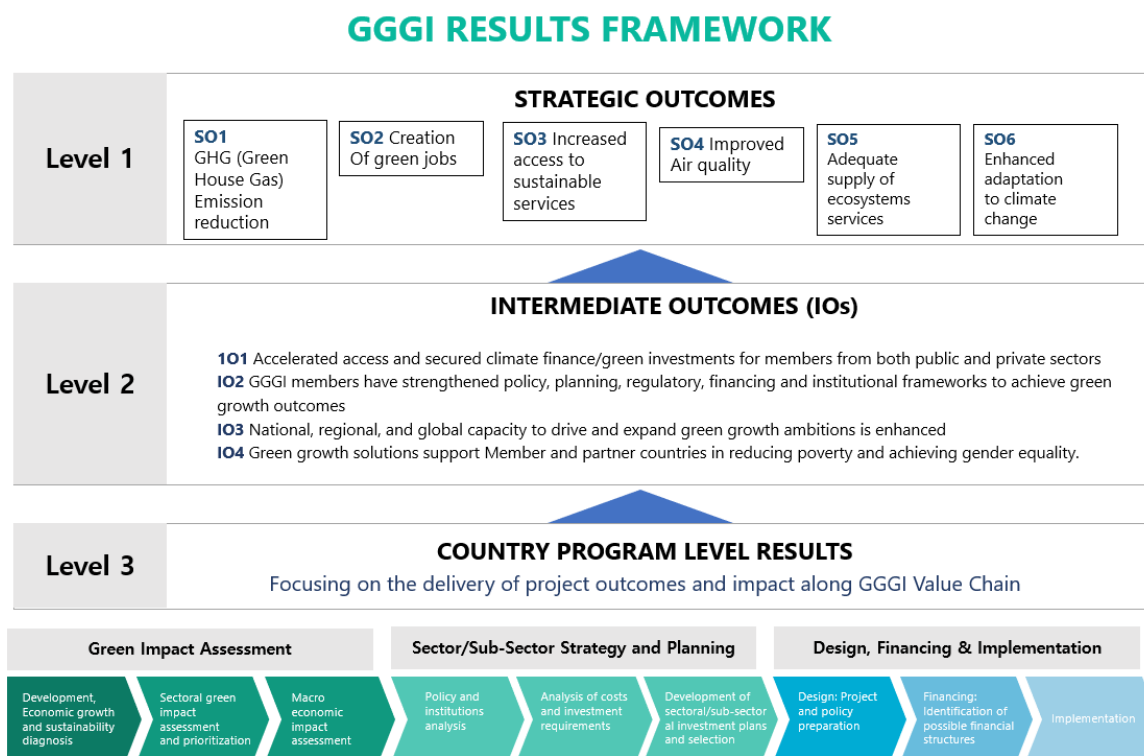
Outcome indicator 1.1	Output indicator 1.1
Outcome indicator 2.1	Output indicator 2.1

The result data supporting the above key indicators is readily available in GO and does not require project teams to submit project reports.

The CRF 2021 Mid-Year results is based on the results data available in GGGI Online that was provided by GGPI and IPSD. The data was reviewed and analyzed by the Strategy Unit and used to populate the country score cards that were validated by the country teams and IPSD respectively.

GGGI's current results framework consists of the CRF 2021-2025 as summarized in Figure 1 below.

Figure 1: GGGI Results Framework



### 3. WORK PROGRAM AND BUDGET 2021-2022 AND PROJECT MONITORING

The CRF results are based on the outputs, outcomes and impacts achieved through the country and global projects and programs, which are being implemented in the WPB 2021-2022. The year 2021 is the first year of the biennium WPB 2021-2022 with a current operational budget of USD 58.6M consisting of USD 21.4M core funding and USD 33.2M of earmarked funding and USD 4M project earmarked funding. The WPB provides budget envelopes to each country and global program which funds GGGI’s projects through core and earmarked funding. The projects are developed, implemented, and monitored through the 5-step PCM process. Regular project monitoring takes place through the submission of monthly project monitoring reports in GGGI Online and the quarterly project review process is carried out by GGPI and IPSD and is tabled to the MT at the end of every quarter.



