C/8/DC/1
Annex 1/REV

Global Green Growth Institute

MOVING TO IMPLEMENTATION

REVISED BIENNIUM WORK PROGRAM AND BUDGET 2015- 2016

28th October 2015

FINAL DRAFT

Table of Contents

1.Introduction 05
- 1.1 Context 06
- 1.2 WPB 2016 overview 06
- 1.3 Green Growth Planning & Implementation (GGP&I) Division 08
- 1.4 Knowledge Solutions Division (KSD) 09
- 1.5 Strategy Policy and Communications (SPC) 10
- 1.6 Management and Administration (M&A) 10
- 1.7 Conclusion 11

2. Green Growth Planning and Implementation (GGP&I) 13
- 2.1 Overview 14
- 2.2 Least Developed Countries 15
- 2.3 Lower and Upper Middle Income Countries 19
- 2.4 High Income Countries 26
- 2.5 Other Program Support Cost 26

Project Briefs – Least Developed Countries (LDCs) 32
- Rwanda
- Nepal
- Senegal
- Uganda
- LDC Expansion

Project Briefs – Lower Middle Income Countries (LMICs) 52
- Philippines
- India

Project Briefs – Upper Middle Income Countries (UMICs) 60
- China

3. Knowledge Solutions Division (KSD) 64
- 3.1 Overview 65
- 3.2 Knowledge Services 66
- 3.3 Green Investment Services 70
- Integrated Capacity Development 73
- Knowledge Management 78
- National Financing Vehicles 80
- Financing Intended Nationally Determined Contribution 82

4. Strategy, Policy and Communications (SPC) 84
4.1 Overview 85
4.2 Moving Forward 85

5. Management and Administration (M&A) 88
5.1 Overview 89
5.2 Moving Forward 89

Annex 1 – Financial Planning for 2015/16 Work Program & Budgets 94

Annex 2 – Corporate Results Framework - Introduction 97

Snapshot of Revised Biennium Work Program and Budget 2015-16

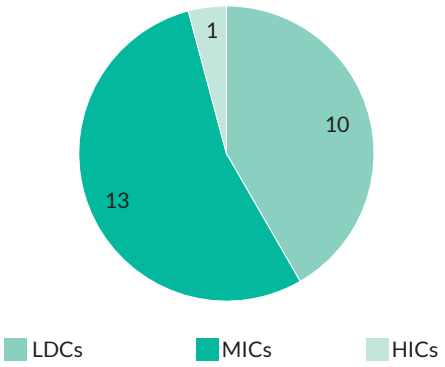
Overall: Core budget will increase from $33.3 million to $39.6 million, representing 19% overall increase from 2015 revised budget. This is against a revenue projection of $40.40 million.

Divisons	Revised 2016	% Increase from Revised 2015 Budget
Green Growth Planning and Implementation (GG-P&I)	$13.572.280	22%
Knowledge Solutions Division (KSD)	$10.318.440	38%

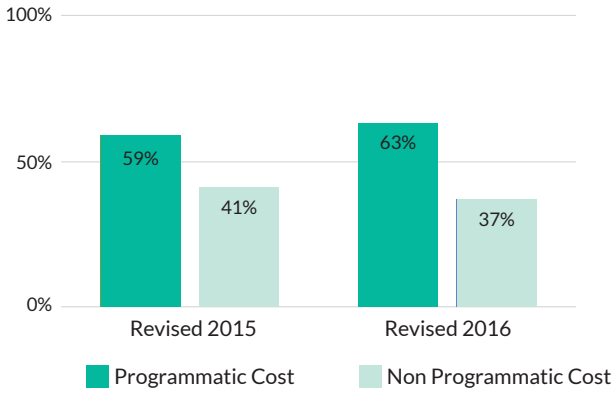
Green Growth Planning and Implementation (GGP&I): 24 country programs with 34 projects (27 delivery and 7 scoping projects)

- New full delivery country programs in China, Nepal, Rwanda, Senegal, Uganda and scoping programs in India, Laos, Peru, Philipines, Mozambique, and Myanmar represent 25% of GGP&I budget in 2016.
- New country programs have been designed to further a. repositioning and aligning with GGGI's key strategic outcomes b. balancing between Least Developed Countries (LDCs) and Middle Income Countries (MICs) c. increasing strategic focus to increase impact of Sustainable Development Goals (SDGs)
- Funding decisions by Norway for two of the biggest country programs-Ethiopia and Indoneisa are pending. BMU-funded projects Jordan, Peru, and Thailand will end in 2016. In absence of earmarked funding, the Thailand project is expected to be phased out.

No. of GGGI Country Programs in 2016 Across Income Classifications



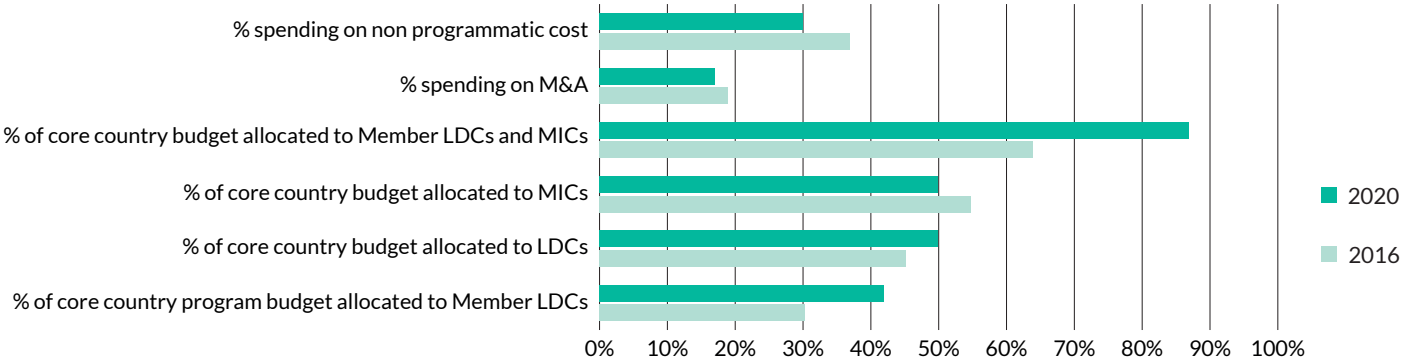
Program vs. Non Programmatic Cost



Knowledge Solution Division (KSD): To move towards implementation, two specific new scoping initiatives under Green Investment Services (GIS) will focus on supporting countries with a. developing and implementing domestic financing mechanisms for green growth, and linking these with international financing b. implementation of their Intended Nationally Determined Contributions (INDCs).

> Additional funds will also be used to recruit new specialist staff in energy and land-use (particularly REDD+) areas to develop new service offerings and to accelerate in-country programming in these thematic focus areas.

Moving Towards 2020 Targets



1. Introduction

1.1 Context

The year 2015 marks a pivotal year for international efforts to achieve sustainable development and tackle climate change, with a new global blueprint for development financing agreed in Addis Ababa, the adoption of the new Sustainable Development Goals in New York, and the prospect of a new international agreement on climate change from COP21 in Paris. These developments serve as a stark reminder of the vast and complex economic, social, and environmental challenges which countries face, and increases momentum for stronger international action and cooperation towards a green and inclusive development pathway.

The implications of this context for GGGI are twofold. Firstly, it serves to affirm the continued relevance of GGGI's mission. The need to develop and demonstrate green growth as a viable alternative model is more urgent and relevant now than ever before. Secondly, these developments on the global stage present both opportunities and challenges for GGGI and our partner countries. As an organization with limited resources that relies on innovation and adaptiveness to achieve impact, it is important for GGGI to be alert and nimble in responding to these whilst remaining true to the aims of GGGI's Strategic Plan 2015-20.

The Strategic Plan, approved by the Council in November 2014, includes the following priorities:

- Achieving 3 strategic outcomes for our Members: (1) strengthened green growth planning, financing and institutional frameworks; (2) increased green investment; and (3) multi-directional knowledge sharing and learning.
- Delivering in an integrated way through GGGI's value chain approach, with a focus on moving towards the implementation and investment end of the value chain.
- Rebalance country program allocations between Least Developed Countries (LDCs) and Middle Income Countries (MICs), and between Members and non-Members.
- Demonstrate value for money by keeping overheads down and increasing in-house capacity.
- Expanding GGGI's membership and resources, both core and earmarked.

1.2 WPB 2016 overview

The revised Biennium Work Program and Budget 2015-2016 has been developed with these priorities firmly in mind. Overall, the proposed core budget for GGGI in 2016 is $39.6 million, which is an increase of 19% from the total[1] core budget of $33.3 million approved for 2015 (see table 1). This amount will be supplemented by earmarked funding of $7.9 million in 2016. This is a significant decrease of 45% from the total earmarked funding of $14.9 million available in 2015, although a number of earmarked funding decisions are currently pending (notably by Norway for programs in Ethiopia and Indonesia for 2016).

