Global Green Growth Institute
Tenth Session of the Assembly and
Fourteenth Session of the Council (Joint Session)
October 11-22, 2021 | E-Consultations
October 28, 2021 | Hybrid Meeting

Summary of E-Consultations of the 10th Session of the Assembly and 14th Session of the Council (Joint Session)

PART I. E-CONSULTATIONS

1. Delegates of the 10th Session of the Assembly and 14th Session of the Council (Joint Session) and GGGI engaged in a 10-day e-consultations on October 11-22, 2021, and below is a summary of the discussions. The full list of questions and comments from delegates and responses from the Secretariat can be found in Annex 1.

2. GGGI thanked delegates that participated in the e-consultations, with a comprehensive list of 93 questions, comments, suggestions, and recommendations, and expressed hope that the responses provided by GGGI Management and staff are satisfactory.

Item 1. Director-General's Progress Report

3. Delegates congratulated GGGI on its 2021 results, with most key performance indicators on track.

4. While delegates noted that the delivery of investment mobilization is behind target, they acknowledged GGGI's ingenuity in launching the Large Scale Project Challenge, which resulted in 17 new projects that added USD 3.5 billion in green climate finance to its pipeline. GGGI informed delegates that the Large Projects identification is funded from core in 2021, and intends to have the Large Projects development funded in 2022 by the Korea Green New Deal Fund (KGNDF). Such early action by GGGI (in May 2021) to issue calls for Large Projects will ensure quick results for the first year of KGNDF's operation. A second call for Large Projects will be issued in October 2022, for approval by ROK MOEF for funding through the KGNDF. The development of KGNDF is expected to provide an extra push to mobilize investment for bankable and environmentally sustainable projects in GGGI Members.

5. Norway inquired on the rationale behind using a Trust Fund mechanism. GGGI outlined a number of advantages, one of which is that it provides lower transaction costs and is less labor intensive than a bilateral project. Another advantage is that it offers greater flexibility to both donors and GGGI, and this mechanism, considered to be program earmarked, can play a role between core and project earmarked funding. With KGNDF, for example, GGGI will be able to support developing countries to identify, design, and develop green recovery and climate action projects, and furthermore, support these projects to be linked to required project financing, on a flexible basis, using the same internal Project Idea Note (PIN) format used for allocating core resources.

6. Republic of Korea asked whether GGGI's initial Large Scale Project Challenge took regional balance into consideration. GGGI responded that the immediate purpose of the first call was to stimulate and challenge GGGI's country teams to originate larger green investment projects to boost investment results, irrespective of geography. GGGI further explained that regional

strategies show the more balanced investment targets for the different geographies that GGGI aims to achieve. While initial green investment successes were concentrated in Asia, there are currently strong results in Latin America, and GGGI is targeting increased investment results in Africa. GGGI Management intends to achieve regional balance as expressed in the Regional Strategies.

7. While delegates commended GGGI for its rapid growth amid the COVID-19 pandemic, they also cautioned against spreading too thinly. GGGI confirmed that Management's current approach of managed expansion is the best approach for the organization to have impact. GGGI does not see itself as a zero-sum game, where a fixed and finite amount of resources is spread over a larger number of countries when GGGI expands. Membership expansion is decoupled from country programming growth. GGGI acknowledged that core resources are limited and not growing in line with expansion, but the Institute has been able to grow project and program earmarked resources in line with expansion and with the Strategy 2030 and following the country programming criteria approved by the Council. Embedded country teams are GGGI's primary asset for creating new funding opportunities, and successful projects implemented in one country often lead to follow-up opportunities in the same country, and sometimes another country. When new presence is established with successful new funding, mobilizing additional resources becomes easier.

8. Indonesia encouraged GGGI to ensure and maintain a solid and diversified funding base, and reminded GGGI to expand carefully by ensuring funding availability before starting new operations. GGGI agreed, and reminded delegates that its goal is not to maximize the number of country programs, but to meet the demand of our Members meaningfully.

Item 2. Report on Programs and Operations

9. Delegates acknowledged GGGI's progress towards achieving its performance indicators.

10. Norway asked GGGI to clarify the number of global and thematic programs, as six global programs were included in WPB 2021-2022 while eight global/thematic programs are mentioned in this report. GGGI clarified that the two additional global/thematic programs refer to the: 1) Carbon Pricing (a new global program); and 2) ongoing knowledge management projects (ex. Green Growth Knowledge Platform and Green Growth Performance Management) managed as part of GGGI's Climate Action and Inclusive Development (CAID) Unit (jointly considered an additional thematic program).

11. Mr. Hewage suggested to add diagrams and tables in the report for easier reference, and GGGI agreed to take this into account when preparing the next version of this report.

Item 3. 2021 Mid-Year Corporate Results Progress Report

12. Delegates expressed appreciation for GGGI providing the progress report as well as the country results cards that track performance against annual targets and help the organization take necessary actions to improve program performance.

13. Republic of Korea suggested that the progress of projects also be organized by region. GGGI responded that it will explore developing regional scorecards to report against the implementation of regional strategies, by aggregating the country results of each region.

Item 4. Update on Membership, Accession, and Country Programming

14. Delegates commended GGGI for its good work in generating interest in GGGI membership from a growing number of UN member states, and expressed support for GGGI's efforts on membership expansion and ensuring its legal status in its Members. The total number of countries

with a country program grew from 28 to 30 in 2021 (adding Uzbekistan and Qatar), counting OECS as 1. In addition, GGGI implemented project activities in a further 10 countries in 2021.

15. Norway asked what could be done to recruit more high-income countries with a view of funding future activities, noting that only a few high-income countries have submitted a letter of intent to become a Member of GGGI. GGGI informed delegates that it has successfully expanded the number of high-income countries as donors to GGGI, including first-time donors Belgium, Canada, Finland, France, Italy, Luxembourg, the Netherlands, New Zealand, Sweden, and USA, and it has also re-engaged Germany and Qatar to return as donors. Importantly, a number of European high-income countries will become indirect GGGI Members once the European Union becomes a Member—which is in the advanced stages of accession to GGGI .

16. Indonesia said that it is pleased to see the progress on the implementation of the Criteria for Country Programming approved by the Council in 2019.

Item 5. Strategy 2030 Review Memo Addendum

17. Delegates welcomed the report and acknowledged GGGI's efforts to align its Strategy 2030 with the current situation, reflecting the impact of COVID-19.

18. Denmark suggested the document to have a clear overview of engagements with a predominant focus on climate reductions and adaptation. GGGI responded that almost the entire portfolio of GGGI's work has a predominant focus on climate action, and it continues to strive a better balance between mitigation and adaptation although a majority of its efforts are still tilted towards mitigation.

Item 6. Regional Strategies for Africa, Asia, Latin America and the Caribbean

19. Republic of Korea inquired on the regional imbalance in mobilizing green investments. GGGI explained that its investment work is still relatively new, and its results are dominated by a small number of large projects, generating large fluctuations in results. Initial success in investment work was concentrated in Asia with current successes in Latin America, and efforts are underway to increase investment mobilization in Africa—which GGGI expects will stabilize over time.

20. Denmark asked on the extent of regional strategies being based on assessments of the needs and priorities of each region and country. GGGI responded that development of the regional strategies is an internal effort to cascade Strategy 2030 to the regions in consultations with regional stakeholders, and the Strategy 2030 itself was developed based on extensive consultations with Members and various stakeholders. Furthermore, GGGI explained its Country Planning Frameworks continue to be an active tool to ensure alignment of GGGI's activities with national priorities, and to agree on priority areas of engagement in line with GGGI's strengths.

21. Mr. Hewage suggested to better display GGGI's achievements by elaborating how funding is obtained and how these resources have been utilized to improve green growth in developing countries. GGGI said that this suggestion will be reflected in the final version of the regional strategies.