## 4. PERFORMANCE REPORT – ESSENTIALS

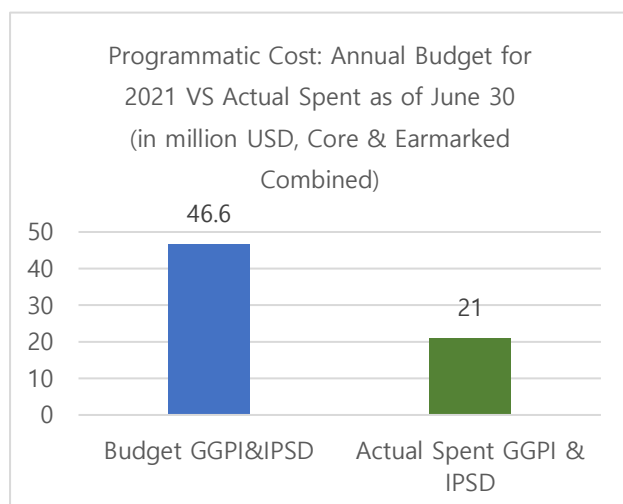


Figure 2: Comparison of annual revised budget vs. actual spent (June 30, 2021), These numbers were extracted from ERP

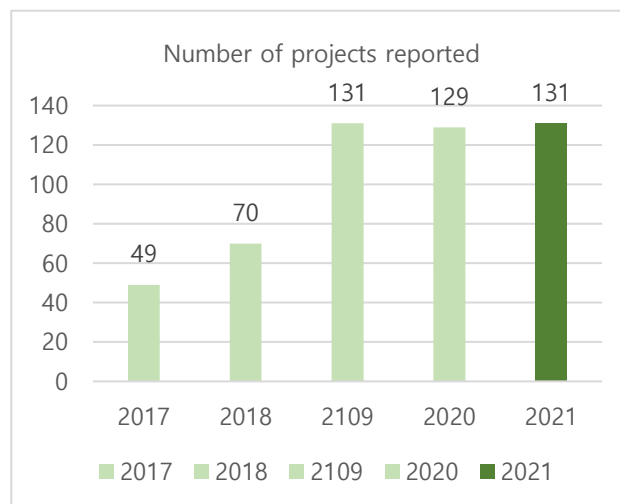


Figure 3: Number of Projects from 2017-2021 (June 30, 2021)

Table 1: 2021 Mid-Year Results at a Glance (June 30, 2021)

Impact Level	Indicator	Annual Target 2021	Mid-year Results 2021 (June)	Annual Result 2020	Mid-year Results 2020
<b>IO1</b>	<b>Accelerated access and secured climate finance/green investments for members from both public and private sectors</b>				
Outcome 1	Total USD value of climate finance/green growth investment commitments secured with GGGI's supporting, disaggregated by public and private sector financing	700M	25.4M (3.6%)	476M	226M
Output 1.1	Number of completed advisory outputs that inform decisions on green growth investments	50	21 (42%)	52	13
<b>IO2</b>	<b>GGGI members have strengthened policy, planning, regulatory, financing and institutional frameworks to achieve green growth outcomes</b>				
Outcome 2.1	Number of green growth policies adopted by governments with GGGI's support	25	16 (64%)	54	24
Output 2.1	Number of completed advisory outputs that inform the development of government green growth policies	70	42 (60%)	119	49

## 5. GREEN GROWTH INVESTMENTS CATALYZED

GGGI's green investment target in 2021 is to mobilize USD 700 million. At mid-year, GGGI achieved a total of USD 25.4 million in green investment commitments (consisting of 3 invested commitments in 3 countries). This represents 3.6% of the annual target in 2021. Table 2 presents these three green investment commitments catalyzed, by project and country.