Taking the Joint Donor Review (JDR) recommendation on managerial flexibility regarding budget into consideration and to avoid going to the Council frequently for approval of supplementary budget, GGGI proposes to reserve budget for new initiatives on a. Supporting Domestic Financial Institutions; b.Financing Intended Nationally Determined Contributions; c. Provid Evidence based Policy Support to the Philippines Government.

	Core			
	2015		2016	
	Approved	Revised	Approved	Revised
Total Budget	$30.023.055	$33.318.238	$29.192.373	$39.648.923
Reserve Budget for GGP&I (Philippines Programs)				$678.500
Reserve Budget for KSD (INDCs and DFIs)				$1.300.000
Total	$30.023.055	$33.318.238	$29.192.373	$41.627.423

1 This includes budgets approved under the Work Program and Budget 2015-16 and two supplementary budgets presented to Council in February and July 2015.

Table 1: Revised Budget Allocation of 2015-2016

	Core				Earmarked			
	2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Member LDCs	$2.622.806	$2.744.929	$2.753.946	$3.535.226	$4.551.014	$4.643.702		
Non Member LDCs		$867.000		$1.739.586				
Member LMICs	$4.029.181	$2.938.163	$4.230.640	$3.367.830	$1.386.967	$3.819.928	$50.051	$3.492.534
Member UMICs	$500.600	$491.330	$550.660	$550.660	$883.271	$687.846		$624.241
Member High					$871.909	$1.254.394	$898.066	$1.630.866
Non Member LMICs	$1.010.015	$1.414.064		$507.000	$344.098	$360.018	$354.421	$344.765
Non Member UMICs	$990.408	$1.365.061	$1.018.792	$1.955.375	$2.079.975	$1.644.659	$190.450	$729.173
Sub Total (Programs)	$9.153.010	$9.820.547	$8.554.038	$11.655.678	$10.117.234	$12.410.547	$1.492.988	$6.821.580
Sustainability and Safeguards		$90.000		$337.416				
Poverty Reduction				$297.600				
Country Selection						$130.520		
Sub Total (Cross Cutting)*		$90.000		$635.016		$130.520		
Office of the ADG-GGP&I		$1.164.195		$1.281.586				
Sub Total GGP&I	$9.153.010	$11.074.742	$8.554.038	$13.572.280	$10.117.234	$12.541.067	$1.492.988	$6.821.580
Knowledge Services	$2.897.310	$3.682.783	$3.209.271	$5.545.720	$1.602.366	$1.412.227	$1.601.627	$927.370
Green Investment Services	$3.808.000	$3.343.999	$3.950.720	$4.125.017		$280.249		$217.587
Office of the ADG-KSD		$464.000		$647.702				
Sub Total KSD	$6.705.310	$7.490.783	$7.159.991	$10.318.440	$1.602.366	$1.692.476	$1.601.627	$1.144.957
Sub Total ODU	$1.022.663	$1.022.663	$1.037.483	$1.107.016				
Sub Total SPC	$3.314.100	$3.534.100	$3.039.293	$3.640.705				
Sub Total Office of the DG	$1.584.000	$1.584.000	$1.631.520	$1.631.520				
Sub Total OIAI	$479.738	$479.738	$434.630	$434.497				
Sub Total Capital	$971.433	$1.120.454	$1.000.576	$1.600.000				
Sub Total M&A	$6.792.801	$6.824.769	$6.107.917	$4.613.510	$711.457	$711.457	$732.801	
Sub Total Corporate Shared Cost				$2.730.955				
Sub Total Value for Money		$186.990						
Total	$30.023.055	$33.318.238	$28.965.448	$39.648.923	$12.431.057	$14.945.000	$3.827.416	$7.966.537

*Does not reflect budget deferred legal commitment of $153 for cross cutting and $15,000 for Community of Practice from 2014 to 2015
**Does not reflect deferred legal commitment of $564 for SPC and $668 for KSD from 2014 to 2015

The structure of the Work Program and Budget includes programmatic and non-programmatic elements. The programmatic elements contribute directly to the in-country programs aimed at achieving the GGGI's 3 strategic outcomes, and are delivered by Green Growth Planning and Implementation (GGP&I) Division and Knowledge Solutions Division (KSD). The 2016 work program and budgets for these divisions is outlined in Sections 2 and 3 respectively. The non-programmatic elements include the work of Strategy, Policy and Communications (SPC) and Management and Administration (M&A) which guide, support and enable the work of programmatic divisions. Section 4 and 5 describes the 2016 work program and budgets for these teams. As a share of the total core budget, non-programmatic costs will decrease from 41% in 2015 to 37% in 2016, giving effect to GGGI's organizational efficiency and value for money.

An overview of the key elements of the work program and budgets for GGP&I, KSD, SPC and M&A is provided below.

1.3 Green Growth Planning & Implementation (GGP&I) Division

GGP&I is responsible for delivering GGGI's in-country programs. In 2016, the total core budget for GGP&I is $13.5 million, which makes up 34% of the organization's total core budget. This represents an 22% increase from the total budget of $11 million in 2015. The 2016 budget will fund programs in 24 countries across Asia and the Pacific, the Middle East, Africa and Latin America.

To meet the corporate priority of rebalancing resources between LDCs and MICS and increasing GGGI's focus on LDCs, an LDC Expansion Plan was initiated in 2015. As result of this effort, the share of programmatic allocations to LDCs in 2016 will reach 45% (the Strategic Plan indicates a corporate target of 50% by 2020) .

GGGI also aims to concentrate its programming in Member countries, with a target of directing 87% of total country program budget to Member LDCs and MICs by 2020. Limited progress will be made against this target in 2016, with 64% of the country program budget going to these Member countries which is essentially unchanged from 63% in 2015. This is due to the expansion effort into new LDCs who are in the process of joining GGGI as Members, as well as the retention of programs in non-Member UMICs where there has been evidence of progress in membership discussions.

Of the total GGP&I in country core budget of $11.3 million in 2016, 63%[2] represents previously approved funding for continuing programs in 17 countries. These existing programs are summarized in Section 2. As reflected in the Corporate Results Framework in Annex 2, these programs will generate results that clearly contribute to all three of GGGI's strategic outcomes. Most of these results are concentrated around outcome 1, which corresponds with the planning and policy aspect of the value chain. This reflects the fact that GGGI is still in the first year of implementing a six-year Strategic Plan and that many programmatic intervention are still in its initial years.

However, it is evident from project work plans and logical frameworks that as of 2016, many programs will begin translating policies and plans into implementation and investment (the 'right' side of the value chain). In doing so, they are increasingly integrating the expertise of KSD staff into program delivery, in line with the strategic goal of delivering as 'ONE GGGI'. In addition, country programs are increasingly being delivered in a selective and strategic manner with the ongoing roll out of Country Planning Frameworks and the introduction of a Corporate Results Framework to ensure alignment between program-level and corporate-level results.

Additional funding for a. new programs; b. existing programs with new outputs accounts for 37% of GGP&I's budget in 2016. This will be allocated to programs in both new and existing country programs. New programs include Nepal, Senegal and Uganda, which emerged from LDC expansion efforts in 2015 and will move to full program delivery in 2016. In addition, new projects will be scoped or delivered in Mozambique, Laos, Myanmar, Rwanda, Philippines (2 projects), India, China and Peru. A common feature of all is an effort to reposition GGGI more strategically within each country to increase visibility and impact, and to add momentum to membership discussions, as recommended by the recent Joint Donor Review. In the case of two of these new projects in Philippines and Rwanda, GGGI is focusing on supporting domestic financing mechanisms for green growth, which is an area identified for further expansion and innovation in terms of GGGI's service offerings.

2 This includes $0.7 million budget as bridge financing for Indonesia and $0.1 million for South Africa. They are no longer applicable in 2016 revised budget.

Matrix 1: Snapshot of In Country Programs of GGP&I in 2016

	Membership			Status		Funding Source and Amount		
No Of Countries	*Member*	*Non Member*	*Total No of Projects*	*Delivery*	*Scoping*	*Core*	*Earmark*	*Earmark Donor*
1	Rwanda		2	2		$1.956.075		
2	Cambodia		1	1		$804.869		
3	Vanuatu		1	1		$241.346		
4	Senegal		1	1		$532.936		
5	Ethiopia		1	1			$0	Norway
6		Nepal	1	1		$490.000		
7		Uganda	1	1		$599.586		
8		Laos	1		1	$100.000		
9		Myanmar	1		1	$100.000		
10		Mozambique	1		1	$100.000		
11	Fiji		1	1		$241.346		
12	Mongolia		2	2		$721.428	$100.000	SDC
13	Philippines		3	1	2	$1.623.615		
14	Vietnam		2	2		$781.441	$50.805	SDC
15	Indonesia		1	1			$3.341.730	Norway
16		India	1		1	$507.000		
17		Morocco	1	1			$344.765	UAE
18	Mexico		2	2		$550.660		
19	Jordan		1	1			$624.241	BMU
20		Colombia	2	2		$516.986		
21		China	1	1		$769.188		
22		Peru	4	3	1	$669.201	$300.000	SDC
23		Thailand	1	1			$429.173	BMU
24	UAE		1	1			$1.630.866	UAE
			34	27	7	$11.305.678	$6.821.580	

*Does not include LDC Expansion Plan budget of $350,000 for scoping in other countries

*Budget for Ethiopia and Indonesia are under discussion with Norway

*Earmarked budget funded by BMU for Thailand and Jordan for 2016 has not yet been finalized. Agreement with BMU expires in June, 2016

1.4 Knowledge Solutions Division (KSD)

KSD is primarily responsible for supporting GGP&I through the development of service offerings along the value chain and delivery of these through in-country as well as global programs. In 2016, the total core budget allocated to KSD is $10.3 million, which represents 26% of the total core budget for GGGI. The 2016 budget is a 38% increase from the 2015 revised budget of $7.5 million.

