



Global Green Growth Institute18th MPSC Meeting

April 15-22, 2024 | E-Consultations

April 25, 2024 | Hybrid Meeting

Summary of the 18th Meeting of the Management and Program Sub-Committee of the Council

Part I. E-Consultations

Item 1. Director-General's Progress Report

1. Norway congratulated GGGI for its excellent performance and requested an update on the decentralization process. GGGI responded that decentralization at GGGI has been a continuous process since 2017. GGGI explained that before this transformation it primarily centralized its operations at headquarters, but it has since evolved to prioritize the country teams as the primary frontline entities serving our Member States.
2. The Republic of Korea asked for additional information on the Green Belt and Road Initiative and future plans, and on the MOU with the Silk Road Fund (SRF). GGGI responded that it aims to support its Member States to gain increased access to green BRI technology and finance, aiming to work with SRF as a potential investor in large-scale, green infrastructure projects as it does with other national and multilateral investors. As a background GGGI shared the results of its survey on GGGI Member States' engagement in the first 10 years of BRI ([LINK](#)).

Item 2. 2023 Annual Report

3. The Republic of Korea expressed gratitude for GGGI's noteworthy achievements in 2023 and anticipated further expansion of GGGI's membership. GGGI thanked the Republic of Korea for the acknowledgement.

Item 3. Overview of Work Program 2024

4. Norway welcomed GGGI's focus on risk management and increased MEL capacity, and asked whether the MEL capacity building activities would include a focus on 'quality at entry.' GGGI affirmed its commitment to MEL enhancement and agreed that 'quality at entry' is crucial for projects, emphasizing the need for robust logframes, baseline data, and MEL planning within the project portfolio, beginning with the initial stages of proposal writing and extending to providing training for staff on GGGI MEL processes and systems at induction.
5. The Republic of Korea requested details on key projects integrating the NDCs into green investment pipelines for 2024. Noting that most of its investment projects are strategically aligned with implementing the NDCs, GGGI highlighted its work in Indonesia and Sri Lanka. In Indonesia, GGGI has projects within the Indonesia Energy Transition Mechanism Country Platform (ETMCP) in partnership with PT Sarana Multi Infrastruktur (PT SMI), key efforts including the provision of technical assistance to design financial mechanisms to support the shift to renewable energy, scaling up the Climate Finance Facility to increase funding for sustainable projects, and facilitating access to Project Preparation Facilities to ensure investment readiness. In Sri Lanka, GGGI focuses on enhancing

institutional and financial frameworks, establishing strategic frameworks to mobilize both public and private financing for climate initiatives, enhancing institutional capabilities within key ministries, and engaging local financial institutions to implement green financial instruments.

Item 4. Planning Direction for Work Program and Budget 2025-2026 (Part 1)

6. The Republic of Korea, noting GGGI's increased ambition to achieve a USD 14 billion cumulative green investment mobilization target by 2025, asked whether achieving the additional USD 4 billion within the next two years is feasible. GGGI responded that while it is an ambitious target, it remains a feasible one. GGGI explained, over the past two consecutive years green investment commitments facilitated by GGGI exceeded one billion USD annually, amounting to USD 1.4 billion in 2022 and USD 1.9 billion in 2023. This consistent achievement underscores GGGI's ability to sustain substantial results over multiple years.
7. Norway inquired about GGGI's risk mitigation measures to address the main challenge of efficient and effective portfolio implementation and asked whether GGGI had assessed its existing portfolio to identify areas for improvement in terms of MEL. GGGI shared that it initiated a comprehensive program of actions in 2023 to focus on its top priority, 'Quality of Delivery,' which include a rapid MEL assessment of GGGI's active project portfolio, establishment of a Quality Assurance Panel, and launching of an Expanded Project Management Training program for project managers. Furthermore, GGGI emphasized that project risk identification occurs continuously, through its monthly reporting process and quarterly program progress reports submitted to the Management Team. This ongoing oversight ensures that projects receive closer attention and follow-up as needed, adapting to changing risk levels.

Item 5. Terms of Reference for the Mid-Term Evaluation of Strategy 2030

8. Norway emphasized the importance of result performance assessment and risk identification in achieving Strategy 2030 in the mid-term evaluation. GGGI agreed that the mid-term evaluation should focus on the assessment of results and performance to date, together with an assessment of risks to the current Strategy 2030 and welcomed suggestions to enhance the Terms of Reference (ToR).