Item 7. Update from GGGI Staff Council

22. Delegates wished to see action taken on the results of the Staff Engagement Survey and asked the Staff Council to present to the Council, in its 2022 report, the findings from the quarterly review of Division Action Plans put in place since July 2021. The Secretariat agreed to include the actions implemented in 2021 on the Action Plans in its next report to the Council in 2022.

23. Indonesia commended GGGI for establishing a fund dedicated to the learning and development of staff. The Staff Council noted that there is ongoing analysis on this new initiative and that there will be improvements made on how the funds are deployed in future years.

Item 8. Provisional Dates and Format of the 2022 Sessions of Governance Organs

24. Delegates agreed on the proposed format and dates of the meetings. Mr. Hewage expressed hope that the MPSC meeting in 2022 be held in person for the effectiveness of the meeting. The Secretariat responded that it will explore an in-person 14th Meeting of the MPSC in April 2022 provided that travel restrictions become favorable.

25. Norway encouraged to maintain the e-consultations—an invention of the COVID era—as well as a virtual meeting option for all future meetings that are organized to meet in-person, to which the Secretariat agreed.

Item 9. GGGI's Potential as a Carbon Transaction Platform

26. Republic of Korea inquired on the background of this Idea Note presented by GGGI. GGGI explained that it comes from an earlier idea of a Carbon Club that began in GGGI in 2016. While the idea did not take off at that time, with the recent success of GGGI's new Carbon Pricing Unit, the expected completion of the Article 6 Rulebook, increased interest from our Members in carbon trading, and the general pricing of carbon, GGGI believes it is timely to rediscuss the idea, linking it with its green investment pipeline.

27. Norway welcomed the increased focus on Article 6 and commended GGGI on the work done so far by the Carbon Pricing Unit. Norway said that there is a clear need for an internationally experienced carbon trust fund, and it would be interested to explore further how GGGI could possibly fill such a role. Mr. Hewage said GGGI has great potential as a carbon transaction platform, and expressed wish for GGGI to become a lead organization in this area.

28. Delegates requested more details on the four options presented, how they could work and what additional resources or capacity is required. GGGI responded that this is only the exploratory stage, and the four options will be further developed if the Council supports the overall concept.

Item 10. Outcome of GGGI's Total Remuneration Benchmarking Exercise 2021 for International and HQ Based National Staff

29. Norway expressed support the four Management recommendations. The Staff Council asked Members to be aware that there will be a period for the Staff Council to consult with staff and gain feedback on the Management's recommendations, and there may be an amendment to the eventual submission to the Council for approval.

/End/

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Questions and Comments Received on October 21, 2021

1. Director-General's Progress Report		
Member	**Question**	**Answer**
Republic of Korea	1. Korea commends that even amidst the COVID-19 pandemic, GGGI marked rapid growth this year. We look forward for GGGI's continued role in accelerating the green transformation, in general.	Thank you.
	2. We do agree that the scaling-up of green finance is needed to achieve our outcome targets. In this regard, we welcome the actions that management has taken so far. Among the listed efforts in the report, we would like to learn about the details of the GGGI's Large Scale Challenge. Our understanding is that this internal initiative is mainly focused on the size of projects to identify large investment projects, regardless of the projects' regional balance. Clarifications on how the initiative works will be appreciated.	The immediate purpose of the GGGI Large Scale Project Challenge was to stimulate and challenge GGGI country teams to originate larger green investment projects, because the investment results were lagging behind the targets. The initiative was open to all country teams and funding was allocated to the best projects proposed, irrespective of geography. The rationale was to demonstrate that larger projects are feasible, and to serve as examples that can be replicated in other countries. The regional strategies show the more balanced investment targets for the different geographies that GGGI aims to achieve. Initial green investment successes were concentrated in Asia; currently there are very strong results in Latin-America; and we are targeting increased investment results in Africa. The first call for Large Projects was issued in May of 2021, with budgets in 2021 and 2022. While the funding for these projects in 2021 was funded from core (made feasible by the temporary increase from ROK, among others), the intent was that 2022

		budget would come from the Korea Green New Deal Fund (KGNDF). This early action thereby ensures quick results for year 1 of the operation of the KGNDF. Management is about to issue a second call for large projects to prepare an additional cohort of KGNDF projects that can start in January 2022. This second call will focus on large projects and GCF projects, but also have space for policy, knowledge sharing and capacity building projects.
	3. Thanking GGGI's support in hosting the P4G Seoul Summit, we reaffirm our commitments to share our Green New Deal experience through GGGI. We look forward for strengthened cooperation together with GGGI, through the Green New Deal Fund to be established next year.	GGGI highly appreciates the establishment of the Korea Green New Deal Fund early next year. With this Trust Fund, GGGI will support developing countries to identify, design, and develop green recovery and climate action projects and furthermore support these projects to be linked to required project financing. GGGI is also committed to sharing Korea's Green New Deal experience with interested developing countries in due course.
Indonesia	4. Thanks to the Director-General for the comprehensive report provided to the Council members.	Thank you.
	5. We appreciate your leadership to support Members to shape a greener COVID-19 recovery plan in this challenging situation to invest in either a green recovery or climate action.	We agree this is a high priority for all our Members and are focusing on opportunities to create green jobs, critical for a green recovery, while accelerating climate action.
	6. Considering the idea of country programs expansion, we encourage you to ensure and maintain a solid and diversified funding base. We also would like to remind the Secretariat to do the expansion carefully by ensuring the funding availability before starting new operations. It is necessary to consider the significance of GGGI's contribution to the respective country programs, not only as of the presence of the GGGI.	We agree that while we strive to respond to demand from new member countries, and expand to new countries, this is subject to the availability of a solid and diversified funding base. The structured efforts and business processes have indeed resulted in a rapid growth and diversification of GGGI's funding base as noted in GGGI's resource mobilization reports. We also agree that GGGI should carefully consider how it can contribute to the green transition in each country. Our goal is not to maximize the number of countries but to meet the demand of our

		members meaningfully. We continue to employ the development of Country Planning Frameworks as an active tool to ensure alignment of GGGI's activities with national priorities – and to agree on priority areas of engagement in line with GGGI's strengths.
	7. We look forward to your agenda to scale up the green finance mobilization, which appeared to be challenging to achieve.	We refer to our response related to the GGGI Large Scale Project Challenge, which was the primary management action deployed to scale up green finance. In terms of immediate results this action increased the value of the project pipeline from about USD 1 billion to close to USD 5 billion. In terms of finance mobilized the results in terms of investment commitments mobilized is expected to materialize in 2022 and beyond. In addition, efforts to mobilize more Project Preparation Finance is bearing fruit through a number of initiatives, which is increasing GGGI's capacity to originate and develop high quality bankable projects.
Denmark	8. Management argues (p.7) that it does not see a risk of GGGI spreading too thinly because a careful expansion is followed "which ensures availability of funding before starting new operations". Further, in the conclusion of same report (p.9), it is argued that GGGI should expand to 40+ countries in the coming years. Denmark finds that the risk remains of GGGI spreading its efforts too thinly given that GGGI engagements are limited to approx. 1 million USD/annually in 40% of countries (WPB2021-2022). Does GGGI Management see this approach as the best way for GGGI to achieve impact or could a larger impact be reached through more comprehensive engagements in fewer countries?	Management is aware of this concern expressed by Denmark on previous occasions and believes it has a sound strategy to mitigate against this risk. Management has not, in fact, expanded the number of country programs rapidly in the last several years, but focused on stabilizing and solidifying operations in the country programs started during the rapid expansion period that occurred in 2015-16. As GGGI is currently experiencing rapid growth (on the order of 25% per annum for both 2021 and 2022) it does expect the number of country programs to grow in coming years. Management will continue to use the country programming criteria agreed with Council as a key mitigating framework against the risk of spreading too thin, and will expand into new countries when there is both a strong demand (membership) and stable multi-year funding available.