This budgetary shift reflects a renewed effort to further develop and strengthen GGGI's value chain service offerings, with a focus on those that: (i) help country programs move towards the implementation and investment end of the value chain; and (ii) share knowledge between countries and harness evidence of the viability of green growth to influence international policy and cooperation agendas.

This will be achieved in part, through the continuation of existing initiatives relating to the development of bankable projects, knowledge management and capacity development. A significant focus of this work will involve the integration of KSD support into in-country delivery, with a particular focus on those results that contribute to GGGI's strategic outcome 2 (increased green investment) and 3 (multi-directional knowledge sharing and learning).

A complementary aim that GGGI is seeking to achieve through KSD's 2016 work program and budget is innovation, which is critical for a resource-constrained organization such as GGGI to demonstrate value and impact. This is the dominant theme across the 2016 activities for which additional budget is being sought, including two specific new initiatives. The first will focus on supporting countries with developing and implementing domestic financing mechanisms for green growth, including linking these with international financing from sources such as the Green Climate Fund headquartered in the Republic of Korea. The second will support countries with implementation of their Intended Nationally Determined Contributions (INDCs) submitted to inform the COP21 process. The opportunity this provides to link domestic green growth interventions with the international effort to tackle climate change is strongly aligned to GGGI's *raison d'.tre*.

Additional funds will also be used to recruit new specialist staff in the areas of energy and land-use (particularly REDD+) to develop new service offerings and accelerate in-country programming in these thematic focus areas.
In addition, a major deliverable involving KSD in 2016 will be the Global Green Growth Week, which will combine the Global Green Growth Summit, Global Green Growth Knowledge Platform (GGKP) Annual Conference and meetings of GGGI's Council and Assembly. Part of the additional funds will be used to support the delivery of the GKKP Annual Conference, which is now GGGI's turn (as one of its founding members) to host.

1.5 Strategy Policy and Communications (SPC)

SPC is responsible for functions relating to GGGI's strategic direction, governance and communications. The 2016 budget for SPC is $3.6 million, which is similar to last year's budget of $3.5 million.

The work program priorities in 2016 will include:

- Initiating and driving strategic organization-wide initiatives requested by GGGI's Council and Executive, including preparation of the next biennial Work Program and Budget 2017-18. This will is an important exercise from a strategic perspective as it will set the medium-term direction for the organization.

- Continuing to lead donor relations and support resource mobilization activities. This will be particularly important in 2016 noting the significant drop in earmarked funding from 2015 and ongoing uncertainty about continuity in earmarked funding from some donors.

- Continued support to LDC expansion efforts and the roll out of Country Planning Frameworks, which SPC initiated and led in 2015 but is handing over to GGP&I to lead in 2016.

- Strengthening communication of GGGI activities and results, and developing an Outreach Strategy to: (i) demonstrate policy relevance and visibility of GGGI´s knowledge outputs; (ii) implement a more strategic and selective approach in leveraging GGGI's institutional partnerships. Both priorities align to recommendations made by the recent Joint Donor Review.

- Ongoing support to GGGI's governance organs including the Assembly, Council and Management and Program Sub-Committee. SPC will also be reviewing the Establishment Agreement to assess potential changes that would better facilitate the joining of new GGGI Members such as the European Union.

1.6 Management and Administration (M&A)

M&A is responsible for managing the corporate functions and systems that support the overall running of GGGI. Overall, M&A's budget will increase from $6.8 million in 2015 to $7.3 million[3] in 2016. Although increasing in absolute terms due to increase in headcount and related administrative costs, M&A costs as a proportion of total core budget is reducing from 20% in 2015 to 19% in 2016. This represents some progress towards the corporate target of reducing the percentage of the total core budget spent on M&A down to 17% by 2020, and indicates that GGGI is enhancing its organizational efficiency despite the growth of GGGI's staffing and operations.

3 Including Corporate Shared Costs, which in 2015 was included under M&A but from 2016 will be shown as a separate budget line item.

M&A's work program priorities in 2016 will continue to focus on this overarching objective of delivering value for money, and include:

- Continued expansion of the Enterprise Resource Planning system introduced in 2015, with new modules in finance, HR and procurement to be added in 2016. This is important to not only strengthen the integrity and performance of our corporate functions, but also in improving staff productivity by reducing administrative burdens and freeing staff to concentrate more on programmatic issues.

- Further development of results-based management within GGGI, with a focus in 2016 on staff training in monitoring and reporting results, and undertaking project evaluations for the first time. In line with the recommendations of the Joint Donor Review, attention will also be paid to strengthening the quality of results planning and reporting.

- Completing HR initiatives include the skills gap analysis, a staff regrading exercise, new learning and development programs and implementing recruitment solutions to address the employment status of staff in countries of GGGI operations. This is important to ensure that GGGI is able to attract and retain the best talent available internationally as well as maximizing the use of existing talent.

1.7 Conclusion

The Strategic Plan 2015-20 laid out a clear and ambitious set of priorities for GGGI, as outlined above. The revised Work Program and Budget 2016 has been developed with these priorities firmly in mind, and overall, GGGI is on track to achieving them.

As reflected in the Corporate Results Framework, there is a clear line of sight between programmatic work and achievement of the three strategic outcomes outlined in GGGI's Strategic Plan 2015-20. The continued rollout of Country Planning Frameworks in 2016 will further strengthen the alignment of country programs and GGGI's strategic priorities.

The increased allocation of resources to innovative new initiatives on supporting national financing vehicles and INDC implementation clearly highlight the drive to move towards the 'right' (implementation and investment) side of the value chain. As confirmed in the recent Joint Donor Review, integration between GGP&I and KSD is now in full swing and driving forward the value chain approach in our in-country programs.

GGGI has made significant progress in limiting the spend on consultancy by a. utilizing in-house staff; b. procuring individual specialist consultancy inputs instead of large consultancy firms. Consistent with the Joint Donor Review (JDR) recommendation, GGGI has further reduced its consultancy budget in favor of hiring more in-house experts.

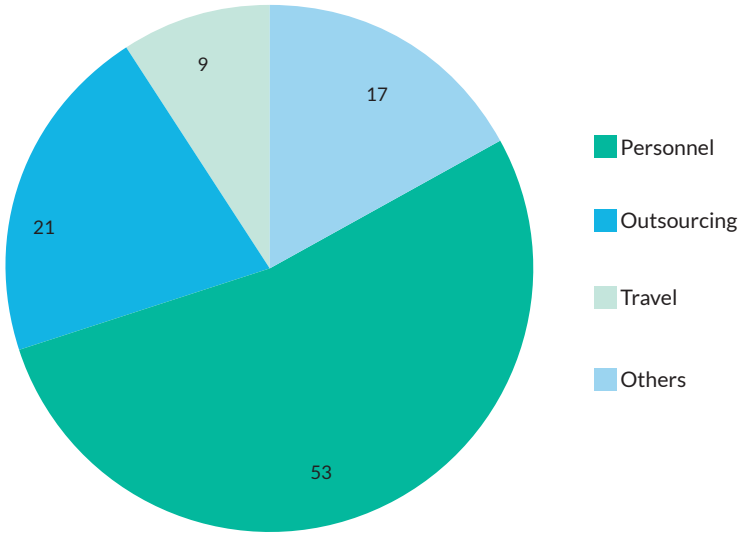


Figure 1: Revised % Allocation across Budget Groups 2016

In terms of rebalancing the allocations within country program portfolio, strong progress has been made in increasing our programmatic focus on LDCs. The 2016 budget will see 45% of total country program resources allocated to LDCs, which is a substantial step towards the target of 50% by 2020. While progress towards the 2020 target of allocating 87% of country program budgets to Member countries (LDCs and MICs) will remain unchanged between 2015 and 2016, the decision to maintain resources in many non-Member countries is based on some evidence of progress in membership intentions but also the need to a. remain engaged in fast growing economies that has major impact on global sustainability; b. the need to refocus GGGI´s engagements in MICs to focus more on South-South Cooperation.