GGGI is monitoring GGGI's green investment performance closely and is aware that the investment pipeline is not meeting expectations. To mitigate this situation, the 'Large Project Challenge' was introduced in May 2021 to scale up and GGGI's investment project work. After management review, a total of 17 projects aiming to mobilize at least USD 3.5 billion in green climate finance by the end of 2022 were identified. Some of these projects were ready to start around July 2021. This is a significant upgrade and addition to the GGGI's green investment pipeline. Figure 4 outlines the 18 countries that account for

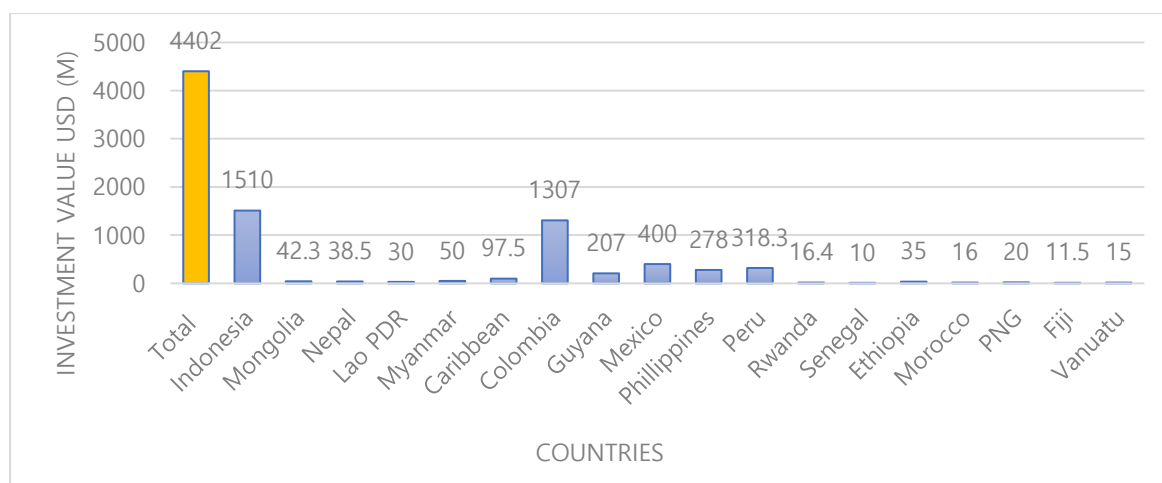
the current investment pipeline (4.4 billion) that are hopeful to achieve more investment commitments by the end of this year. For example, the Colombia country program has recently received a Letter of Intent worth USD276M for deployment of 30,000 distributed PV system solution across Bavaria's stores in rural Colombia where GGGI will be supporting the local developer Colibri Energy to advance the technical and commercial structuring of the project under the framework of the UKPACT program in Colombia. This one investment commitment alone brings GGGI's total green investments mobilized to USD 301M (43%).

Including the project in Colombia worth USD 276M, GGGI is advancing a portfolio of 37 projects in 2021, with a total size of USD 824 million. The average size is USD 22 million and, after adjustment for delivery risk, the total value comes to USD 501 million. The risk adjustment reflects the GGGI deal teams' assessment of the likelihood of reaching initial green investment commitments in 2021. As mentioned above, GGGI is fully aware that the risk adjusted target is below the overall corporate target of USD 700 million and have consequently launched 'Large Project Challenge' in May 2021 to increase and scale up the investment pipeline. GGGI will continue to closely monitor the pipeline to mitigate risks as well as to incorporate green new deal opportunities that rise for the green recovery of GGGI members.

Table 2: Green Investment Commitments by Country

#	Region	Country	Project Code	Project Title	Programmatic Solution	Green Investment Committed in (USD M)
1	Africa	Morocco	MA11	Used Tire Recycling	6	10M
2	Pacific	PNG	PG07	Credit Guarantee Corporation	1	15M
3	Pacific	Vanuatu	VU04	National Green Energy Fund	1	0.4
Total						25.4M

Figure 4: 2021 Total Green Investment Pipeline by Countries (June 30,2021)



## 6. BANKABLE PROJECTS, GREEN INVESTMENT PROPOSALS AND NFVS

The number of completed advisory outputs that informed decisions on green growth investments include National Financing Vehicles (NFVs), bankable projects and investment proposals which are platforms for mobilizing green growth investment commitments.