		Lacking a solid financial base, more limited project operations are an alternative in a number of additional countries, without building up a local team or making longer term commitments. Management confirms that it does see the current approach of managed expansion as the best approach to have impact. Management does not believe that GGGI is a zero-sum game, where a fixed and finite amount of resources is spread over a larger number of countries when GGGI expands. While this appears to be true for limited core resources, GGGI has been able to expand the project and program restricted resources in line with Member expansion. Funding opportunities are often linked to specific geographies, and not fungible. Funding available for country A is in many cases not movable to country B. Country teams embedded in new countries are the primary asset GGGI levers to create new funding opportunities. Successful projects implemented in Country A often lead to new opportunities in Country A that are transferable to some extent to Country B. Mobilizing resources for countries where we do not yet have a presence is the most important challenge; conversely, once we do manage to mobilize such resources, and can establish a successful (new) presence, mobilizing additional resources becomes easier. Fundamentally, GGGI was established as an "open" organization, not selecting its Members, but accepting all countries that ratify its establishment treaty. Management does feel a responsibility to all its Members, and an obligation to try its best to respond to Member demands. Developing country Members clearly prefer to have an active GGGI country team presence, and management responds to this demand if it is able to do so in line with Council accepted country programming criteria, and through sound financial management.

2. Report on Programs and Operations

Member	Question	Answer
Republic of Korea	9. It is encouraging to see the GGGI's strong performance indicators despite the challenges posed by the COVID-19 pandemic. As indicated, the performance of green investment mobilization seems at risk compared to other outputs. What do you think is the main reason of the output imbalance?	GGGI's investment related work has increased significantly since 2015 and our documented results show that GGGI today plays a significant role in terms of project origination and capital mobilization. GGGI has a slight "imbalance" between the number of staff working on policy related issues and investment officers. So, to stay aligned with our investment mobilization targets, we are increasing the number of in-country investment officers. In addition to this internal issue, Covid-19 continues to dampen economic growth in GGGI member countries and delay new investment in general and in the GGGI thematic areas.
	10. As the green growth investment cannot be achieved by the GGGI alone, we believe that strategic partnership with other organizations is critical. We would like to learn more about with which organizations GGGI are currently collaborating and what GGGI do in the collaboration with international partners.	Technical Report #20 details the green investment efforts of GGGI over the period 2015-2020 and shows the breadth of partners GGGI has worked with to deliver the USD2 billion in investment commitments generated over that period. GGGI has built a particularly strong partnership with GCF in recent years and has also made special efforts to (re-)build strong partnerships with Korean ODA providers in addition to MOFA: KOICA, K-EXIM Bank, KFS, MAFRA, MOEF, MOE. GGGI's relationships with ODA providing high income countries has expanded from 5 in 2016 to over 25 in 2020. While most of these development partners provide grant funding, some of these are also (future) partners for investment projects. GGGI has not been successful in developing strong partnerships with MDBs to date. With the arrival of ADG Shin, we have re-initiated a strategy, under his leadership, to partner with ADB, IDB, AfDB, CABEI and other MDBs.
	11. While recognizing the significant role of public finance to catalyze the green investment, we would like to know the	Over the period 2015-2020 over 40% of the USD 2 billion in investment commitments mobilized by GGGI were financed by the

	percentage of the investment financed by the private sector.	private sector. The breakdown of public and private sector sources of green climate finance in the 2015-2020 period is analyzed in Technical Report no. 20. Please see Figure 13, page 38, for details.
Indonesia	12. Despite the persisting COVID-19 conditions, we note that GGGI remains on a healthy financial and programmatic delivery path, in order to support Members & Partners on policy advisory, green growth policies adoption, and advisory outputs on green investment decisions.	Thank you.
	13. We also note that most corporate targets for 2021 are on track. However, we suggest GGGI maintain the acceleration efforts in delivering the investment mobilization target, which is still not in line with the target.	Thank you for your comment. As mentioned in the report, and in responses to similar questions from other members, GGGI has been taking a number of measures to accelerate green climate investment mobilization. 1) In May 2021, GGGI launched the Large-Scale Project Challenge as a major new initiative aimed at significantly increasing the size of the pipeline of green investment projects and this resulted in 17 new projects representing USD 3.5 billion in green climate finance added to the pipeline, 2) expansion of programmatic interventions by engaging in new initiatives, regional or multi-country projects, and by increasingly engaging with multilateral development banks (MDBs) to develop partnerships and a pipeline of sizeable green climate projects, and 3) development of the Korea Green New Deal Trust Fund (KGNDF), expected to provide extra push to mobilize investment for bankable/sustainable projects in GGGI members.
	14. Regarding the COVID-19, New Normal, and Green Recovery, we appreciate GGGI for conducting several measures to ensure staff protection and needs in efficiency and life/work balance.	Thank you.
	15. Regarding the recommendations to be addressed during the COP26 in Glasgow, we strongly suggest putting the agenda of protecting vulnerable countries in the green transition and adopting the just transition principles in all sectors as GGGI's missions.	Agreed.
Denmark	16. Denmark takes note of the report. It is important to lower the risk of double counting of mobilized finance. Thus, it should	Thank you. As correctly noted, there is indeed some risk of double counting.

	be considered whether the mobilized finance is likewise reported by partner organizations and development banks.	Where you to refer to climate negotiations, and we presume the contributions to the $100 billion in climate finance, we do not believe there will be double counting as the funding mobilized by GGGI will not, or should not, be counted towards the $100 billion, as we are not the source of the funding. Contributions to the $100 billion will be counted at the level of the investors providing the funding (be they GCF, countries or private sector investors). As noted elsewhere, mobilizing investments always involves multiple partners, each of which can play a significant role and may, unavoidably, also be reported by others (but not double counted as climate finance).

3. 2021 Mid-Year Corporate Results Progress Report		
Member	**Question**	**Answer**
Republic of Korea	17. Monitoring GGGI's programmatic results in accordance with its WPB 2021-22 is critical to delivering GGGI's goals. In this regard, the country results cards enabled members to check the progress of programs, in detail, but it is rather difficult to check the development in regions. Accordingly, we suggest that the progress of projects be also organized by regions.	Thank you. We can explore the development of regional scorecards to report against the implementation of the regional strategies and this can be achieved by aggregating the country results for each of the regions.
	18. It would be very useful if the start & end date and budget of projects are provided in the annex 2 (List of 2021 WPB Projects)	Thank you. We have updated the List of 2021 WPB Reports to include information on the project end date and budget. Please see LINK.
	19. Given the importance of the database to spread the best practice and lesson learned, we would like to learn about whether there is database(or list) of completed projects that GGGI had implemented.	All projects completed since 2018 when GGGI Online went live as our project management information system are stored in the system. Project information for these and future projects is maintained through this system.
Indonesia	20. We appreciate the Secretariat providing the CRF Progress Report which will help us to track the performance against annual targets and to take necessary actions to improve program performance.	Thank you.
	21. In setting our Medium-Term National Development Planning (RPJMN) for 2020-2024, we note that GGGI has	Thank you, this is well noted. Through a new project between Indonesia, New Zealand and GGGI, signed recently, we indeed

	provided wide support on the forest and environment policy which mitigates deforestation and forest degradation, implementing sustainable forest and peat management, and increases carbon stock. We encourage the Institute to take a bigger role in the acceleration of renewable energy utilization and energy transition agenda in Indonesia.	expect to be able to play a bigger role in the renewable energy transition in Indonesia.