Targets in the Strategic Plan	2014	2015		2016		2020
	Approved	Approved	Revised	Approved	Revised	
% of core country program budget allocated to Member LDCs	14%	29%	28%	32%	30%	**42%**
% of core country budget allocated to LDCs	14%	29%	37%	32%	45%	**50%**
% of core country budget allocated to MICs	86%	71%	63%	68%	55%	**50%**
% of core country budget allocated to Member LDCs and MICs	57%	78%	63%	88%	64%	**87%**
% spending on M&A	22%	23%	20%	21%	19%	**17%**
% spending on non programmatic cost	45%	44%	41%	43%	37%	**30%**

Progress on expanding GGGI's membership is closely linked to attaining the corporate target of reaching $40 million in core and earmarked funding respectively by 2020. On this goal, progress is mixed. Under the 2016 Work Program and Budget, revenue is close to reaching the target of $40 million (see Annex 1), but earmarked funding has decreased substantially from 2015 levels down to $7.9[4] million in 2016. The drop is primarily due to expiration of BMU and SDC funded projects in Thailand, Jordan, Peru and Mongolia, Vietnam and Peru respectively. A strong effort to drive progress on both membership and resource mobilization will be required in 2016 to address this.

GGGI continues to demonstrate progress in improving organizational efficiency and value for money. Steady progress is being made towards the 2020 target of reducing the proportion of total core budget spent on M&A to 17%, with this figure sitting at 19% in 2016, down from 20% in 2015. In addition, the share of total core budget allocated to non-programmatic costs has dropped from 41% in 2015 to 37% in 2016. Based on this, GGGI remains on track to reach the corporate goal of reducing this to 30% by 2020.

4 This does not take into account Ethiopia funding from Norway in 2016. Also funding for Indonesia, which is included in $ 7.9 is yet to be confirmed by Norway.

2. Green Growth Planning and Implementation (GGP&I)

2.1 Overview

GGP&I is the in-country delivery mechanism of GGGI. Working closely with KSD, its role is to assist developing and emerging countries in developing and implementing green growth models that simultaneously address economic growth, poverty reduction, social inclusion and environmental sustainability. Through its work, GGP&I also helps countries contribute to international efforts relating to sustainable development and climate change mitigation and adaptation. Subject to approval of the revised Work Program and Budget 2016, GGP&I will oversee delivery of a program portfolio covering 24 countries across Asia and the Pacific, the Middle East, Africa and Latin America.

GGP&I's approach to delivering its portfolio of programs reflects the three strategic priorities.

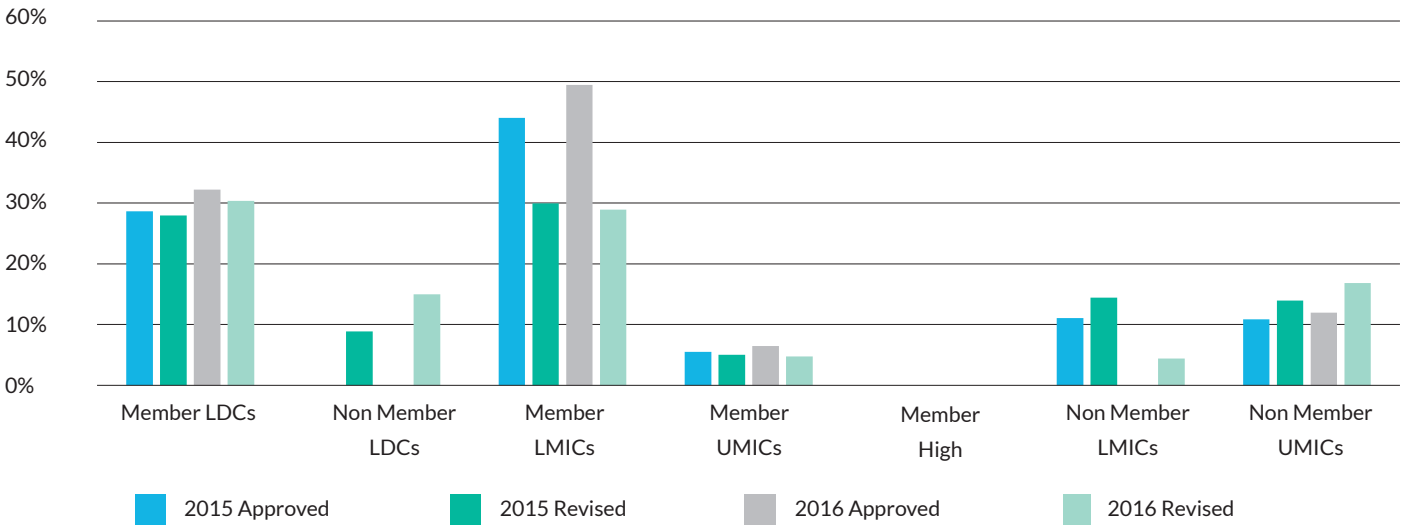
Alignment to GGGI's strategic outcomes: All in-country programs are designed to contribute to the three strategic outcomes set out in GGGI's Strategic Plan 2015-20: (1) strengthened national, sub-national and local green growth planning, financing and institutional frameworks; (2) increased green investment flows; and (3) multi-directional knowledge sharing and learning between South-South and South-North-South. This is reflected in the Corporate Results Framework (Annex 2), which links the results of individual country programs to GGGI's overall strategic outcomes. GGP&I's focus in 2015 has mostly centered on the first outcome, but this will begin to shift towards the second outcome in 2016, as country programs seek to move towards implementation and investment.

Balanced approach to LDCs and MICs: LDCs and MICs present different opportunities and challenges in terms of how green growth can be addressed. To maximize the potential for GGGI to deliver impact at the country, regional and international levels, taking a balanced approach is important. By 2020, GGGI aims to lift the proportion of core resources allocated to LDCs to 50%, and to Member LDCs and MICs combined to 87% by 2020. Allocation decisions between Members and non-Members must also take into consideration efforts and progress in bringing non-Member countries on board as GGGI Members.

Increasing strategic focus to maximize impact: As noted in the recent Joint Donor Review of GGGI, as an organization with limited resources, being as strategic and selective as possible is essential if GGGI is to achieve transformational change in the countries where it works. GGGI has begun taking steps to do this through the roll out of Country Planning Frameworks. Many of the new budget submissions for 2016 are also about repositioning some country programs more strategically in order to increase GGGI's potential impact.

Overall, this revised Work Program and Budget proposes a total core budget of $13.5 million for GGP&I, which represents an 23% increase from the total budget[5] of $11 million allocated in 2015. The increase is largely attributable to LDC expansion efforts as well as the transfer of budgets for mainstreaming safeguards, social inclusion and poverty reduction from other divisions, as this function will be consolidated in GGP&I from 2016 onwards. The key priority of this work in 2016 is to ramp up efforts to mainstream these issues into the delivery of country programs, including a stronger focus on gender in line with the Gender Strategy submitted to Council in November 2015.

Figure 2: % of Core Budget Allocation Across Member and Non Member Countries



5 Includes the Work Program & Budget 2015-16 and two supplementary budget requests in 2015.

The following sections summarize the existing and new proposed activities in 2016 for: (1) LDCs; (2) LMICs and UMICs; and (3) HICs. Particular emphasis will be given to how the above strategic priorities will be met.

2.2 Least Developed Countries

The year 2015 is marked by three major international gatherings: the 3rd International Conference on Financing for Development in Addis Ababa (FfD3); the UN Sustainable Development Summit in New York, where the new Sustainable Development Goals (SDGs) were adopted; and the UN Climate Change Conference (COP21) in Paris. The agreements emerging from these events present an interrelated set of opportunities and challenges for LDCs seeking to pursue green growth.

The SDGs lay out a broader, more balanced and more ambitious development agenda than the former MDGs, but one that presents LDCs with the greatest challenge given 47% of their population still live in extreme poverty. This challenge is exacerbated by impacts of climate change, to which LDCs contribute little but are most vulnerable. The commitments arising from the SDGs and COP21 will generate increased opportunities for LDCs to access international development and climate financing. However, as highlighted at FfD3, this will not be sufficient and finding innovative ways to mobilize private investment needs to be part of the solution.

In this context, the objective of increasing GGGI's focus on supporting LDCs progress towards green growth under GGGI's Strategic Plan 2015-2020 remains just as relevant, if not more so. The budgetary shift towards LDCs, as evident in the section below, is aimed towards creating an effective and balanced organization-wide approach to promoting green growth across LDCs and MICs given their unique characteristics.

In 2015, core funding allocations for LDCs totaled $2.6 million and included Rwanda, Cambodia and Vanuatu[6]. Although programmatic allocations to LDCs were targeted to increase from 14% in 2014 to 29% in 2015, operationalization of LDC Expansion Plan resulted in GGGI exceeding this target by 8% (i.e.: 37% of core resources allocated to LDCs, including LDC scoping). The increased budget for LDCs in 2016 will move GGGI closer to the corporate target of allocating 50% of core resources to LDCs by 2020.

In 2016, GGGI will continue to implement its existing LDC programs in Rwanda, Cambodia, Vanuatu and Ethiopia.

- In Rwanda, GGGI's program is supporting the Ministry of Infrastructure and Ministry of Environment and Natural Resources to develop green secondary cities as part of the government's Economic Development and Poverty Reduction Strategy II (2013-2018). Building on the completion of policymaking tools and an implementation roadmap in 2015, GGGI will focus on developing of investment strategies and bankable projects in target secondary cities in 2016. A new project will be initiated to manage the Environment and Climate Change fund of the Government of Rwanda. This is further explained in the section below.