Item 6. Update on Membership, Accession, and Country Programming

9. The Republic of Korea emphasized the significance of Host Country Agreements (HCAs) for GGGI to advance its work in its countries of operation. Consequently, Korea expressed its support for the two proposals made by GGGI Management: first, to downscale program operations to project operations in program countries lacking effective HCAs after a 2-year grace period, and second, to restrict program operations in countries without effective HCAs.
10. Norway inquired about the potential impact of the two proposed actions on GGGI's operations. GGGI explained that the primary aim of these actions is to motivate Member States to finalize HCAs in all countries seeking GGGI country programs. If Member States are unable to provide an effective HCA, the main impact would involve scaling back operations to a project level and discontinuing the presence of international staff in the country. GGGI said that 2 years is generally an adequate time to complete the HCA process and therefore these measures should not adversely affect country programming in any Member State that prioritizes GGGI support. Among the present program countries, 12 do not have an HCA, with 6 in an advanced stage of development, suggesting that at least these would likely be finalized. Consequently, this implies that a maximum of 6 program countries might undergo scaling down.

Part II. Hybrid Meeting**Agenda 1. Opening of the Meeting and Adoption of the Agenda**

11. The hybrid meeting of MPSC18 was chaired by Mr. Sylvere Abba, Minister Counsellor, Embassy of Côte d'Ivoire to the Republic of Korea. Members that participated in MPSC17 include the MPSC Members of Côte d'Ivoire, Republic of Korea (ROK), Norway, and Prof. Bambang Brodjonegoro (Expert/Non-State Actor Member of the Council). Observing Members of the Assembly included Costa Rica, Denmark, El Salvador, Papua New Guinea, Peru, Qatar, United Arab Emirates (UAE), and United Kingdom (UK). The full list of participants can be found in Annex 1.
12. Members of the MPSC adopted the agenda as contained in Annex 2.

Agenda 2. Summary and Discussions on E-Consultations Items

13. The Director-General (DG) provided a summary of the e-consultations as provided in Part I of this summary document. Additionally, the DG updated MPSC Members that, after the GGGI Secretariat found that there was a case of conflict-of-interest of one of its staff members in a GGGI project in Nepal funded by KOICA, it undertook an investigation through an external agency concerning potential fraud. The Secretariat communicated this investigation to the MPSC Audit Contact Points (ACPs) on March 18. The investigation was completed recently and concluded that while there was conflict-of-interest, there was no evidence of fraud. GGGI communicated the results of the investigation to the ACPs on April 25. The Secretariat has taken disciplinary action regarding the conflict-of-interest against the staff member involved, and will review its organizational processes to minimize the risk of recurrence. At the request of Norway, the summary report on the investigation that was shared with the ACPs has been added to the MPSC meeting documents ([here](#)).
14. The ROK congratulated GGGI on its achievements outlined in the DG Progress Report, noting GGGI's continued growth. While appreciating the information provided by GGGI through the e-consultations, the ROK requested further detail regarding the background and future plans for the Green Belt and Road Initiative (BRI) project mentioned in the report at the next MPSC meeting, which will allow MPSC Members to assess whether including Green BRI projects as a priority for the organization is appropriate. The ROK also requested the removal of the Green BRI section from the DG Progress Report. The DG responded that GGGI will be pleased to prepare a report that will include the information requested by the ROK and include the issue in the agenda for the next MPSC meeting. The DG clarified that GGGI has been a member of the BRI International Green Development Coalition since 2019 and undertook a survey of the GGGI Member engagement in BRI in 2023. This survey showed that in 18 GGGI Member States that BRI funded USD 150 billion worth of projects to date, an estimated one third were green. Over 80 percent of GGGI Member States responded in the survey to be interested in accessing Green BRI technology and funding going forward. This was the basis for this exploratory Green BRI project in 2024: to enable the Secretariat to support its Member States to access Green BRI technology and funding. At the Boao Forum for Asia in March 2024, ministers from Colombia, Ethiopia and Lao PDR, supported by GGGI, presented a pipeline of projects prioritized by their governments for BRI funding to investors, including the Silk Road Fund. The DG agreed to provide additional information on the Green BRI project as part of the documentation for the next MPSC meeting.
15. Furthermore, the ROK informed that it will host the Fifth Session of the Intergovernmental Negotiating Committee on Plastics (INC5) in November 2024, and requested GGGI to share its plans in this regard. GGGI responded that it has started to work with its Member States to prepare for the plastic treaty that is being negotiated, such as identifying the anticipated reporting obligations and policy measures to be undertaken to meet treaty obligations. In addition, as GGGI already has solid experience in the waste

and circular economy sector, it is building on that experience to focus on the development of plastic related green investment projects. Finally, the Secretariat said that it is looking forward to supporting the ROK in the organization of INC5 related (side-)events.