4. Update on Membership, Accession, and Country Programming		
Member	**Question**	**Answer**
Republic of Korea	22. Welcoming GGGI's two new member countries; Nicaragua and Pakistan, we congratulate GGGI's efforts to expand its membership and intensify its legal status in member countries. Korea continues to support the GGGI's efforts to further expand.	Thank you for the support. We are pleased to officially welcome Nicaragua on October 16 and Pakistan on November 11 as new GGGI Members.
	23. We kindly point out that the Figure 2 is outdated and the number of country offices should be updated, this year.	Agreed, we will correct this figure as well.
Indonesia	24. We are pleased to see the progress on the implementation of the Criteria for Country Programming.	Thank you.
Denmark	25. In light of India's geostrategic position and importance as a green strategic actor, Denmark salutes that GGGI is currently assessing country programming in India.	Thank you. GGGI has a renewed effort in India thanks to a USAID funded project; Denmark's support for a Bio-CNG development and the GGGI-ISA 1 Million Solar Pumps Trust Fund; and several large scale investment projects currently under development. As a result of these efforts we have also agreed MoUs with a number of key stakeholders in India, and will re-engage the Indian federal government in a renewed discussion on GGGI membership, benefiting from support from the Republic of Korea as indicated above.

5. Strategy 2030 Review Memo Addendum		
Member	**Question**	**Answer**
Republic of Korea	26. Korea acknowledges the GGGI's efforts to align Strategy 2030 with current situation, reflecting the impact of the COVID-19 pandemic.	Thank you.

	27. As the restrictions imposed due to the COVID-19 pandemic are likely to be eased in the future, we are wondering whether it is viable and sustainable to limit GGGI's travel to no more than 50% of pre-COVID level. Although we agree that the virtual meetings should be frequently used, we would like to learn the feedback of staff members on the ground regarding the drastic cut of face-to-face meetings.	The targeted 50% reduction in GGGI's travel compared to pre-COVID level reflects management's commitment to reducing GGGI's carbon footprint as well as a reflection of the "New Normal" post-COVID. We have learned to do many more things online that previously would have been undertaken through travel. In addition, just prior to COVID, management also instituted a carbon emission reduction measure to have all staff, including the Director General, take the first international trip in each calendar year that qualifies for business class travel under the travel rules, in economy class instead. We will continue to monitor the travel requirements and if additional travel over and above 50% is required to successfully deliver our programs then we will increase the amount of travel while also taking into account GGGI's commitment to reducing emissions.
	28. Allow us to raise a rather belated question regarding the SO targets set in the GGGI's 2021-2025 Roadmap. Why the outcome of SO 4 (Air Quality Improvement) has not been finalized and when they will be provided? We kindly remind that 2021 is the first year for the implementation of the Roadmap and if numbers are provided by the end of 2021, it seems too late.	The SO4 (Improved Air Quality) Methodology Guidance Sheet was developed early 2021 and officially launched last September for country teams to start measuring the SO4 impact estimation for our country programs and projects as part of 2021 End-of-year Results Reporting. The target setting work for SO4 for Strategy 2030 and Roadmap 2021-2025 is currently underway and will be completed before the end of 2021.
	29. What are the main reasons of the imbalance in GGGI's distributions per Programmatic Solutions (PS) as indicated in the page 9 of figure 1?	Strategy 2030 is built on GGGI previous experience. GGGI ended the previous Strategic Plan 2015-2020 with growing program in areas such as Waste management, Sustainable forests, which will continue to expand. Others such Sustainable mobility, Green buildings, Solar PV, and Green industries are growing. Costal resilience is fairly new, with a few interventions in that space. One of the key programming principle in GGGI Strategy 2030 is that all countries will be implementing Programmatic Solution 2 (Climate Action). That explains why the PS1 graph is higher than the rest.
Indonesia	30. In order to maintain the relevance of GGGI's strategic orientations and the effectiveness of its operational &	Thank you, yes, the purpose of the Addendum is to review and assess the alignment of Strategy 2030's orientation and impact

	programmatic responses to COVID-19 impacts, we support the proposal to review the Strategy 2030.	targets to the priorities and needs of Members and partners in the context of COVID-19 recovery.
	31. We note that we need to address the socio-economic impacts of the pandemic in addition to the climate crisis. We encourage the Institute to increase the assistance in developing policy responses.	Thank you. All GGGI operations had the policy advisory assignments (both policy development and recommendations) as a key deliverables in our interventions, and over 20 countries our GGGI engagement was directly related to Green Recovery from the pandemic.
	32. Considering the ongoing fiscal pressure, which consequently will give our green growth agenda a challenge, we suggest you extend the fundamental of the assessment in order to reinforce resilience, climate change mitigation, and sustainable development in the long run.	Thank you, agreed. That is a central part of GGGI's work on the development of green growth plans/strategies, LEDS, etc., and increasingly the support to our members to develop their green recovery plans and green deal deals.
Denmark	33. Denmark welcomes the report. With due reference to our comment made for item 5, there is concern that the engagements are spread too thin. Further, it would be good to have a clear overview of engagements with a predominant focus on climate reductions and adaptation	Thank you. We have responded to the concern that engagements are spread too thin under item 5. We note that almost the entire portfolio of GGGI's work has a predominant focus on climate action, while also serving other SDGs. While we strive for a better balance between mitigation and adaptation, the majority of our efforts is still tilted towards mitigation.

6. Regional Strategies for Africa, Asia, and Latin America and the Caribbean		
Member	**Question**	**Answer**
Republic of Korea	34. We'd like to point out the regional imbalance in mobilizing the green investments, as indicated in the table 1. What is the main reason of this imbalance?	We refer to Technical Report no. 20 for a comprehensive and in-depth analysis of GGGI's green investment work. We note that initial success in investment work was concentrated in Asia, with current success in Latin America, and efforts underway to increase investment mobilization in Africa. This is expected to stabilize over time GGGI's investment work is still relatively new and our results are dominated by a small number of large projects that generate large fluctuations in results. Compared to policy advisory work, the nature of investment work is also more risky and unpredictable. There are many reasons external

		to GGGI's performance that can result in a project not ending with an investment commitment. GGGI operates deliberately in the semi-commercial, higher risk space. If projects can be financed commercially without GGGI involvement, then we should not use public funding to support such projects. If projects, on the other hand, are not bankable, then investment mobilization will be difficult or impossible. Finally, investment mobilization is easier in emerging economies than in least developed countries, in countries willing and able to accept loans, and in countries with a well-developed private sector.
	35. Regarding the impact targets set by regions, we are wondering why there is no target set for the SO 4. (Air Quality Improvement)	At the time of the preparation and submission of the Regional Strategies, the methodology guideline for SO4 impact estimates document was not ready The SO4 methodology was finalized in September 2021 and is now rolled out. The target setting work for SO4 is currently underway
Indonesia	36. We encourage GGGI to continue increasing support in policy and planning processes, the mobilization of investment opportunities, as well as capacity-building efforts.	Well noted, thank you.
	37. We support the newly developed regional strategies for Africa, Asia, and LAC to complete the Strategy 2030 to accelerate green growth and climate actions. We believe these strategies can serve as the action plan that will cascade GGGI's 2030 ambitions.	Thank you.
	38. We note that, if achieved, the 3 regions together exceed GGGI targets related to GHG emission and access to sustainable services for 2025 set in the Roadmap (targets set for direct green jobs, natural capital protection, and adaptation services). We suggest the Institute use the mid-term review of the Roadmap in 2023, especially for the 3 Regional Strategies, as an opportunity to review the assumptions around the targets.	Agreed.
Denmark	39. Denmark salutes GGGI's initiative to develop regional strategies. However, we would like to voice a concern	The Regional Strategies are primarily an internal effort to cascade GGGI Strategy 2030 (which itself was based on extensive