- In partnership with the National Council for Sustainable Development and Ministry of Environment, GGGI's program in Cambodia is supporting green urbanization efforts to improve climate resilience and tackle poverty in urban areas. These efforts form part of the government's National Policy and Strategic Plan on Green Growth 2013-2030 which was adopted with the support of GGGI. In cooperation with the Asian Development Bank (ADB), the key results planned for 2016 include a Green City Strategic Plan and investment proposals for Phnom Penh.

- In Vanuatu, GGGI's program is supporting the Department of Energy and Ministry of Climate Change to strengthen the National Energy Roadmap, with a focus on improving energy efficiency and rural energy security. In 2016, the focus will be on finalizing recommended revisions to the Roadmap, as well as identifying priorities for implementation and options to finance these.

- GGGI's program in Ethiopia supports the government's Climate Resilient Green Economy (CRGE) initiative. GGGI's role includes assisting with the integration of climate resilient strategies into sectoral planning and supporting the CRGE Facility, a financing mechanism for CRGE. Through this initiative, the government aims to achieve middle-income status by 2025 with no net increase in greenhouse gas emissions. GGGI's priorities in 2016 include finalizing Country Planning Framework and, subject to ongoing earmarked funding, transitioning to a new phase of the program.

6 Ethiopia is funded by earmarked contribution from Norway.

Table 2: Revised Budget Allocation for Least Developed Countries 2015-2016

	Rwanda (Core)				Cambodia (Core)				Vanuatu (Core)				Senegal (Core)			
Member LDCs	2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$711.210	$419.322	$746.771	$1.179.183	$624.777	$237.844	$656.016	$373.635	$124.032	$69.295	$130.234	$123.332		$158.000		$329.386
Outsourcing	$253.500	$479.619	$266.175	$501.000	$116.600	$285.746	$122.430	$236.028	$133.333	$125.400	$140.000	$95.000		$85.000		$105.000
Travel	$99.800	$127.900	$104.790	$91.973	$54.000	$70.520	$56.700	$47.916	$36.000	$21.000	$37.800	$14.000		$42.000		$28.000
Conference	$45.000	$70.000	$47.250	$47.300	$12.500	$80.720	$13.125	$63.000	$17.864	$5.000	$18.757	$5.500		$20.000		$48.000
Professional	$145.280	$111.280	$152.544		$79.726	$25.000	$83.712	$10.000	$27.784		$29.173			$2.000		$9.000
Supplies and Maintenance	$12.000	$18.700	$12.600	$18.800	$1.800	$7.320	$1.890	$6.250		$2.250						
Information	$10.000	$17.500	$10.500	$28.000		$11.400		$10.000		$1.000		$500				$350
Rental	$10.800	$22.039	$11.340	$63.000		$12.250		$18.600	$6.000		$6.300	$1.200				$9.600
Acquisition	$22.000	$43.000	$23.100	$6.000		$10.000		$7.500	$4.000	$3.000	$4.200					
Communication	$22.800	$47.000	$23.940	$13.446	$300	$15.900	$315	$18.000	$6.000	$5.000	$6.300					$3.600
Training	$25.700	$61.000	$26.985	$4.000	$8.000	$6.000	$8.400	$8.000								
Others	$6.000	$7.250	$6.300	$3.374		$9.804		$5.940	$6.000	$3.870	$6.300	$1.814		$5.000		
Overhead																
Sub Total	$1.364.090	$1.424.610	$1.432.295	$1.956.075	$897.703	$772.504	$942.588	$804.869	$361.013	$235.815	$379.064	$241.346		$312.000		$532.936

*Revised budget of 2015 in some cases have increased compared to the approval due to deferred commitments from 2014.

*Revised budget of 2015 in some cases includes budget approved under supplementary request

*Cost of Office of the ADG has been subtracted from the revised budget

*Budget for Ethiopia for 2016 is subject to approval of no cost extension proposal or new funding from Norway

(continued) Table 2: Revised Budget Allocation for Least Developed Countries 2015-2016

	Total Core				Ethiopia (Norway)			
Member LDCs	2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$1.460.019	$884.461	$1.533.020	$2.005.537	$2.171.213	$1.450.235		
Outsourcing	$503.433	$975.765	$528.605	$937.028	$1.187.780	$1.912.888		
Travel	$189.800	$261.420	$199.290	$181.889	$242.000	$177.500		
Conference	$75.364	$175.720	$79.132	$163.800	$60.000	$95.000		
Professional	$252.790	$138.280	$265.430	$19.000	$40.000	$199.000		
Supplies and Maintenance	$13.800	$28.270	$14.490	$25.050	$208.600	$114.624		
Information	$10.000	$29.900	$10.500	$38.850	$19.000	$2.400		
Rental	$16.800	$34.289	$17.640	$92.400	$52.209	$89.209		
Acquisition	$26.000	$56.000	$27.300	$13.500	$133.800	$183.500		
Communication	$29.100	$67.900	$30.555	$35.046	$52.800	$50.490		
Training	$33.700	$67.000	$35.385	$12.000	$6.000	$10.000		
Others	$12.000	$25.925	$12.600	$11.127	$40.500	$21.640		
Overhead					$337.112	$337.216		
Sub Total	$2.622.806	$2.744.929,34	$2.753.946,30	$3.535.226,08	$4.551.014	$4.643.702		

(continued) Table 2: Revised Budget Allocation for Least Developed Countries 2015-2016

	Nepal (Core)				Uganda (Core)				LDC Expansion (Core)				Total Core				Total Core for Member and Non Member LDCs			
Non Member LDCs	2015		2016		2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel		$158.000		$333.386		$158.000		$329.386		$70.000		$330.000		$386.000		$992.772	$1.460.019	$1.270.461	$1.533.020	$2.998.309
Outsourcing		$65.000		$69.000		$70.000		$186.000		$90.000		$200.000		$225.000		$455.000	$503.433	$1.200.765	$528.605	$1.392.028
Travel		$25.000		$36.000		$30.000		$28.000		$90.000		$36.000		$145.000		$100.000	$189.800	$406.420	$199.290	$281.889
Conference		$12.000		$13.600		$10.000		$35.000		$60.000		$84.000		$82.000		$132.600	$75.364	$257.720	$79.132	$296.400
Professional		$2.000		$23.800		$2.000		$8.000						$4.000		$31.800	$252.790	$142.280	$265.430	$50.800
Supplies and Maintenance				$650												$650	$13.800	$28.270	$14.490	$25.700
Information				$5.000												$5.000	$10.000	$29.900	$10.500	$43.850
Rental								$9.600								$9.600	$16.800	$34.289	$17.640	$102.000
Acquisition				$5.664												$5.664	$26.000	$56.000	$27.300	$19.164
Communication				$2.900				$3.600		$15.000				$15.000		$6.500	$29.100	$82.900	$30.555	$41.546
Training																	$33.700	$67.000	$35.385	$12.000
Others		$5.000				$5.000								$10.000			$12.000	$35.925	$12.600	$11.127
Overhead																				
Sub Total		$267.000		$490.000		$275.000		$599.586		$325.000		$650.000		$867.000		$1.739.586	$2.622.806	$3.611.929	$2.753.946	$5.274.812

*LDC expansion budget is attributed to Non Member Countries
*LDC expansion budget for 2015 is under SPC but will be moving to GGP&I from 2016 onwards

The additional budget sought for 2016 will be directed to LDC work in the following areas: (1) continuation of the LDC Expansion Plan; (2) commencement of new programs in Senegal, Uganda and Nepal; (3) a new project in Rwanda.

In 2015, GGGI's LDC Expansion Plan charted the course towards GGGI's strategic goal of increasing its resources and impact in LDCs. The plan details a phased approach in the scoping expansion into new LDCs. Phase I (Initiation) targets country selection in LDC programming opportunities that are consistent with GGGI strategic priorities through desk-based research and stakeholder consultation. Phase II (Design) delves further into strategic analysis and in-country consultation in identified LDCs to determine the relevance and likely areas of feasibility for GGGI's interventions and potential for membership. Phase III (Scoping project) involves direct program implementation by GGP&I. The results from this phase will set the foundation for long-term programmatic engagement.

As a result of implementation of the plan, GGGI has completed Phase II (Design) in Nepal, Senegal and Uganda using the supplementary budget approved for this purpose by the Council in July 2015. In 2016, these country programs will move into full delivery phase. The interventions range from applying GGGI's Green Growth Potential Assessment tool in Nepal, to operationalizing the National Climate Fund in Senegal, to supporting green secondary city development in Uganda. The activities are directly aligned to strategic outcomes 1 and 2 under GGGI's Strategic Plan, namely "strengthened national, sub-national, local green growth planning, financing and institutional frameworks" and "increased green investment".