16. The UK thanked the DG for the comprehensive overview, and congratulated GGGI on its strong year and continued growth. The UK asked whether GGGI is tracking how it is perceived in the market, seeking to understand how well GGGI's value proposition is understood. The Secretariat responded that it may not be widely known by the general public due to its specialized nature, but its strong growth is a clear sign that its Member States as well as donors do recognize GGGI as a key partner and value its contributions. In addition, the GGGI Secretariat has recently undertaken a survey among its external partners in Latin America to understand how it is perceived by its external environment. The survey respondents generally indicated a very high level of satisfaction with GGGI's services. The Secretariat shared its aim to roll out a similar survey to the other regions where it is active.
17. On the two proposals related to HCAs put forward by GGGI Management under the item on membership, accession and country programming, Norway asked GGGI to provide information related to potential risks and worst-case scenarios when preparing a paper on these proposals to the Council, such as provided in the response to Norway's questions in the e-consultations. The Secretariat thanked the MPSC Members for their feedback and support for these proposals, and agreed to share a detailed note outlining the potential risks with a draft Council Decision for MPSC review at the meeting in June.
18. As one of the two Audit Contact Points (ACPs) of the MPSC, the ROK expressed appreciation for the efforts of the Office of Internal Audit and Integrity (OIAI) and GGGI Management to maintain a high level of transparency. Noting the significant growth of GGGI, the ROK suggested that OIAI be strengthened by increasing its human resources as it currently has only two staff. The Secretariat thanked the ROK for their appreciation of OIAI, and responded that together with the ongoing recruitment of a new Head of Internal Audit, the Secretariat will consult the ACPs to ensure there is agreement on the most appropriate development of a strong internal audit function in GGGI.
19. Members of the MPSC took note of (a) the Director-General's Progress Report, (b) 2023 Annual Report, (c) Overview of Work Program 2024, and (d) the Terms of Reference for the Mid-Term Evaluation of Strategy 2030.

Agenda 3. 2023 Financial Results

20. The Assistant Director-General and Head of Office Enabling Division (ADG-OED) presented on GGGI's financial performance in 2023. GGGI recorded a total income of USD 83.1 million with total expenditures of USD 80 million, resulting in an operating surplus of USD 3.15 million in 2023. GGGI's financials in 2023 have been audited by its external auditor PWC, which has once again issued an unqualified clean audit report. The ADG-OED reported that GGGI remains in a strong and stable financial position at the end of 2023, demonstrated by its reserves of USD 23.9 million (equal to 110 working capital days against a benchmark of 90-180 days) and cash balances of USD 73 million (equal to 334 liquidity days while 120-180 days are considered to be adequate).
21. The ROK suggested creating a section on the GGGI website detailing the breakdown of core contributions from its Member States, which could promote core contributions to GGGI. The Secretariat agreed to the suggestion put forth by the ROK to furnish data regarding core contributions made to GGGI up to the present date on its website.
22. Members of the MPSC took note of GGGI's 2023 Financial Results.

Agenda 4. 2024 Operational Budget

23. The ADG-OED presented GGGI's 2024 Operational Budget, estimating likely income in 2024 at USD 106.5 million, with expenditures of USD 105.1 million. ADG-OED reported that revenue in 2024 represents an increase of USD 23.4 million, or 28 percent, over that of 2023. The budgeted expenditures of USD 105.1 million comprise core-funded expenditures of USD 25.4 million (including overhead recovery of USD 6.6 million and investment income of USD 1.3 million), program earmarked expenditures of USD 9.2 million, and project earmarked expenditures of USD 70.5 million. The budget will result in an operating surplus of USD 1.4 million, which will be added to the GGGI reserves to keep pace with its growing operating budget.
24. Prof. Bambang Brodjonegoro, Expert/Non-State Actor Member of the Council, asked whether GGGI could expand its revenue sources beyond its Member States to include philanthropic organizations. The Secretariat explained that its resource mobilization expertise is primarily focused on ODA funding with strong relationships established with an increasing number of donors in this space. While it has received grants from philanthropic entities such as the Bill and Melinda Gates Foundation, it clarified that this is not a top priority as it has more than sufficient revenue from donors through its existing partnerships, as demonstrated by its very rapid growth rates, and because mobilizing funding from philanthropic sources requires specialized knowledge and experience that GGGI has not prioritized to date.
25. The UK inquired about the implications of budget shifts from core to earmarked contributions on GGGI's staffing and operating model. The Secretariat informed delegates that it continues to use 3-year contracts for regular staff and also hires project-specific staff for the duration of earmarked projects. While GGGI is performing well as a whole, the Secretariat acknowledged that it has faced challenges in some countries when large projects were concluded. While GGGI successfully rebuilt and diversified its program portfolio in Ethiopia and Indonesia, it has faced difficulty in replenishing its portfolio in Colombia in 2023, resulting in staff reductions. The Secretariat explained that it has adopted a targeted resource mobilization strategy prioritizing 12 countries with the least assured portfolio for targeted resource mobilization efforts.
26. Members of the MPSC took note of GGGI's 2024 Operational Budget