	regarding the character of said strategies. To what extend are the presented regional strategies based on an assessment of needs and priorities in each region and country? Or in other terms, to what extend are the strategies demand driven rather than supply driven?	consultation of Members and other stakeholders) to the regions. The primary process to ensure GGGI's work is demand driven and aligned with national priorities remains the development of Country Planning Frameworks.
	40. With reference to our remark on spread of GGGI country effort presented under Item 1 above, Denmark is concerned that the projected increase in country operations in 2021-2025 may contribute to spreading GGGIs effort too thinly. We note, for instance, that GGGIs Africa effort is to grow from 5 to 12 countries while increase of annual budget from USD 8.5 to 15 million would lead to average annual country engagement of USD 1.25 million. For Asia, we note a slight increase in average annual country budget (from current 13 to 16 countries with annual budget growing from USD 17 to 31 million). What are GGGI's considerations for its optimal average country engagement budget by 2030 allowing for an improved country level impact/transaction costs ratio?	GGGI takes a prudent approach in managing the growth of its country operations so that it does not spread itself too thinly. Strategy 2030 project our country programs to grow from the current 31 to 50 by 2030 with a projected whole organization annual budget ceiling of USD 110 million. This gives us an optimal average country engagement annual budget of USD 2.2 million by 2030. The strategies take into account the new operations, and the evolution of existing operations into "Mature' country programs and "Scale-up" country programs.
Norway	<u>Question on October 21:</u> The document states that it is reasonable to expect GGGI's country program target in 2021 and 2025, of 34 and 38 respectively, to be met. In figure 2, actual country program growth in 2021 is 28. In which additional countries is it realistic that country programs may be established before the end of the year?	<u>Additional Response (complementing initial response):</u> We confirm that the list of country programs and countries with projects (but not country programs) provided in the **Update on Membership, Accession, and Country Programming** (Agenda item 4) is correct. That means there were 28 country programs at the beginning of 2021. This year a new country program opened in ***Uzbekistan*** and, with the signing of an MoU between Qatar and GGGI last week, a new country program starting in ***Qatar*** per November 1, 2021. That brings the total to 30. Confusion may arise as the OECS, where we have a (mulit-)country program, is sometimes counted as 1, but can also be counted as 4 (the 4 countries where we have operations). If counted as 4, this brings the total to 33.

		The next country likely to be promoted from project country to country program in early 2022 is Paraguay, which brings the total to 34. There are a number of other countries where we currently have a project but not a country program (as indicated in the same Table), which may be upgraded to country programs when stable, multi-year funding is secured.

7. Update from GGGI Staff Council		
Member	**Question**	**Answer**
Republic of Korea	41. As the GGGI's human resources have been grew to over 500 this year, we are wondering whether the members of SC need to be expanded, accordingly.	Noted. We appreciate the consideration from Korea for the expansion of the Staff Council numbers and will consider this in the 2021 elections to take place in December.
	42. The enormous upheavals of the COVID-19 pandemic took a toll on the well-being of staff. We do want to learn about how the SC reaches to each GGGI employee, considering that the Staff Engagement Survey participation rates are low.	Staff Council have made efforts to reach staff in a collective way, by ensuring staff have access to tools and resources to help, as well as giving a presentation to MT on July 7th helping to raise awareness of Well Being. Following that presentation, it was noted that Well Being will be considered by HR in the new People Strategy. In addition, actions being taken related to the Staff Engagement Survey were also socialized via department meetings – widening the number of staff who were consulted on steps to be taken around Well Being. Note from Management: Participation rates in the Staff Engagement Survey were around 80%, which we do not consider low.
Indonesia	43. We appreciate the activities of the GGGI Staff Council during this year. We hope the collaboration between the GGGI Staff Council and Management will give a significant impact on the organization's development.	Thank you.
	44. We appreciate the Staff Council conducting a Staff Engagement Survey, and look forward to seeing the action to be taken related to the result.	Staff Council will share the Progress Reports on the 2021 Action Plan with Council in the next SC Report.

		Note from Management: The Staff Engagement Survey has been conducted by GGGI Management (through HR) for the last 5 years. GGGI Management has implemented an Action Plan to follow up on the issues noted by staff in each engagement survey every year. Management welcomes engagement of the Staff Council to hold Management accountable for the implementation of the agreed actions.
	45. We are grateful and appreciate the Institute for establishing a dedicated fund for staff to propose Learning and Development courses. We believe this can complement existing methods to cross-referencing the goals of the organization with the human skill sets and resources available.	Thank you. This is the first year of the L&D fund, analysis is ongoing regarding uptake. Thus we expect improvements will be made on how funds are deployed in future years.

8. Provisional Dates and Format of the 2022 Sessions of Governance Organs		
Member	**Question**	**Answer**
Republic of Korea	46. We agree on the format and dates proposed for the meetings.	Thank you.

GGGI's Potential as a Carbon Transaction Platform		
Member	**Question**	**Answer**
Republic of Korea	47. While acknowledging the importance of carbon emissions, we are requesting GGGI to elaborate on the backgrounds of this Idea Note.	It is good to hear Korea's acknowledgement of the importance of carbon emissions. The background to the Idea Note comes from an old idea of a Carbon Club that was started in GGGI around 2016. The idea was to bring buyers and sellers together to work out what principles of trading may look like. It did not take off at the time as the carbon market was not yet looking to the Paris period. With the recent success of our new Carbon Pricing Unit, the expected completion of the Article 6 Rulebook and increased interest from our members in carbon trading and general pricing of carbon – we felt now is the time to bring back this idea, linking it with our green investment pipeline.
Denmark	48. The proposal is going through an internal review.	We look forward to hearing your inputs.

Outcome of GGGI's Total Remuneration Benchmarking Exercise 2021 for International and HQ Based National Staff		
Member	**Question**	**Answer**
Norway	Comment from October 20: We support the four management recommendations.	Additional Comment from Staff Council: Note from Staff Council. Please be aware that at this stage management has asked for input and advice from Council and is not yet seeking approval. Staff Council have requested a period to consult with staff and gain feedback on the management recommendations and may request amendment to the eventual submission by management for approval by Council.

Questions and Comments Received on October 20, 2021

1. Director-General's Progress Report		
Member	**Question**	**Answer**
Norway	49. We congratulate GGGI on the results so far in 2021, with most key performance indicators on track, and acknowledge GGGI's ingenuity when launching the Large Project Challenge which resulted in a boost of the Green Investment Services (GIS) pipeline.	Thank you.
	50. When it comes to GCF and the GGGI Management's decision to focus more on subsequent stages of the proposal process, we commend GGGI's strategic thinking and efforts to maximize impact. Would GGGI reduce/stop its contributions to the concept note phase and rather concentrate on the follow-up of approved concept notes conceived by others? Or would GGGI continue contributing to the initial phase and in addition increase its support to subsequent stages? A drawback with the first option would be that it leaves less room for creativity and strategical thinking, but this might not be an issue if the ideas of the existing concept notes are good.	Our intent is the first option: continue with CNs, but focus more on what happens next – no longer considering them as an end-product (knowing that many do not advance). In addition, we offer Direct Access accredited Entities (DAEs) to support development of their (quality) CNs that are stuck.
	51. The report gives an overview of trust funds under preparation. It would be useful if GGGI could provide us with information on the rationale behind the choice of trust fund as mechanism in these cases, and on the criteria for	Trust Funds, widely used as a mechanism at MDBs and UN, offer the following advantages: 1. For both donor and GGGI establishing and managing a Trust Fund is a low transaction cost option – much less labour

	establishing trust funds at GGGI more generally.	intensive than a bilateral project. 2. For both donor and GGGI a Trust Fund is a much higher flexibility option than a bilateral project (we call it programmatic earmarked); donors make annual decisions on their contribution, GGGI provides an annual report and workplan. 3. Donors can elect to join hands / combine resources in a multi-donor trust fund (although single donor trust funds are easier to manage). 4. Trust Funds can work with refundable grants (akin to zero interest loans) to become revolving funds. 5. While we mostly focus on GGGI-implemented Trust Funds, that are de-facto closer to core than to bilateral / earmarked projects, some donors, incl EU, also prefer their TA partners to be able to on-grant (manage resources for third parties on their behalf) - this is a separate activity we aim to offer. 6. Some Trust Funds are "mixed model", such as the Brunei-Malaysia-Indonesia-Philippines Trust Fund, fund through ROK MOFA, that supports on-granting, but also allows GGGI implemented projects. In summary, Trust Funds are expected to offer GGGI and its donors a funding mechanism with a "light earmark" (programmatic earmark) and play a role in between core and earmarked projects.