Responding to a request by the Government of Rwanda, additional budget of $800,000 is sought for a new project to provide management and capacity development support to the National Fund for Environment and Climate Change. With capitalization of $49 million, it is currently the largest demand-based climate change fund in Africa. This addition to GGGI's Rwanda program will not only strengthen GGGI's niche in supporting national financing mechanisms but also provides a unique opportunity to be engaged in a flagship initiative of the Rwandan Government. The project will also support the international climate agenda, with the potential the Fund to finance Rwanda's Intended Nationally Determined Contributions (INDCs) submitted as part of COP21. GGGI will also be providing technical support to prepare bankable projects on behalf of the Fund for additional financing by the Green Climate Fund and other multilateral and bilateral financing institutions. This will be combined with GGGI's effort to further capitalize the fund after COP21.

Given the increasing importance of LDCs in GGGI's country program portfolio, a dedicated Program Development Unit (PDU) will be established within GGPI to manage LDC expansion. The new unit will ensure all three phases of the LDC Expansion Plan are carefully and effectively planned and managed before a country program moves to full delivery phase. The unit will also support new program operations in Nepal, Senegal and Uganda until GGGI's in-country staffing presence is fully established. The Unit will be GGGI's the key focal point for LDC scoping work, interfacing with government representatives and overseeing internal coordination. Taking the recent Joint Donor Review recommendations into consideration, the PDU will ensure that interventions in new LDCs do not overstretch GGGI's limited resources and that new country programs carefully prioritize work areas based on the most strategic partnerships and potential to achieve transformational impacts. Consistent with GGGI's policy of focusing on Member countries, GGGI will continue to pursue membership as a criteria for starting operations in all new LDCs.

Subject to Council approval, a total of $5.2 million will be allocated to seven LDCs (in delivery) as well as LDC expansion efforts in 2016. This translates to 67% budget allocated for Members and 33% to non-Members LDCs in 2016. In addition, three countries - Myanmar, Laos and Mozambique – will move from Phase II (Design) in 2015 to Phase III (Scoping) in 2016 with an investment of $100,000 for each. The results from scoping phase will set the foundation for long-term programmatic engagement. Resource mobilization efforts are also underway in Ethiopia to secure further earmarked funding for 2016-2019.

2.3 Lower and Upper Middle Income Countries

MICs share some similar opportunities and challenges with LDCs with respect to meeting the Sustainable Development Goals and any agreement emerging from COP21 later in 2015. With over 960 million people or 72% of the world's poor living in MICs, efforts to achieve sustainable and inclusive economic growth and poverty reduction are as important for many MICs as they are LDCs. Similarly, MICs also face significant vulnerabilities to the impacts of climate change. At the same time, a distinguishing feature of MICs is the opportunity to focus more on climate change mitigation, as 50% of global CO2 emissions come from these countries. In this context, engagement with BRICS countries is also particularly important, both in terms of potential impact and influencing international cooperation and policy agendas on climate change, green growth and other issues.

Under this revised Work Program and Budget, core resources to LMICs and UMICs remain steady in absolute terms at $6.3 million in 2016 compared to $6.2m in 2015[7]. As proportion of the total country program budget, LMICs and UMICs together will make up 55% of GGP&I country program budget in 2016, which is down from 63% in the previous year. This is in line with GGGI's priority of increasing the share of resources to LDCs in order to achieve the desired balance within the portfolio.

While the proportion of total country program budget to non-Member countries (LMICs and UMICs) will decrease from 28% in 2015 to 21% in 2016, this will not translate immediately into a greater share for Member countries. The proportion of total country program budget to Members in 2016 will stay largely steady at 34%, compared to 35% in 2015, due mainly to the expansion of programming in LDCs. Overall, the 2016 budget will see a moderate progress towards GGGI's target[8] of allocating 87% of total country program budget to Member LDCs and MICs by 2020 (from 63% in 2015 to 64% in 2016). This decision reflects evidence of progress in membership discussions in a number of countries, including Colombia and China.

An issue requiring attention is the scheduled end of earmarked funding from BMU and SDC in June 2016 for country programs in Peru, Thailand, Jordan, Mongolia and Vietnam. GGGI has initiated resource mobilization steps to ensure continuity of funding and minimize disruption to these programs and government counterparts. A concept note for International Climate Initiave (IKI) was submitted for continued operations in Jordan. GGGI is also in discussion with Japan International Cooperation Agency (JICA) for possible funding in Vietnam and Mongolia, among others. GGGI will monitor developments closely, particularly the Thailand country program that relies exclusively on earmarked funding from BMU and seek Council advice in the event alternatives sources of earmarked funding cannot be ensured.

2.3.1 Lower Middle Income Countries

Existing country programs in LMICs already approved for delivery in 2016 include Fiji, Mongolia, Philippines, Vietnam and Morocco.

Existing programs in 2016: Member LMICs

- In Fiji, GGGI will be supporting the Ministry of Finance to mainstream green growth into national planning and infrastructure delivery, with a focus in 2016 on preparing projects for investment consideration and capacity building.

- In Mongolia, GGGI's core-funded program is supporting the government to implement its National Green Development Policy (NGDP). Key results planned for 2016 include an action plan on energy efficient public buildings as part of the implementation of the NGDP. With earmarked funding support from SDC, GGGI will also support the Ministry of Environment and Green Development to strengthen the information assets and systems on which water management decisions are based. Future programming in Mongolia will be guided by a new Country Planning Framework, which identifies clean energy, green urban infrastructure development and sustainable water resource management as the key focus areas.

- Consistent with its new Country Planning Framework for the Philippines, GGGI will continue supporting the Climate Change Commission to replicate the successful ecotown approach piloted in San Vicente to 300 additional local government units, replicate the product "green investment guidelines" from Vietnam, as well as scaling up the approach to the provincial level.

- To support the government's National Strategy on Green Growth (2011-20), GGGI's core-funded program in Vietnam will support the Ministry of Planning and Investment to develop a national strategy for green city development and guidelines for green growth investments in partnership with the Asian Development Bank. With earmarked support from SDC, GGGI is also assisting Vietnam's National Mekong Committee to mainstream green growth into water sector policies.

7 Includes the Work Program & Budget 2015-16 and two supplementary budget requests in 2015.
8 p.24, GGGI Strategic Plan 2015-20

Table 3: Revised Budget Allocation for Lower Middle Income Countries 2015-2016

	Fiji (Core)				Mongolia (Core)				Philippines (Core)				Vietnam (Core)			
Member LMICs	2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$209.306	$69.295	$219.771	$123.332	$585.646	$306.532	$614.928	$338.490	$456.843	$389.998	$479.685	$703.975	$629.590	$270.067	$661.070	$340.403
Outsourcing	$50.000	$104.000	$52.500	$69.000	$185.000	$248.459	$194.250	$237.500	$410.100	$436.410	$430.605	$623.200	$154.500	$297.290	$162.225	$191.200
Travel	$36.000	$31.750	$37.800	$36.000	$46.285	$33.102	$48.599	$33.000	$43.940	$122.010	$46.137	$119.740	$26.000	$45.053	$27.300	$42.500
Conference	$17.500	$11.000	$18.375	$5.173	$31.110	$22.798	$32.666	$52.200	$74.000	$62.500	$77.700	$95.600	$25.000	$114.230	$26.250	$79.250
Professional	$27.784		$29.173		$13.000	$24.732	$13.650	$32.000	$1.000	$12.000	$1.050	$5.000		$18.069		$20.000
Supplies and Maintenance		$2.250		$1.200	$13.200	$4.237	$13.860	$1.200	$22.900	$9.050	$24.045	$13.600		$4.740		$6.000
Information		$2.000		$1.000	$10.000	$28.327	$10.500	$15.000	$10.500	$17.800	$11.025	$19.000	$11.400	$10.400	$11.970	$16.000
Rental	$4.500		$4.725	$821					$12.000	$14.900	$12.600	$14.400	$24.000	$12.500	$25.200	$21.000
Acquisition	$4.000	$4.000	$4.200	$2.000		$9.500			$28.000	$28.500	$29.400	$5.400		$17.500		$4.428
Communication	$4.500	$7.000	$4.725	$1.200	$14.400	$3.881	$15.120	$9.338	$554	$13.800	$582	$16.700		$10.849		$47.100
Training					$10.000	$15.000	$10.500		$72.000	$2.000	$75.600	$4.000				$12.000
Others	$7.424	$4.548	$7.795	$1.620	$49.600	$3.431	$52.080	$2.700	$2.100	$1.520	$2.205	$3.000	$4.901	$7.283	$5.146	$1.560
Overhead										$73.000						
Sub Total	$361.014	$235.843	$379.065	$241.346	$958.241	$700.000	$1.006.153	$721.428	$1.133.937	$1.183.488	$1.190.634	$1.623.615	$875.391	$807.982	$919.161	$781.441

*Philippines budget reflects combined budget of three projects

*Vietnam (SDC) budget for 2016 is subject to change

(continued) Table 3: Revised Budget Allocation for Lower Middle Income Countries 2015-2016