At mid-year, GGGI delivered 21 completed advisory outputs that informed decision on green growth investment against the 2021 target of 50 which is equal to 42%. Some of examples of these advisory outputs include:



1. PNG (PG07): Supported the Bank of PNG to establish the Credit Guarantee Corporation (CGC) where GGGI assessed the loan market for SMEs in the agricultural sector and it will inform the overall CGC strategy and the business plan. The assessment focused on understanding the business models and growth drivers of Agri SMEs, key barriers to accessing loans and major risks to repayment, as well as identifying well-run green SMEs that would, with the CGC's guarantees, scale their business. This work will be contributing to PNG's green economic development and the initial capitalization of the CGC is PGK50 Million (roughly around USD15 Million) but the actual impacts are expected to be 4 to 5 times higher due to additional loans that will be generated for green businesses.



2. Vanuatu (VU04): GGGI supported Vanuatu's National Green Energy Fund to secure funding of USD 400,000 from KOICA. These funds will go to implementing renewable energy solutions in off-grid sites throughout Vanuatu – rural area medical clinics, administrative building, and schools, etc.

3. Morocco (MA11): This project is about structuring of a used tire value chain and a used tire material recovery sector in Morocco aims to contribute to the areas of inclusive waste management and the promotion of the circular economy in Morocco with ETRA (European Tyre Recyclers Association) and during the year 2020, GGGI has developed a detailed concept note for this project and with ETRA, the Department of Environment, and the Ministry of Industry, Commerce and Green Economy. The Ministry of Industry is finalizing an industrial ecosystem assessment and action plan to be delivered by Q4 2021 on which GGGI will structure the project and enter the resource mobilization phase. In parallel, the project concept note has been presented to both AFD & EU for potential earmarked funding. The investment decision took shape and the business model was revised and scaled to around USD 10M.



## 7. GREEN GROWTH POLICY AND PLANNING FRAMEWORKS

In line with GGGI's value offering, the number of green growth advisory outputs that it delivers provides the platform for creating the necessary policy framework for transforming the economies of Member and partner countries towards a green growth economic development model consistent with their NDCs and SDG ambitions.

At mid-year, GGGI delivered 42 completed advisory outputs that informed the development of government green growth policies which is equal to 60% of the CRF target of 70. With this result, which is presented in Annex 5, GGGI is well on track with its delivery of policy advisory outputs. Some of these results have come from work started through the projects that were ongoing from 2019 and 2020. These advisory outputs will make a positive contribution to the development of the right policy, planning and regulatory frameworks for green growth development in Member and partner governments. Some country case examples of the completed policy advisory outputs include:

1. Peru (PE11, PE12, PE17):

- (PE11) NDCP: With the support of the NDC Partnership, GGGI has provided technical assistance to the Ministry of the Environment to develop Peru's National Adaptation Plan, as well as update several sectoral baselines consistent with a heightened ambition of Peru's NDC, as well as to develop the country's Low Emissions Development Strategy.
- (PE12) Waste: GGGI provided policy recommendations to the Lima Municipality for organic waste valorization, aimed at implementing and scaling up small biodigesters in Peru's largest metropolitan area.

- (PE17) Green Bonds: 1. GGGI supported Peru's Ministry of Economy and Finance (MEF) define the roles, responsibilities, and composition of the Sustainable Bond governance structure, in close coordination with the General Directorate for the Treasury and the National Competitiveness and Formalization Council. 2. GGGI has provided technical assistance to MEF to develop the working procedures for the sustainable bond. These procedures were established in accordance with current best practices for bond issuance and reporting and aligned with the new 2021 International Capital Market Association (ICMA) guidelines.

#### 2. Burkina Faso (BF07, BF16):

- GGGI supported the government of Burkina Faso to elaborate the Sector-specific climate action plans with gender mainstreaming that facilitated the NDC revision and guaranteed a more ambitious NDC through all key sectors (Agriculture; Energy, Transport Environment and forestry, Water resources, Animal resources; Scientific Research and Technological Innovation; Habitat and Urbanism; health, private sector, CSOs).