2. Report on Programs and Operations		
Member	**Question**	**Answer**
Norway	52. We acknowledge GGGI's progress towards the performance indicators and the results of the Large Project Challenge.	Noted with thanks.
	53. We would like to express our condolences for the casualties suffered by GGGI's Indonesia team as a result of the Covid pandemic.	Thank you
	54. As Norway is particularly involved in projects related to sustainable landscapes and nature-based solutions, we would be interested in more detail about	• These projects are in Peru/Ecuador and Sri Lanka. The Peru/Ecuador project is in alliance with the Andean Finance

	• the two Large Project Challenge projects on sustainable landscapes (What kind of projects? Where?) • the project concepts and business modes in sustainable forests/natural capital which GGGI is exploring with the World Bank • the multi-country interventions which are being developed in Africa for pipeline development and investment mobilization, especially in the areas of Climate Smart Agriculture and Nature-based Solutions	Corporation (CAF) and will support the national development banks in Peru and Ecuador to issue green bonds to raise capital (at least USD 50 million) earmarked for the conservation of the Tumbes-Piura Equatorial Dry Forest ecosystem. In Sri Lanka, GGGI is supporting reforestation of 10,000 acres for renewable fuels, energy and organic fertilizer for livelihood opportunities • GGGI and the World Bank have discussed possible collaboration in the area of sustainable forests/natural capital though GGGI-WB webinars, and GGGI is planning to explore development of specific projects in collaboration with the World Bank . • In the areas of Nature-based Solutions (including forests and climate smart agriculture) in Africa, multi-country interventions are being developed. GGGI is submitting a multi-country proposal to the United Kingdom Foreign Commonwealth and Development Office focused on (i) strengthening enabling policy and regulatory framework, (ii) upscaling restoration of degraded areas through ecosystem restoration and commercial forest plantations, (iii) promoting climate smart agriculture value chains, (iv) peri-urban and urban forests through investment mobilization and (iv) economic opportunity that will improve the lives of forest-based populations and urban/peri-urban citizens. • Moreover, we are also developing other multi-country projects in Africa together with the Gates Foundation, AGRA and CGIAR targeting GCF project proposal preparation. •
	55. Further, we have one clarification question:	In addition to the six global programs included in the WPB, we refer

	• The report (para 1) refers to eight global/thematic programs, whereas only six global programs are included in the 2021-22 Work Program (WPB p. 29). Which additional two global/thematic programs are referred to here?	to: (a) the Carbon Pricing Unit has been established since (as explained in the Strategy 2030 Review Memo Addendum; and (b) the ongoing knowledge management projects (formerly Thought Leadership) now managed as part of CAID (GGKP, GGPM).

3. 2021 Mid-Year Corporate Results Progress Report		
Member	**Question**	**Answer**
Norway	56. We commend GGGI's hands-on results-based management and the swift and innovative action taken when needed, cf. launching the fruitful Large Scale Project Challenge when only 3.6% of green investments target was achieved.	Thank you.
	57. We further commend GGGI's efforts to make quality and timely project performance data available in GGGI Online to be able to take corrective action as soon as possible. Noting that update of accurate and quality project monitoring information and data from the Country Teams is still a weak area, what steps are being taken to strengthen this?	Efforts are ongoing to strengthen the effectiveness, quality and timeliness of our project monitoring and reporting. Our PCM Manuals have been revised and updated in 2021, various in-house training on RBM, and project planning and management have been undertaken to improve the capacity of country teams, and various aspects of our business processes and GGGI Online have been modified and improved accordingly. The training on SO impact estimation for country teams will be held on 5 November 2021. In addition, a new GGGI RBM Handbook will be completed at the end of 2021 to guide our training to bestrengthen GGGI a results-based organization culture, enhance our RBM culturecapacity and improve GGGI's overall development effectiveness and results delivery.
	58. Regarding risk management, we would be interested in more detailed information about the two projects which were reported by GGPI as being off track, e.g. project size, for how long had the projects been going on, what led to the off-tracking, what are the lessons learned.	The details of the two projects and the cause of their delays are: 1. CAR06: This project concerns the establishment and operationalization of the National Financing Vehicle in Dominica. The project was set back by internal (government counterpart) delays, and subsequently resulting from difficulties in recruiting qualified consultants requiring a switch from individuals to hiring a professional services firm. The project started in September 2020 with an approved grant and budget of USD 286,392 with a 9 months no-cost extension sought up to 2022. Lessons learned are better planning of consultant requirements and procurement time and process.

		2. MMO4: This project concerns the development of MRV for Myanmar. The project was suspended because of the political situation in Myanmar until further notice. It is a one-year project that started in January 2019 and is now planned for completion in December 2021 with partially expended budget of USD 15,098.
	59. The progress report does not seem to mention activities on forestry and reduced deforestation	Forestry related activities are covered in the report. Please refer to page 11 – Burkina Faso, projects BF07 and BF16, pages 12 and 13 – Tonga, project PAC06, and page 12 – Indonesia project ID04. The Indonesian project for example refers to the delivery of a long-term Forest Management Plans for East Kalimantan and Central Kalimantan to address national needs for mitigating deforestation, forest degradation and implementing sustainable forest and peat management. Significant other forest related activities are ongoing that did not report results in the reporting period.

4. Update on Membership, Accession, and Country Programming		
Member	**Question**	**Answer**
Norway	60. Norway is pleased to see that GGGI is continuing to gain traction among potential member states and organizations.	Thank you.
	61. We commend GGGI's good work generating interest in GGGI membership from a growing number of UN Member States. Very few high-income countries have submitted a letter of intent for membership though. With a view of funding of future activities, could something be done to recruit more HIC members?	GGGI has successfully expanded the number of high-income countries as donors, e.g. Belgium, Canada, Finland, France, Italy, Luxembourg, Netherlands, New Zealand, Sweden, USA have all provided funding to GGGI for the first time in the past several years. In addition, GGGI has re-engaged successfully with Germany and Qatar that have returned as GGGI donors after an absence of a number of years. The most important high-income country regional integration organization that is in advanced stages of GGGI membership accession is the EU. A number of European high-income countries would be indirect GGGI members once the EU joins GGGI.
	62. We are also pleased to see that the implementation of the	Thank you.

	Criteria for Country Programming is well underway and that country programming is being realigned with these criteria.	