	Indonesia (Core)				Total Core			
Member LMICs	2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$364.078		$382.282		$2.245.463	$1.035.892	$2.357.736	$1.506.201
Outsourcing	$130.990		$137.540		$930.590	$1.086.159	$977.120	$1.120.900
Travel	$45.000		$47.250		$197.225	$231.916	$207.086	$231.240
Conference	$12.000		$12.600		$159.610	$210.528	$167.591	$232.223
Professional	$4.500		$4.725		$46.284	$54.801	$48.598	$57.000
Supplies and Maintenance	$18.630		$19.562		$54.730	$20.277	$57.467	$22.000
Information	$21.000		$22.050		$52.900	$58.527	$55.545	$51.000
Rental	$31.500		$33.075		$72.000	$27.400	$75.600	$36.221
Acquisition	$2.700		$2.835		$34.700	$59.500	$36.435	$11.828
Communication	$9.500	$10.850	$9.975		$28.954	$46.380	$30.402	$74.338
Training	$14.000		$14.700		$96.000	$17.000	$100.800	$16.000
Others	$46.700		$49.035		$110.725	$16.783	$116.261	$8.880
Overhead						$73.000		
Sub Total	$700.598	$10.850	$735.628		$4.029.181	$2.938.163	$4.230.640	$3.367.830

*Indonesia core revised budget for 2015 reflects legal commitments from 2014 GIMS project
*Indonesia earmarked revised budget for 2016 is yet to be approved (budget may be changed)

(continued) Table 3: Revised Budget Allocation for Lower Middle Income Countries 2015-2016

	Mongolia (SDC)				Vietnam (SDC)				Indonesia (Norway)				Total Earmark			
Member LMICs	2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel					$47.767	$2.413	$42.051	$1.620	$651.553	$946.036		$1.791.676	$699.320	$948.449	$42.051	$1.793.296
Outsourcing		$150.900		$43.200	$100.000	$49.350		$18.940	$224.490	$1.904.888		$564.240	$324.490	$2.105.138		$626.380
Travel		$600		$12.300	$20.000	$14.040	$8.000	$8.167	$64.800	$70.600		$144.000	$84.800	$85.240	$8.000	$164.467
Conference		$15.000		$15.000	$29.567	$17.000		$8.000	$7.000	$26.000		$25.000	$36.567	$58.000		$48.000
Professional		$10.000		$9.400					$4.500	$100.350		$140.000	$4.500	$110.350		$149.400
Supplies and Maintenance		$720		$390					$18.630	$39.060		$72.000	$18.630	$39.780		$72.390
Information		$3.550		$10.328	$12.500	$1.000		$3.640	$19.500	$61.500		$60.000	$32.000	$66.050		$73.968
Rental									$31.500	$32.400		$66.000	$31.500	$32.400		$66.000
Acquisition									$2.700	$9.900		$54.996	$2.700	$9.900		$54.996
Communication		$2.000		$2.240					$9.500	$34.500		$72.000	$9.500	$36.500		$74.240
Training									$27.000	$73.088		$96.000	$27.000	$73.088		$96.000
Others		$3.230		$600	$1.400	$222		$240	$900	$14.073		$37.200	$2.300	$17.525		$38.040
Overhead		$14.000		$6.542	$39.000	$17.072		$10.198	$74.660	$206.436		$218.618	$113.660	$237.509		$235.357
Sub Total		$200.000	$0	$100.000	$250.234	$101.097	$50.051	$50.805	$1.136.733	$3.518.831		$3.341.730	$1.386.967	$3.819.928	$50.051	$3.492.534

(continued) Table 3: Revised Budget Allocation for Lower Middle Income Countries 2015-2016

	India (Core)				Morocco (UAE)			
non-Member LMICs	2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$233.393	$408.053		$310.000	$164.512	$152.735	$169.447	$224.110
Outsourcing	$668.227	$836.525		$47.600	$50.000	$77.697	$51.500	$60.400
Travel	$59.850	$69.630		$18.000	$50.000	$50.000	$51.500	$15.000
Conference	$23.500	$27.950		$21.450	$25.000	$25.000	$25.750	$10.000
Professional				$57.800	$5.000	$5.000	$5.150	
Supplies and Maintenance	$2.625	$5.136		$4.750	$3.600	$3.600	$3.708	$3.600
Information		$10.950		$6.000	$5.000	$5.000	$5.150	
Rental	$20.880	$36.880		$38.400				
Acquisition		$1.500						$1.300
Communication	$1.260	$2.510		$1.800				$675
Training		$12.500						$4.680
Others	$280	$2.430		$1.200	$1.400	$1.400	$1.442	
Overhead					$39.586	$39.586	$40.774	$25.000
Sub Total	$1.010.015	$1.414.064		$507.000	$344.098	$360.018	$354.421	$344.765

*Indonesia core for 2015 revised budget reflects legal commitments from 2014 GIMS project
*Indonesia earmarked revised budget for 2016 is yet to be approved (budget may be changed)

Existing programs in 2016: non-Member LMICs

- In Morocco, GGGI with earmarked funding from the UAE is working with the Ministry of Energy, Mining, Water and Environment to develop a roadmap to implement Morocco's National Sustainable Development Strategy.

In addition to these existing programs, additional budget is sought for three new LMIC projects in the Philippines and India in 2016. The proposals in both countries endeavors to reposition GGP&I more strategically in both countries to increase GGGI's visibility and impact, consistent with the recommendations of the recent Joint Donor Review.

New programs in 2016: Member LMICs

- In the Philippines, GGGI proposes scoping for two new projects. The first project will focus on a partnership with the National Economic and Development Agency (NEDA) to integrate green growth into 'Filipino 2040 Vision', which will guide development planning in the Philippines for the next 25 years. The second project aims to support the Climate Change Commission to strengthen the implementation of the 'People's Survival Fund', a national financing mechanism established to support climate change adaptation efforts at sub-national levels.

New programs in 2016: non-Member LMICs

- In India, building on successful programs at the sub-national level in Karnataka and other states, GGGI proposes to scope a new project to partner with NITI Aayog, a new national institution established and chaired by current Prime Minister Modi which replaces the former Planning Commission. The project proposes to work with NITI Aayog to support implementation of India's Intended Nationally Determined Contribution submitted to COP21 in Paris, with a focus on the renewable energy and energy intensity targets within this.

2.3.2 Upper Middle Income Countries

Existing country programs in UMICs already approved for delivery in 2016 include Mexico, Colombia, Peru, and Thailand. The South Africa program has been put on hold with no budget allocated in 2016, as there has been limited progress on membership.

Existing programs in 2016: Member UMICs

- In Mexico, GGGI will continue working with the Megalopolis Environmental Commission (CAMe) and other partners to develop policies and fiscal instruments for the transport sector that help reduce greenhouse gas emissions, improve air quality and urban mobility. To help Mexico accelerate the deployment of clean energy and other green technologies, GGGI is also preparing advice on advice on policy reforms to drive innovation and investment in technologies identified as most relevant to the Mexican context.

- GGGI's program in Jordan, currently funded by BMU, will continue working on two main pillars namely the development of two key strategic policy instruments — the National Green Growth Plan and the Implementation Roadmap — and the strengthening of the institutional framework and stakeholders´capacity. Currently the situation analysis and the green growth vision underpinning the Green Growth Plan and Roadmap are under finalization while an institutional engagement plan has been completed and is under review by the Government´s. In addition, a capacity needs assessements has been finalized together with the aim to develop a full capacity building strategy.

Existing programs in 2016: non-Member UMICs

- GGGI's new Country Planning Framework for Colombia identifies mainstreaming of green growth into national development policies, mobilizing sectoral green growth investments and sustainable forestry as the key areas of focus for GGGI in the medium term. In line with this, GGGI will continue to: (1) support the establishment of a payment-for-performance scheme to reduce deforestation in the Amazon; and (2) in partnership with the National Planning Department, mainstream green growth into Colombia's National Development Plan as well as sub-national and sectoral policies and investments. During 2015, Colombia formally advised that it had commenced the process to join GGGI as a Member.

- In Peru, GGGI's core-funded program will continue working with the National Competitiveness Council on policies to improve the efficiency and productivity of natural resources use in economic activity. With earmarked funding

support from SDC, GGGI will also be supporting the National Water Authority to implement the National Water Resources Plan and prioritize investments that contribute to this. GGGI is also in the process of seeking continued earmarked funding for its support to Peru's forestry sector relating to the National Forest and Wildlife Plan, which is due to cease in June 2016.

- GGGI's program in Thailand is supported by earmarked funding from BMU until June 2016. The priority is to complete remaining work on measures to reduce greenhouse gas emissions in targeted industrial sub-sectors, as part of Thailand's Climate Change Master Plan. As Jordan, continuation of the program is subject to further funding decisions by BMU.

New programs in 2016: non-Member UMICs

- On the basis of positive discussions with China regarding membership during 2015, GGGI proposes to continue its program in China in 2016 and is requesting additional budget for this purpose. To add momentum to membership progress and further strengthen visibility and impact, the 2016 program has been recalibrated to focus on green growth policy implementation, development of bankable projects and knowledge sharing with four key partners: China Council for International Cooperation in Environment and Development (CCICED), Policy Research Center of Environment and Economy (PRCEE), Development Research Center (DRC) of the State Council and Energy Resource Institute of National Development and Reform Commission (ERI-NDRC). All four partners will provide co-financing support to the program in 2016.