The Burkina Country Program also delivered on Transports climate actions (in the new NDC) Cost and Benefit Analysis Report. The report: (i) contributed to select actions and identify best practices of economic interest with a sustainable impact in terms of GHG mitigation in the transports sector, (ii) assess investment costs, (iii) assess the benefits derived from the adoption and application of these best practices, (iv) assess the internal rate of return and return on investment of applying each of the good practices identified while specifying the time required and (v) make recommendations on cost effective best practices for scale-up.

- Burkina Faso also supported the government on Green Growth mainstreaming in the new PND 2021-25, adopted the document that will serve as new national flagship program for the next five years. This takes into consideration climate change related issues as well as Covid Recovery strategy that the government will put in place.

#### 3. Cambodia (KH11, KH22):

- GGGI finalized policy recommendations, market analysis and business planning for deployment and scale-up of electric motorbikes in Phnom Penh. The Ministry of Public Works and Ministry of Environment have initiated implementation of a number of the recommendations, including the switching of public motorbike fleets to electric, awareness raising actions and regulatory measures relating to registration which will enable a resale market.
- GGGI finalized a policy paper outlining a pathway for the Kep Municipality to independently manage solid waste and wastewater infrastructure and operations in a transparent and financially sustainable manner. It proposes the establishment of an independent Waste and Sanitation Authority (WSA) within Kep Municipality. The WSA will expand solid waste collection to un-serviced areas, develop and implement local regulations, and conduct awareness raising activities. The report outlines the current and future costs of waste management and financially models different options for raising revenue. This includes collecting user fees directly and expending collection, imposing a tourist levy on the boats to Koh Thonsay and improving contracts with the private waste collector.

## 8. ADOPTION OF GREEN GROWTH POLICIES BY GOVERNMENTS

Adopted green growth policies refer to any formal decision by governments that approve the green growth policies developed with GGGI's support.

At mid-year, 16 green growth policies were adopted by the governments, which is 64% of the 2021 CRF target of 25. These 16 adopted policies are wide ranging providing broad support to the green growth transformation of Members and partners (see list of adopted policies by countries in Annex 4). Some country case examples of these adopted policies include:

#### 1. Indonesia (ID04):

- On the forest policy support, GGGI provides technical inputs to set out the forest management strategy to guide FMU over a period of ten years in the form of FMU's Long-Term Forest Management Plan (RPHJP). This Plan is a key requirement for the establishment of the FMU organization and accessing government's national and regional budgets. Supports provided through a coaching clinic, involving a team of experts from the internal, MoEF, academicians and practitioners, on how to prepare a Plan that will meet the local needs and national requirements, specifically on mitigating deforestation and forest degradation, implementing sustainable forest and peat management, and increasing carbon stock. As a result, 4 (four) Plans in East Kalimantan and 1 (one) Plan in Central Kalimantan were adopted and approved by the MoEF for further implementation on the ground by the each of respective FMUs.
- On the environment policy supports, GGGI provides technical inputs to the provincial-wide comprehensive and systematic environmental analysis to ensure the principles of sustainable development are integrated in the development of the North Kalimantan Medium-Term Development Plan and its programs. The support was provided by involving internal, MoEF and Ministry of Home Affairs, and prominent external SEA and planning experts to give input to the documents produced in every step of the SEA since the initial phase (i.e. initial technical meeting) all the way to quality assurance and pre-validation. The document has been approved and adopted by the Provincial Development Agency and now is in the process incorporating the SEA's results and recommendations into the Provincial Medium Term Development Plan 2021-2026.