5. Strategy 2030 Review Memo Addendum		
Member	**Question**	**Answer**
Norway	63. Norway supports the realignment of GGGI priorities first outlined in the Strategy 2030. We also support GGGI's approach to green recovery and integrate new programme solutions.	Thank you.
	64. We appreciate that greening of the forest and land-use sector remain an integrated part of the strategy revision.	Thank you.
	65. Carbon pricing and ensuring that the polluter pays are important tools to combat climate change. We are pleased to see this, as well as clear references to the Paris Agreement Article 6, included in the strategy. We believe this area of work represent a potential for further scaling up for GGGI, especially utilizing the organizations experience in designing bankable projects and programmes.	Thank you. We look forward to further shaping the proposal, building on our green investment work. We feel that the strengthening of economist staff within the Carbon Pricing Unit to look at carbon pricing policies will also add focus to the polluter pays approach.
	66. We are also pleased to see GGGI continue to build on already existing tools to green the recovery.	Thank you.

6. Regional Strategies for Africa, Asia, and Latin America and the Caribbean		
Member	**Question**	**Answer**
Norway	67. The document states that it is reasonable to expect GGGI's country program target in 2021 and 2025, of 34 and 38 respectively, to be met. In figure 2, actual country program growth in 2021 is 28. In which additional countries is it realistic that country programs may be established before the end of the year?	We have some confusion among different GGGI units counting countries with operations (project activities) and countries with a country program, as well as how to count a single country office for OECS (in St Lucia) with activities in several OECS countries. We will provide you with a full list and correct status of programming in a follow up version of these responses.
	68. The GGGI's Human Resources growth scenario included in the document foresees a jump in staffing from 2020 to 2021 and onwards. Rapid organisational growth can be challenging and cause growing pains, but the issue is not	While the issue is not reflected in the Risk Management Matrix, the two top concerns of management at the start of 2021 were indeed directly related to fast growth:

	mentioned in the Risk Management Matrix from June 2021. What will GGGI do to ensure a smooth growth?	1. Recruitment of some 100 new staff during a pandemic; and 2. Implementation and delivery of a rapidly growing earmarked project portfolio. To manage these two key risks management prioritized close monitoring through monthly recruitment and quarterly project management reports. We are pleased to note both risks have been well managed, with over 100 staff already recruited, and implementation of the earmarked portfolio proceeding ahead of expectation (in terms of budget use and progress reported).
	69. We commend GGGI's focus on expanding and strengthening partnerships in all regions.	Thank you.
	70. Asia: We are happy to see that GGGI has a regional focus and will build on its achieved successes to scale up and replicate. We commend the approach in Indonesia, which we see as highly relevant. The Government of Indonesia in various public forums has stated that job creation and poverty reduction are top priorities for COVID 19 recovery, and in their updated NDC and Long Term Strategy for Climate Change Resilience stated that external support is needed for accelerated climate action. Both documents in particular emphasize that support is needed for the country to transition away from coal. Support in policy framework development and implementation, protecting natural ecosystems, biodiversity and landscapes are continuation of existing GGGI support.	The approach in Indonesia has been possible only through the consistent and flexible (programmatic) funding from Norway since 2013, including funding for sustainable landscapes, green cities and renewable energy. Since October last year Norway's funding in Indonesia focuses on sustainable landscapes only, but several other development partners (Denmark, New Zealand) are now providing funding support to the renewable energy program, which would not have been possible without Norway's initial investment. Accelerating the transition from coal to renewables requires major investments, and GGGI is still looking for development partners interested in supporting our role in mobilizing investments in the green energy sector.
	71. GGGI's matrix also listed Indonesia as a country where Coastal Resilience (PS5) and Waste Management (PS6) programs maybe relevant, but it is not clear how GGGI plans to work on this area.	In response to requests by the Government of Indonesia (GoI) to support Coastal Resilience (PS5) and Waste Management (PS6) in Indonesia, GGGI has included PS5 and PS6 in the new Country Planning Framework (CPF) 2021-2025. Both Programmatic Solutions are relevant to the success of the Green Growth Programme (GGP) in Indonesia. Regarding PS5, the National Peatland and Mangrove Restoration

		Agency (BRGM) has asked GGGI to support activities on coastal resilience. Activities in support of PS5 will focus primarily on mobilizing finance, improving climate-resilient supply chains for marine fisheries, improving aquaculture management, and protecting and restoring sensitive and valuable coastal ecosystems. Regarding PS6, the GGP has received requests from GoI for project proposal design, review and feasibility studies for improved municipal solid waste (MSW) management, waste to energy and hazardous waste treatment. In addition, GGP currently implements a project (funded by Denmark) on BioCNG, focused on utilizing and thus reducing different waste streams (agriculture, MSW, Palm oil Mill Effluent) which should result in a cleaner environment, reduced emissions from waste and replacement of fossil fuels. GGGI is also finalizing a regional waste management project through the ASEAN Secretariat (funded by ROK), including Indonesia. Coastal and marine / blue economy related issues are a high priority for all our SIDS members in Pacific and Caribbean. As part of a the development of a Pacific Strategy in 2022 we aim to consult our members and partners to explore how GGGI could add value in this area that is indeed relatively new for GGGI, but a logical extension of some of our (mangrove-related) sustainable landscapes work
	72. LAC: Sustainable forest interventions are expected to be implemented in two or more countries by 2025 in addition to Colombia, Peru and Guyana. Are there any concrete interventions/projects in the pipeline?	Yes, currently GGGI is preparing a sustainable forestry project for 3 Central American countries (Honduras, Guatemala, and El Salvador) with the support of the Government of Korea. GGGI also anticipates sustainable forest interventions in Ecuador and Mexico.
	73. The regional strategy for Latin-America in general and Peru in particular should pay more attention to sustainable management of forests and how to address the drivers of deforestation. The strategy is at a too overarching level to support Norwegian priorities in the region	Thank you for the comment. The LAC regional strategy is meant to provide an overall approach to all programmatic solutions and SO targets for the region (downscaling Strategy 2030 – detailed country planning is developed through Country Planning Frameworks). Nonetheless, we appreciate the suggestion and will

		consider developing additional materials around the sustainable forest interventions in the region. Regarding Peru, the GGGI Peru Country Program is currently developing its Country Planning Framework which set out its program and project priorities, including its approach to sustainable forests.
	74. The strategy for Guyana is at a very overarching level. It is interesting that GGGI is planning to work on solar energy as we are also involved in solar energy development through IDB with the use of the proceeds for the results based payments for avoided deforestation. GGGI supports the secretariat of the Guyana REDD Investment Fund on behalf of Norway and Guyana	Please note that this is the LAC regional strategy and it does not include a specific Guyana Country strategy at this stage. The GGGI Guyana Country Program is currently developing its Country Planning Framework which will set out Guyana's program priorities, including its approach to sustainable forests and solar energy. Thank you for your support in these interventions.
	75. The description on Ecuador is short, but the list of issues is long. Will GGGI get back to the board with more fully developed country plans at a later stage? It would be interesting for us to know more about the planned activities in Ecuador.	Activities in Ecuador remain in the scoping stage. GGGI will continue to update the Council on progress of activities and the development of a program in Ecuador. There are not yet any concrete planned activities in Ecuador.