Agenda 5. Increasing the Level of GGGI's Working Capital

27. The ADG-OED presented GGGI Management's proposal to increase GGGI's working capital from the current USD 20 million to USD 25 million. With the international standard ranging from 90 and 180 days of working capital and GGGI's projected expenditures at USD 100 million for 2024, increasing the working capital to USD 25 million would lead to 91 working capital days by the end of 2024.
28. Noting GGGI's continued growth, the ROK inquired about the sustainability of the proposed working capital amount of USD 25 million, and when the next adjustment might be necessary. The Secretariat replied, recalling its previous implementation of USD 5 million increases in 2019 and 2022, it may need to make reassessments in year 2025 depending on the budget in that year.
29. Members of the MPSC endorsed the GGGI Management's proposal to increase the level of GGGI's Working Capital to USD 25 million, to forward to the Council for approval.

Agenda 6. Planning Direction for Work Program and Budget 2025-2026 (Part 2)

30. The Head of Strategy presented the planning direction for its biennial Work Program and Budget 2025-2026, with an indicative budget of USD 268.4 million. He outlined an initial set of priorities that integrate bottom-up programmatic needs aligned with the priorities of GGGI's Member States, with top-down directives aligned with GGGI's mission, key global agendas, and urgent global challenges.

31. Côte d'Ivoire congratulated GGGI on the excellent cooperation with its government, highlighting it as a stellar example of partnership in finding solutions for sustainable development and green growth. The Secretariat thanked Côte d'Ivoire for its support.
32. Regarding GGGI's efforts on greening the BRI, the ROK reiterated its request for GGGI to provide further details, including potential concerns about its impact on the debt burdens of developing nations. The Secretariat reiterated its agreement to provide the information requested for the next MPSC Meeting.
33. Members of the MPSC took note of the planning direction for GGGI's Work Program and Budget for 2025-2026.

Agenda 7. Update on the Process of Selecting a New Director-General

34. The ADG-OED presented an update on the process for selecting a new Director-General. The Council approved the membership of the Selection Committee and the process on March 25. Subsequently, the Selection Committee held its kick-off meeting on April 16, during which it engaged with the external executive recruiting search firm hired by GGGI for this purpose (SRI). ADG-OED further shared that the position will be advertised until early June. Following this, the Selection Committee will convene to shortlist the candidates. In July, the shortlisted candidates will be interviewed by the Selection Committee, which will then present its recommendation to the Council. In August, the Council will nominate the final candidate to the Assembly, which will review the nomination and finalize the appointment. By September, the candidate selected by the Assembly will be notified of his/her appointment. The new DG will be invited to attend the Global Green Growth Week in October as a GGGI guest.
35. The ROK expressed appreciation to the Director-General for his dedication in the organization's development, and expressed its commitment to actively participate in the search for a qualified candidate for the Director-General position.
36. Members of the MPSC took note of the update on the process of selecting a new Director-General.

Agenda 8. Any Other Business

37. There were no items raised under any other business.

Agenda 9. 2023 Audited Financial Statements

38. Members of the MPSC held a closed room discussion with the external auditor of GGGI. MPSC Members congratulated GGGI for a clean audit report.
39. Members of the MPSC agreed to recommend to the Council the approval of GGGI's 2023 Audited Financial Statements.

Agenda 10. Closing of the Meeting

40. The Chair reminded delegates that the 19th MPSC Meeting will take place on June 27, 2024, in hybrid format (GGGI headquarters and Zoom), preceded by e-consultations on June 17-24, 2024.
41. The Chair adjourned the meeting.