#### 2. Tonga (PAC06):

- Tonga NDC Review and Recommendations Report: To guide the development of Tonga's Second NDC, GGGI reviewed Tonga's 2015 Intended Nationally Determined Contribution (INDC) and provided recommendations for developing Tonga's Second NDC in 2020. This review report analyzed the progress made toward achieving national climate change targets outlined in the 2015 INDC and provided updates on current implementation status, transparency actions, and communication methods as well as measurements to determine the extent of targets achieved. The review report concluded with recommendations designed by GGGI, centralizing the need to expand current targets, provide greater clarity and transparency, as well as outlined specific measurable actions to achieve targets.
- As a natural next step following Tonga's NDC Review Report, GGGI supported Tonga to develop its Second NDC in 2020. Building on this work and taking guidance from the recommendations in the review report, Tonga increased its ambitions to reduce greenhouse gas (GHG) emissions in its Second NDC. Tonga's Second NDC is also unique as it prioritizes both mitigation and adaptation with a strong focus on coping with the impacts of sea level rise, establishing new targets for agroforestry and expanding its marine protected areas. Benefitting from wide-ranging and inclusive stakeholder consultations throughout this project, the Second NDC is a true reflection of Tonga's ambitious climate action priorities. Tonga's Second NDC was endorsed by its national cabinet and submitted to the United Nations Framework Convention on Climate Change (UNFCCC) in December 2020.

#### 3. Caribbean: St. Lucia (CAR03):

- Saint Lucia submitted its updated NDC in January of 2021. Saint Lucia, a small island developing state (SIDS), developed its NDC in a participatory, cross-sectoral and robust manner, building on sound inventories, data and ongoing processes. The updated NDC reflects an increase in ambition, in mitigation, adaptation and loss and damage, and in line with these efforts and to make a concrete effort to implement Saint Lucia's NDC, Saint Lucia has developed an Implementation Plan and a Financing Strategy for the NDC, building upon the existing NDC Partnership Plan. Saint Lucia's NDC is mitigation-centric and the NDC's target is 7% Greenhouse Gas (GHG) emissions reduction in the energy sector relative to 2010, by 2030. The target is a sector-wide emissions reductions target using 2010 as base, covering IPCC's energy (electricity generation and transportation) sector, and three gases: Carbon Dioxide, Methane, and Nitrous Oxide, representing a continuation and expansion of efforts listed in the first NDC to meet the targets for 2025 and 2030. Saint Lucia's revised NDC will reduce greenhouse gases by 37 GgCO<sub>2</sub>e, compared to 2010 emissions, a deeper reduction in emissions than the first NDC, which effectively proposed to reduce GHG emissions by 10 GgCO<sub>2</sub>e.

## 9. OTHER RESULTS- RESOURCE MOBILIZATION AND BUDGET

### Resource Mobilization

This mid-year report also tracks the overall level of earmarked resources mobilized RM. The RM for each country is in their report cards. The total signed earmarked commitments as of July 2021 reported by the Partnerships Unit is USD 25 million and the specific country breakdown is in the country score cards.

### 2021 Budget Performance

Figure 2 (on page 8) presents the total 2021 GGPI and IPSD actual spent. At mid-year, the total actual spent was USD 21 million or 45% of GGPI and IPSD current budget. The balance of 55% of GGPI and IPSD budget is expected to be utilized in the second half of 2021. Some projects have reported a high level of budget commitment at the end of June which corresponds with the projects progress, and this will be confirmed in the Q3 actual budget spending.

## 10. UPDATE ON MONITORING AND EVALUATIONS

As outlined in its [2021 Workplan](#), this year IEU is evaluating two GGGI country programs, namely Rwanda and Uganda. It has just concluded and published a [special review](#) of GGGI's Strategic Plan 2015-20 activities and accomplishments in June 2021, and is currently evaluating activities in the sustainable landscape (SL) thematic area in GGGI's Member and partner countries. [An approach paper](#) of the SL evaluation, with methodological details, key evaluation questions, and detailed information of GGGI's SL Portfolio and its relevance to achieving Strategy 2030 targets, has been developed and published. These works directly provide accountability to GGGI's activities and serve as learning products to assist the delivery of both medium- and long-term objectives.

To deliver on the ambitious Strategy 2030 targets, in the past years, GGGI has been working to strengthen its impact agenda set around the Strategic Outcomes (SOs) as well as review its PCM 5 manual covering evaluation. As the need for high-impact paradigm-shifting climate action grows, IEU is embarking on a work to develop and eventually mainstream a framework around transformational climate action (TCA) and green growth. The outputs from this work will outline the organization's definition and stance, as well as a framework on practical project design, monitoring and evaluation framework to further promote and

improve the GGGI's capacity to deliver transformational green growth policies and projects on the ground.