7. Update from GGGI Staff Council		
Member	**Question**	**Answer**
Norway	76. We are pleased to see that a Learning & Development program is being rolled out and believe that it can contribute to capacity building and wellbeing benefitting staff and organisation. We are also happy to see that the Staff Council Chair was invited to join the interview panel for the new Head of HR, and that the Staff Council fully supports the appointment.	Thank you. We are discussing how to assess how the Learning and Development budget has been utilized over this first year with HR in order for us to learn lessons and improve in 2022.
	77. Regarding the Staff Engagement Survey Feedback Action Plans and comments from staff that their feedback does not result in subsequent actions being taken : We invite the Staff Council to present its findings on the quarterly review of division action plans put in place since July this year in its 2022 report.	We will happily update Council in the 2022 Staff Council report on what further actions have been implemented since July 2021 on the Action Plans. A Quarterly review is currently being undertaken now (end Oct) and another (the last review for 2021) is expected in Dec/Jan.
	78. Figure 3 in the Regional Strategies document showed GGGI's human resources growth scenario. The number of	Certainly, more staff can mean that more staff related issues are raised. There are two factors that should help address this, firstly

	staff is expected to increase from 328 (428 if consultants are included) in 2020 to 447 (583) by the end of 2021. 2025 projections are 645 (842). Does the Staff Council see any risks related to this expansion?	the inclusion of SC members within permanent committees such as Crisis and iGrow. This allows problems to be raised and addressed earlier in focused forums. Secondly, the arrival of the new head of HR and the planned People Strategy should help to bring structure to many areas of staff related matters. So although we certainly acknowledge that there could be an increase in concerns, especially around areas of staff allocations to projects and workloads, we do feel that management are putting measures and support in place to support the growing organisation. Many roles have already been hired in 2021 and as yet SC has been able to manage the requests from staff and management.

8. Provisional Dates and Format of the 2022 Sessions of Governance Organs		
Member	**Question**	**Answer**
Norway	79. We agree on the format and dates suggested for the meetings. It is a good idea to maintain e-consultations – invention of the Covid era - even before in-person meetings. Likewise the sharing of a virtual meeting link for in-person meetings, thus allowing for virtual participation.	Thank you. We are indeed planning to continue both the e-consultations process and the option for delegates to join virtually.

GGGI's Potential as a Carbon Transaction Platform		
Member	**Question**	**Answer**
Norway	80. Norway welcomes the increased focus on Art. 6 and commends GGGI on the work done so far by the Carbon Pricing Unit.	Thank you.
	81. Based on our experience with Article 6, we believe there is a clear need for an internationally experienced carbon trust fund. We would be interested to explore further how GGGI could possibly fill such a role.	We very much look forward to working with Norway and others to further develop this idea.
	82. Based on the idea note it appears GGGI is looking to sell carbon credits at project level. We wish to emphasize that for REDD+ the relevant market level is jurisdiction and not project. How does GGGI plan to ensure environmental integrity of the carbon credits for sale? We are also interested in understanding how GGGI would ensure	With Article 6 Rulebook not yet decided the earmarked funding received by GGGI so far related to Article 6 carbon has excluded forestry. We feel that the work currently underway in our DAPA program – studying the concepts of additionality and therefore baseline setting – as they relate to potential policy approach crediting, will position us well to shape guidance on environmental

	environmental integrity on the buyer side.	integrity more widely, beyond project level – including for forestry/REDD+ work. From an operational point of view, we hope to use processes and experiences from Indonesia and our new work starting in Guyana as the secretariat of the REDD Investment Fund to further assist with our thinking on how to ensure environmental integrity for buyers of carbon credits within a platform.
	83. The four options presented are not very detailed and do not all appear to be mutually exclusive. We look forward to seeing more detailed thinking around how these options could work and what they would require in terms of additional resources/capacity within GGGI.	This is the first stage in the process, to gauge interest from Council in GGGI expanding its offering around facilitating the expansion of carbon markets. The four options, or a subset of them, will be developed further if Council supports the overall concept.

Outcome of GGGI's Total Remuneration Benchmarking Exercise 2021 for International and HQ Based National Staff		
Member	**Question**	**Answer**
Norway	84. We support the four management recommendations.	Thank you. Note from Staff Council. Please be aware that at this stage management has asked for input and advice from Council and is not yet seeking approval. Staff Council have requested a period to consult with staff and gain feedback on the management recommendations and may request amendment to the eventual submission by management for approval by Council.

Questions and Comments Received on October 19, 2021

1. Director-General's Progress Report		
Member	**Question**	**Answer**
NSA/Expert (Ariyaratne Hewage)	85. The DG's Progress report is quite comprehensive and it includes the progress of activities carried out during the year. If a matrix could be added to highlight the key achievements related to country programs and other aspects, it may be useful. I wish to commend the efforts of the DG in carrying out the programs even during the period of Covid 19 pandemic using mainly online platforms.	Thank you for your suggestion. May I refer you to our other reports, particularly our Mid-year Corporate Results Progress Report, Report on Programs and Operations, as well as our 2020 Annual Report, for more detailed results and highlights of each of the country programs, please.

2. Report on Programs and Operations		
Member	**Question**	**Answer**
NSA/Expert (Ariyaratne Hewage)	86. Report on Programs and operations is very clear. However, a few diagrams and tables may help for easy reference.	Thank you for your suggestion, we'll take it into account for the next version of this report.

3. 2021 Mid-Year Corporate Results Progress Report		
Member	**Question**	**Answer**
NSA/Expert (Ariyaratne Hewage)	87. This report is quite comprehensive and gives a clear view on the progress. The report has put together all relevant results during the period.	This is well noted and thank you.

4. Update on Membership, Accession, and Country Programming		
Member	**Question**	**Answer**
NSA/Expert (Ariyaratne Hewage)	88. This gives a complete picture of the GGGI membership and its progress during the period. Very useful for the member countries and the countries intending to join.	Thank you.

5. Strategy 2030 Review Memo Addendum		
Member	**Question**	**Answer**
NSA/Expert (Ariyaratne Hewage)	89. Strategy 2030 presents an optimistic plan for the future GGGI programs and activities. However, it may be prudent to provide some opening for unforeseen events such as Covid pandemic. This may help planners to be prepared for such situations.	The COVID-19 pandemic is the unforeseen event that has guided the submission of the Strategy 2030 Review Memo Addendum. The purpose of the Addendum is to review and assess the alignment of Strategy 2030's orientation and impact targets to the priorities and needs of Members and partners in the context of COVID-19 recovery. The review also provided an opportunity to integrate new program solution area(s) as well as review GGGI's operational preparedness. The overall conclusion is that GGGI is well prepared and positioned to support Members and partners in their COVID-19 recovery efforts and climate actions.

6. Regional Strategies for Africa, Asia, and Latin America and the Caribbean		
Member	**Question**	**Answer**

NSA/Expert (Ariyaratne Hewage)	90. I consider the Regional Strategies of the GGGI as the main component of the GGGI programs. The achievements of the GGGI could be displayed as to how the funding is obtained from developed countries and development partners and more so as to how such resources have been utilized to improve the green growth in developing countries. Hence more elaboration of this section may help show the GGGI achievements.	This is well noted and thank you. It will be reflected in the final regional strategy documents.

7. Update from GGGI Staff Council		
Member	**Question**	**Answer**
NSA/Expert (Ariyaratne Hewage)	91. Contribution of GGGI staff council is appreciated.	This is well noted and thank you.

8. Provisional Dates and Format of the 2022 Sessions of Governance Organs		
Member	**Question**	**Answer**
NSA/Expert (Ariyaratne Hewage)	92. Noted. I hope that MPSC meeting of 2022 could be held in-person since it is very effective to meet and share experience and ideas at in-person sessions.	As MPSC Members agreed to recommend an in-person Assembly/Council Joint Session in the alternate years when the 2-year Work Program & Budget will be approved by Council, and considering the MPSC will review the WPB in April on behalf of the Council, the Secretariat will plan to arrange an in-person A/C Joint Session in October 2022 and possibly an in-person MPSC14 in April 2022, with the assumption that travel restrictions will steadily become favorable and a virtual option will continue to be offered as an option for those who may still be unable to travel.

GGGI's Potential as a Carbon Transaction Platform		
Member	**Question**	**Answer**
NSA/Expert (Ariyaratne Hewage)	93. In my view, the GGGI has a great potential as a carbon transaction Platform and wish that it will be a lead organization in this regard.	Thank you. We look forward to developing the potential further to then bring more detailed concepts back to the Council