/End

Annex 1. List of Participants

MPSC Members

Côte d'Ivoire

- Mr. Sylvere Abba, Minister Counsellor, Embassy of Côte d'Ivoire to the Republic of Korea
- Mr. Marcel Yao, Director of Cooperation and Finance Mobilization, Ministry of Environment

Korea, Republic of

- Mr. Hyuk Jeon, First Secretary, Green Diplomacy Division, Climate Change, Energy, Environmental and Scientific Affairs Bureau, Ministry of Foreign Affairs

Norway

- Ms. Malin Meyer, Senior Adviser, Ministry of Climate and Environment

Expert/Non-State Actor Members of the Council

- Dr. Bambang Brodjonegoro, Expert/Non-State Actor Member of the Council

Observers

Denmark

- Mr. Henning Nohr, Chief Adviser, Ministry of Foreign Affairs
- Mr. Anton Ærbo Giversen, Head of Section, Ministry of Foreign Affairs

Ecuador

- H.E. Jorge Valerio, Ambassador of Costa Rica to Korea

El Salvador

- Ms. Marcela Sosa, Minister Counselor, Embassy of El Salvador to Korea

Papua New Guinea

- Mr. John Vincent Wemin, First Secretary, Ministry of Foreign Affairs

Peru

- Ms. Emiko Hiyashiro, Specialist in Environmental Economics, Ministry of Environment

Qatar

- Ms. Istiqlal Ali Al-Korbi, Industrial Engineer, Climate Change Department, Ministry of Environment and Climate Change

United Arab Emirates

- Ms. Aisha Al Abdooli, Director, Ministry of Climate Change & Environment

United Kingdom

- Mr. Gareth Weir, Deputy Head of Mission, British Embassy Seoul

Annex 2. Provisional Agenda

**Provisional Agenda of the 18th Meeting of the
Management and Program Sub-Committee (MPSC)**

E-Consultations – April 15-22, 2024

Items
Item 1. Director-General's Progress Report
Item 2. 2023 Annual Report
Item 3. Overview of Work Program 2024
Item 4. Planning Direction for Work Program and Budget 2025-2026 (Part 1)
Item 5. Terms of Reference for the Mid-term Evaluation of Strategy 2030
Item 6. Update on Membership, Accession and Country Programming

Hybrid Meeting – April 25, 2024

Time (KST)	Agenda
17:00-17:10	1. Opening of the Meeting and Adoption of the Agenda
17:10-17:40	2. Summary and Discussions on E-Consultations Items
17:40-18:00	3. 2023 Financial Results
18:00-18:20	4. 2024 Operational Budget
18:20-18:40	5. Increasing the Level of GGGI's Working Capital
18:40-19:00	<i>Break</i>
19:00-19:20	6. Planning Direction for Work Program and Budget 2025-2026 (Part 2)
19:20-19:40	7. Update on the Process of Selecting a New Director-General
19:40-20:00	8. Any Other Business
20:00-20:20	9. 2023 Audited Financial Statements (for MPSC Members only)
20:20	10. Closing of the Meeting

Seoul	Jakarta	Oslo	Abidjan
17:00-20:20	15:00-18:20	09:00-12:20	08:00-11:20

Annex 3. List of Sessional Documents

Director-General's Progress Report	MPSC/2024/1
GGGI 2023 Annual Report	MPSC/2024/2
PPT Slides: Overview of Work Program 2024	MPSC/2024/3
Planning Direction for Work Program and Budget 2025-2026	MPSC/2024/4
Terms of Reference for the Mid-Term Evaluation of Strategy 2030	MPSC/2024/5
Update on Membership, Accession and Country Programming	MPSC/2024/6
Summary of the E-Consultations	MPSC/2024/7
2023 Financial Results	MPSC/2024/8
2024 Operational Budget	MPSC/2024/9
Increasing the Level of GGGI's Working Capital	MPSC/2024/10
2023 Audited Financial Statements	MPSC/2024/12