As a key Unit to champion GGGI's impact agenda externally and internally, IEU is also promoting and supporting robust monitoring of large projects deemed significant to achieving Strategy 2030 goals. To this end, GGGI project teams in 5 large-earmarked projects are supported by the IEU on MERI (measurement, evaluation, reporting, and improvement) plan development with a view to further strengthen institutional capacity and learning in this area. Relevant project teams are receiving support in the development and implementation of the MERI plans, including on important elements such as results chain/theory of change (ToC) development, refreshing of log-frames for alignment with ToCs, developing progress indicators that align tightly with GGGI SOs/ SDGs / Paris Agreement Goals, and outlining monitoring approach on key progress and baseline indicators such as jobs creation. As monitoring and evaluation functions have interlinked objectives, this support will contribute to better impact and evaluation for the organization going forward.

Finally, an external review of the German-Internationale Klimaschutzinitiative/German Federal Ministry for Environment, Nature conservation and Nuclear Safety. (IKI/BMUB) funded projects for Ethiopia, Peru, Thailand and Jordan, that were implemented in 2011-2016, was completed in early August 2021. The review focused on Jordan, in collaboration with the Africa Regional Office. In summary the review demonstrated that GGGI has implemented a very successful green growth planning project in the four countries with the holistic approach that green growth embodies through its combination of economic growth with environmental and social goals.

## 11. RISK MANAGEMENT

### Risk Management ([Link to GGGI's Risk Management Framework](#))

In terms of programmatic and operational risks, a total of 2 projects were reported by GGPI as being 'off track' in terms of implementation in the 2021 second quarterly report. The MT has taken necessary mitigating actions and decisions for GGPI to follow-up on.

GGGI has also incorporated lessons learned from the 2020 results reporting exercise into the 2021 mid-year CRF results reporting process along with lessons learned from the recent IEU's Strategy 2015-2020 Review to improve the Organization's internal business processes and PCM systems. A critical area is for Country Teams to ensure the timely update of accurate and quality project monitoring information and data in GGGI Online which is still a weak area during the 2021 mid-year CRF results reporting process. This is critical to ensure quality and timely decisions by MT in managing our program and results delivery. Finally, iGROW survey was completed and submitted to MT for endorsement and recommendations were identified to improve business process and delivery of our programs.

GGGI reports to the MPSC and the Council every 6 months regarding risk management, covering all the risk categories relevant to the organization. These reports are used by Management to adapt to emerging risks immediately, as was the case during the COVID pandemic in 2020.

In terms of risk assessment, GGGI has used lessons learned from previous results reports to strengthen the quarterly projects monitoring mechanism with the adoption of a traffic light system that identifies projects for Management intervention and guidance to improve their performance. The quarterly progress report is compiled and tabled to Management at the end of every quarter by GGPI.

## 12. KEY CHALLENGES AND LESSONS LEARNED

Some of the key challenges and lessons are:

- The achievement and delivery of most of our results usually happens at the end of the year when most projects get completed.
- The 2021 mid-year result is relatively low compared to that of 2020 because this year is the first year of the biennium WPB 2021-2022 when most projects are being initiated and is in the process of implementation.
- The timeliness of this mid-year report can be improved but this depends on the timeliness and quality of the project performance data in GO which is mixed and delayed for some projects affecting the integrity of the overall data that this report depends on.
- Building a RBM culture calls for change management, flexibility, and a robust data system. The program management system such as GO needs to generate value to end-users of information, which requires effort from all programmatic staff to have the latest data reflected in GO. For example, when the Quarterly Review is submitted to Management for information, the data must reflect and mirror the project (Outcome, Output) status in the logframes to ensure the integrity of our data.

[ANNEX 1: Country Results Cards](#)

[ANNEX 2: List of 2021 WPB Projects](#)

[ANNEX 3: Green Investment Pipeline](#)

[ANNEX 4: List of completed policies adopted by governments](#)

[ANNEX 5: Completed advisory outputs that inform development of government green growth policies](#)

[ANNEX 6: Resource Mobilization Pipeline](#)

[ANNEX 7: CRF 2021-2025](#)