Annex 4. List of Questions, Comments and Responses in E-Consultations

1. Director-General's Progress Report

Member	Questions/Comments from Delegates	Responses from GGGI
Korea	<p>Concerning the 2024 Strategic Projects, we have two inquiries:</p> <p>1. For the Green Belt and Road Initiative (BRI), could you provide more information on the initiative's background and its future plans?</p>	<p>In 2023 GGGI undertook a survey of GGGI Member State engagement in the first 10 years of BRI. Please find the report here. In summary BRI investments amounted to an estimated USD 150 Billion in 18 countries, of which about a third could be considered green. Going forward, over 80% of 24 responding GGG members expressed an interest in green BRI projects. Through the green BRI project GGGI aims to support its members that target increased access to BRI green technology and finance. At the Boao Forum for Asia ministers from Colombia, Lao PDR and Ethiopia explored green BRI opportunities, supported by GGGI.</p>
	<p>2. What are the focal subjects covered by the Memorandum of Understanding (MOU) between GGGI and the Silk Road Fund?</p>	<p>GGGI targets to work with SRF as a potential investor in green BRI projects, as it does with other national and multilateral investors. GGGI's role would be, as with all other similar investors, to help its members prepare bankable projects – generate a project pipeline. SRF has also expressed a potential interest to co-invest in the blended finance facility for carbon neutral projects that GGGI is supporting ROK to develop.</p>
Norway	<p>3. Norway welcomes the DG's Progress Report, and congratulates GGGI for its excellent performance. We would appreciate an update on the decentralization process, either at the MPSC or at the Council in October. Is GGGI planning to conduct an evaluation of the decentralization process, to assess risks and opportunities in implementation and how models with different levels of authority delegation are performing?</p>	<p>Decentralization at GGGI has been a continuous process that started in 2017. While prior to that GGGI was a very HQ-centric organization, the organization has gradually transformed into one that prioritizes the country teams as the “front line” serving the Member States. The current decentralization process is effectively Decentralization 3.0 as explained in an InfoHub post and attached memo to all staff. That document is made available to MPSC here. GGGI today is a very decentralized organization already, with the current round as the logical next step in an ongoing process.</p> <p>The current round of decentralization is being implemented and will be evaluated by the Management Team at the end of Q2.</p>

2. 2023 Annual Report

Member	Questions/Comments from Delegates	Responses from GGGI
Korea	4. We express our gratitude for GGGI's noteworthy achievements in 2023. Additionally, alongside the formal accession of Kenya, Honduras, and Tanzania, we anticipate further expansion of GGGI's membership.	Thank you.

3. Overview of Work Program 2024

Member	Questions/Comments from Delegates	Responses from GGGI
Korea	5. We kindly request a detailed description of representative projects integrating Nationally Determined Contributions (NDC) into green investment pipelines for 2024.	<p>Most of GGGI's investment projects are strategically aligned with implementing Nationally Determined Contributions (NDCs), with the initiatives in Indonesia and Sri Lanka serving as prime examples of this commitment.</p> <p>Since 2023, GGGI has been enhancing its role in integrating Indonesia's Nationally Determined Contributions (NDC) into its green investment pipelines through pivotal projects within the Indonesia Energy Transition Mechanism Country Platform (ETMCP) in collaboration with PT Sarana Multi Infrastruktur (PT SMI). This initiative aligns with the commitment made by the President of Indonesia to advance NDC projects through the Energy Transition Mechanism (ETM) as highlighted at the G20 summit. Key efforts include providing technical advisory to PT SMI for designing financial mechanisms that support the shift from coal to renewable energy, scaling up the Climate Finance Facility to increase funding for sustainable projects, and facilitating access to Project Preparation Facilities to ensure investment readiness. GGGI will also assist in developing robust proposals for the Green Climate Fund (GCF) to secure essential financing for Indonesia's renewable energy targets. These projects are strategically aligned with Indonesia's NDC goals to reduce greenhouse gas emissions and promote sustainable development, effectively contributing to both national and global climate agendas.</p> <p>In 2024, GGGI is focusing on integrating Sri Lanka's Nationally Determined Contributions (NDCs) into its green investment pipelines through strategic projects that address the dual challenges of climate and economic vulnerability. These initiatives aim to enhance institutional and financial frameworks to support the transition to a low-emission, climate-resilient economy despite</p>

		ongoing financial constraints exacerbated by the balance of payments and debt crises. GGGI is creating and operationalizing strategic frameworks to mobilise both public and private financing for climate actions. The project supports the development of capabilities within key institutions like the Ministry of Environment and the Ministry of Finance, and engages local financial institutions to innovate and implement green financial instruments. The project improves the quality and number of project concept notes submitted for funding, thereby boosting Sri Lanka's capacity to implement its NDCs and National Adaptation Plan effectively. Through these efforts, GGGI aims to not only address the immediate financial and strategic barriers but also lay a foundation for sustainable climate finance mechanisms in Sri Lanka.
Norway	6. 2024 is an ambitious year for GGGI, both in terms of impacts and growth. As GGGI prepares to augment both its impact and its staff resources, we very much welcome the focus on risk management and increased MEL capacity. Will the MEL trainings and capacity building include a focus on quality at entry?	<p>Thank you. Yes, 2024 is an ambitious year for GGGI, with 30% growth coming on the heels of several years with 20+ growth. Strengthening MEL, through appointment of a new experienced Head of the IEU team, expanding the team, and both assessing the current state of MEL, as well as initiating training and capacity building was a key priority in 2023, continuing in 2024.</p> <p>In addition to a strong MEL / IEU team at HQ, the primary MEL capacity improvement is in the country teams through the appointment of MEL officers in country teams at project level, and senior MEL officers in Regional Offices with a quality assurance focus.</p> <p>Yes, “quality at entry” is both important for projects, ensuring stronger logframes, baseline data, and MEL planning in the project portfolio, starting with proposal writing, as well as training staff on GGGI MEL processes and systems at induction.</p>

4. Planning Direction for Work Program and Budget 2025-2026 (Part 1)

Member	Questions/Comments from Delegates	Responses from GGGI
Korea	7. GGGI's updated Roadmap 2021-2025 outlines an ambition to reach a cumulative green investment commitment mobilization target of USD 14 billion by 2025. Currently, our understanding is that the	Thank you for your question. The increase in GGGI's green investment mobilization ambition in the updated Roadmap 2021-2025, presented to Council, was important not only as we had exceeded our initial 2025 target, but even more so because of the

	<p>cumulative commitment stands at USD 10 billion. Is it feasible to acquire the remaining USD 4 billion within the next two years?</p>	<p>huge need Members have for more and better climate and green finance to support their green transition. At the end of 2023, GGGI’s cumulative green investment results stand at USD 10.4 billion, which we rounded down to “above 10 billion” in our communication. For two years in a row, and after the exceptional result of 2021, green investment commitments mobilized with the support of GGGI have exceeded a billion USD per year (USD 1.4 billion in 2022 and USD 1.9 billion in 2023), demonstrating GGGI can sustain results of that magnitude several years in a row. These results are also sustained thanks to project preparation funding support Korea and other Donors are now providing to GGGI, one key example of which is the Korea Green New Deal Fund. GGGI’s green investment probability weighted pipeline is currently valued at USD 7.7 billion for the years 2024 and 2025 including USD 4.7billion focused on replicating GGGI’s successful work in the area of sustainable finance. In consequence, we believe that reaching a cumulative USD 14 billion in green investment commitments mobilized by 2025, although it is an ambitious target, remains a feasible one.</p>
<p>Norway</p>	<p>8. Strongly support GGGI’s focus on replicating high success projects across regions in the 2025-2026 biennium.</p> <p>9. What sort of risk mitigation measures can GGGI apply for the efficient and effective implementation of its existing portfolio? This is highlighted as the organisation’s main challenge in 2025-2026. Has GGGI reviewed its existing portfolio to identify areas of MEL improvement? Has GGGI identified any high-risk projects and/or programmes that require closer follow-up in the coming biennium?</p>	<p>Thank you.</p> <p>The quality of delivery of the project portfolio was identified by the MT in late 2022 as a priority for action. MT made Quality of Delivery its number 1 priority in 2023 through a comprehensive program of actions covering the entire project management cycle. Actions undertaken include, among others: 1. 'Rapid MEL Assessment' of GGGI's Active Project Portfolio with the aim to strengthen the MEL frameworks of individual GGGI projects and identify MEL training needs of GGGI project teams. Strengthening the MEL frameworks of individual projects, including the revision of logframes and MEL plans, will enable GGGI to ensure smart project design and demonstrate the impact of its current project portfolio. 2. The DG established a new joint IPSD-GGPI Quality Assurance Panel, co-chaired by ADG IPSD and DDG GGPI, with participation of GIS Regional leads, COP Leads, RDs and CRs depending on QAP agenda. The QAP is the GGG standing panel that monitors and</p>

		<p>implements ongoing technical quality assurance processes in GGGI and identifies implementation risks and makes recommendations to MT regarding mitigating measures.</p> <p>3. The MT launched an 'Expanded Project Management Training', mandatory for all project managers (and leading to required project management certification): to develop and implement project management training as well as specialized training on aspects of project management and establish a system of mandatory project management training for project leaders and CRs. Promotion of project managers now requires the project management certification to be completed.</p> <p>The complete list of over 20 actions taken by MT in 2023 to strengthen Quality of Delivery included other actions from improved monthly progress reporting, improved quality assurance over project reports, improved quality assurance process in the iGROW online tools, new processes for project closure, project reference sheets and associated actions. In addition to the program of actions, Quality of Delivery was a constant topic of communication for the management team that pervaded much of our work at all levels. The priority remains in 2024 and has been expanded to Quality and Quantity of Delivery.</p> <p>Identification of projects at risk happens on an ongoing and live basis. Risk elevation is through management processes (elevated to managers and divisional heads depending on the size of risk) and on an ongoing basis through the monthly reporting process and the Quarterly Program Progress Reports submitted to the Management Team. In this way GGGI has constant oversight of projects at risk and builds in immediate and proportional mitigation actions. At any one time we will have some projects 'at risk' or that we perceive as higher risk that we give closer attention to and follow-up at Executive level and with oversight by the Management Team. This is not necessarily for the whole Biennium as risk level can change.</p>
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5. Terms of Reference for the Mid-Term Evaluation of Strategy 2030

Member	Questions/Comments from Delegates	Responses from GGGI
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Norway	10. As delivery of results has been identified as an ongoing challenge, coupled with the need to strengthen MEL, should the mid-term evaluation not include a stronger element of result performance assessment and risks to the achievement of the 2030 strategy?	<p>Thank you. We agree the midterm evaluation should indeed focus on assessment of results and performance to date, together with an assessment of risks to the current 2030 Strategy.</p> <p>We believe the current ToR already emphasizes these points, but we will be pleased to review where this can be strengthened and welcome suggestions from MPSC for opportunities to strengthen the ToR.</p> <p>Please note that the Mid-Term Review is positioned to enable Council and the new DG to revise Strategy 2030 in 2025 as deemed desirable.</p>
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6. Update on Membership, Accession and Country Programming

Member	Questions/Comments from Delegates	Responses from GGGI
Korea	11. We consider signing the HCA essential for GGGI to advance its work in recipient countries. Therefore, we endorse GGGI's proposal to link the Host Country Agreement with the program.	Thank you for your endorsement.
Norway	12. What would be the impact of the two proposed actions on GGGI operations, both in terms of impact and budget?	<p>We hope the primary impact of the two proposed actions is to encourage Member States to complete HCAs in all countries that desire to have GGGI country programs – as a key measure to mitigate risk.</p> <p>The primary impact of the proposed actions in case Member States are unable to provide GGGI with an effective HCA would be to scale back operations to a project level and no longer to have international staff in country.</p> <p>Given progress in development of HCA's we believe 2 years is generally an adequate time to complete the process, and therefore these measures should not have an adverse impact on country programming in any member state that prioritizes GGGI support.</p>
	13. For instance, action 1 suggests that GGGI would seize program operations in countries without an effective HCA (allowing for a 2-year grace period), affecting 12	As indicated in the document, of these 12 program countries, the HCA process in 6 are in advanced stage. In fact, since writing the first draft of the note, the HCA became effective in the Philippines

	<p>current program countries. Which sectors are these programs covering? What are their results to date?</p>	<p>and Kyrgyzstan, and government committed to finalize the process very soon in Sri Lanka.</p> <p>We have not made an assessment of all programs in country programs without an HCA currently, as we believe an HCA could become effective in all of them within the proposed time.</p>
	<p>14. Is there a proposed grace period for action 2, or would GGGI immediately halt all development of program operations if a Council decision were to be made in October? How many would potentially be affected by this proposal?</p>	<p>There are several options as to what happens after the proposed two-year grace period when an HCA is still not in place.</p> <p>One option is that management automatically implements the scale down from program to project country, taking into account practical considerations linked to staffing and projects. That is what the current proposal implies.</p> <p>A second option is that Council evaluates the situation after two years and takes an explicit decision to scale down program to project operations in specific countries, potentially taking into account mitigating circumstances, and possibly allowing a further grace period if so desired.</p> <p>Council will have to weigh the risk to program delivery as a result of the lack of HCA to the risk of lower impact as a result of downscaling operations.</p> <p>Of the current program countries, 12 lack an HCA, but 6 are in advanced stage of development. Presuming these will get completed at a minimum, that implies a maximum of 6 program countries could be downscaled. If Council also decides not to initiate a new country program if an HCA is not present, that would limit any future risk of programming without an HCA.</p>