- Peru — There are several short term priorities of the Government of Peru, including the ambition to become a member of OECD by next year, implementing national diversification strategy, developing a national green growth strategy, delivery of the SDGs, as well as implementation of INDCs. With additional budget request, GGGI proposes to support the development of a strategy that can connect the dots between these various initiatives and define a set of relevant policy interventions for priority actions. A technical mission will be initiated to further discuss the proposal before finalizing it.

2.4 High Income Countries

Existing pro*grams in 2016*: Member HIC

- In UAE, GGGI's program will continue to support national partners to develop and implement UAE's National Green Growth Strategy to help drive economic diversification and reduce reliance on oil. The priorities in 2016 include supporting implementation of the strategy in priority sectors through a 'green growth help desk' and institutional capacity building. The program is supported through earmarked funding from UAE.

No additional budget is sought in 2016 for HICs.

2.5 Other Program Support Cost

In the WPB 2015-16, direct supervision and management cost were incorporated in individual projects (see WPB, page 15, footnote 1). In order to provide more clarity in costing, a cost center for Office of the ADG has been created. The cost center reflects all management cost associated with ADGs, their respective directors, as well as support staff members. This will ensure better transparency in accounting, financial management and monitoring. This does not change overall approved project and division budget ceiling of GGP&I[9].

9 Same principle has been applied to budget for the Office of the ADG for KSD

Table 4: Revised Budget Allocation for Upper Middle Income Countries and HIC 2015-2016

Members UMICs and UAE	Mexico (Core)				Jordan (BMU)				UAE (UAE)				Total Core				Total Earmarked			
	2015		2016		2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$120.000	$128.466	$132.000	$261.591	$216.817	$154.536		$108.379	$527.601	$492.786	$543.429	$696.199	$120.000	$128.466	$132.000	$261.591	$744.418	$647.322	$543.429	$804.578
Outsourcing	$365.000	$347.495	$401.500	$265.414	$435.178	$322.050		$357.003	$100.000	$482.485	$103.000	$136.500	$365.000	$347.495	$401.500	$265.414	$535.178	$804.535	$103.000	$493.503
Travel		$2.100		$6.000	$99.555	$96.315		$76.330	$39.000	$39.000	$40.170	$55.620		$2.100		$6.000	$138.555	$135.315	$40.170	$131.950
Conference	$15.000	$9.000	$16.500		$44.210	$25.320		$30.370	$89.500	$134.315	$92.185	$72.000	$15.000	$9.000	$16.500		$133.710	$159.635	$92.185	$102.370
Professional				$14.000		$6.000		$6.000	$15.500		$15.965					$14.000	$15.500	$6.000	$15.965	$6.000
Supplies and Maintenance		$320		$1.371	$10.000	$9.000		$1.400				$62.212		$320		$1.371	$10.000	$9.000		$63.612
Information		$600				$1.200		$19.000		$5.500		$7.500		$600				$6.700		$26.500
Rental												$374.920								$374.920
Acquisition		$3.300												$3.300						
Communication	$600		$660	$2.284	$7.084	$2.997		$1.750				$22.800	$600		$660	$2.284	$7.084	$2.997		$24.550
Training												$10.000								$10.000
Others		$49			$5.000							$5.494		$49			$5.000			$5.494
Overhead					$65.427	$70.428		$24.009	$100.308	$100.308	$103.317	$187.621					$165.735	$170.736	$103.317	$211.630
Sub Total	**$500.600**	**$491.330**	**$550.660**	**$550.660**	**$883.271**	**$687.846**		**$624.241**	**$871.909**	**$1.254.394**	**$898.066**	**$1.630.866**	**$500.600**	**$491.330**	**$550.660**	**$550.660**	$1.755.180	$1.942.240	$898.066	$2.255.107

*Rental for UAE has been moved from M&A budget to Country Budget
*Peru (SDC) budget for 2016 is subject to change
*Kazakhstan project was closed as reported to the Council previously

(continued) Table 4: Revised Budget Allocation for Upper Middle Income Countries and HIC 2015-2016

	Colombia (Core)				South Africa (Core)				China (Core)				Peru (Core)				Total Core			
Non Members UMICs	2015		2016		2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$175.669	$119.540	$184.452	$209.867	$93.895	$112.183			$170.000	$357.850		$392.988	$87.175	$48.925	$350.000	$131.699	$526.739	$638.498	$534.452	$734.554
Outsourcing	$211.999	$224.149	$222.599	285000		$18.800				$140.000		$108.000	$156.000	$148.050	$100.000	$453.463	$367.999	$530.999	$322.599	$846.463
Travel	$21.220	$27.550	$22.281	11000	$3.300	$32.100				$20.600		$80.000	$14.000		$64.000	$25.000	$38.520	$80.250	$86.281	$116.000
Conference	$5.500	$11.187	$5.775			$20.000				$4.000		$124.000	$3.000	$3.000	$4.500	$6.000	$8.500	$38.187	$10.275	$130.000
Professional	$9.000	$6.000	$9.450	2000						$5.000		$36.800				$15.000	$9.000	$11.000	$9.450	$53.800
Supplies and Maintenance	$50	$450	$53	100		$650				$2.600		$3.600				$1.402	$50	$3.700	$53	$5.102
Information		$6.151				$400				$6.000		$12.000				$3.000	$0	$12.551		$15.000
Rental	$6.400	$3.200	$6.720	2400		$2.500										$28.800	$6.400	$5.700	$6.720	$31.200
Acquisition		$3.484																$3.484		
Communication	$1.440	$1.015	$1.512	1320	$2.760	$1.800				$2.800		$8.800			$5.000	$2.437	$4.200	$5.615	$6.512	$12.557
Training		$15.000		2000		$4.400				$5.000					$12.000		$0	$24.400	$12.000	$2.000
Others	$29.000	$10.271	$30.450	3299,44		$405				$0		$3.000				$2.400	$29.000	$10.676	$30.450	$8.699
Overhead		$0								$0										
Sub Total	$460.278	$427.998	$483.292	$516.986	$99.955	$193.238			$170.000	$543.850		$769.188	$260.175	$199.975	$535.500	$669.201	$990.408	$1.365.061	$1.018.792	$1.955.375

(continued) Table 4: Revised Budget Allocation for Upper Middle Income Countries and HIC 2015-2016

	Thailand (BMU)				Peru (BMU)				Peru (SDC)				Kazakhstan (EBRD)				Total Earmarked			
Non Members UMICs	2015		2016		2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$337.325	$442.326		$39.105	$40.975	$40.976			$19.282	$38.565	$20.246	$24.006	$18.749				$416.331	$521.866	$20.246	$63.111
Outsourcing	$466.670	$361.671		$225.611	$376.378	$386.867			$161.000	$141.825	$160.000	$231.926	$274.220				$1.278.268	$890.364	$160.000	$457.537
Travel	$46.084	$46.085		$48.400	$39.336	$28.500			$6.500	$6.500	$7.350		$27.680				$119.600	$81.084	$7.350	$48.400
Conference	$6.000	$6.000		$54.500	$7.000	$12.382					$2.100	$5.000	$33.210				$46.210	$18.382	$2.100	$59.500
Professional				$16.500							$754	$16.500	$23.600				$23.600		$754	$33.000
Supplies and Maintenance	$2.500	$2.500		$8.000	$400							$600					$2.900	$2.500		$8.600
Information	$4.500	$4.500		$9.000		$11.739						$1.142					$4.500	$16.239		$10.142
Rental				$3.500	$16.200	$16.190											$16.200	$16.190		$3.500
Acquisition													$7.200				$7.200			
Communication	$3.600	$3.600		$3.500									$3.000				$6.600	$3.600		$3.500
Training	$27.000	$27.000		$2.000									$1.200				$28.200	$27.000		$2.000
Others				$2.550		$18.100						$1.200	$5.940				$5.940	$18.100		$3.750
Overhead	$36.226	$36.224		$16.507					$13.000	$13.110		$19.626	$75.200				$124.426	$49.334		$36.133
Sub Total	$929.905	$929.905		$429.173	$480.289	$514.754			$199.782	$200.000	$190.450	$300.000	$469.999				$2.079.975	$1.644.659	$190.450	$729.173

Table 5: Revised Budget Allocation for Office of the ADG and Other Programmatic Support Functions for GGP&I 2015-2016

	ADG GGPI				Cross Cutting				Community of Practice				Sustainability & Safeguards			
	2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel		$1.024.479		$1.128.720												$247.416
Outsourcing										$15.027				$40.000		$30.000
Travel		$103.000		$120.000										$50.000		$50.000
Conference		$22.362		$32.866												
Professional																
Supplies and Maintenance																
Information		$3.000														$10.000
Rental																
Acquisition																
Communication																
Training		$10.000														
Others		$1.354				$153										
Overhead																
Sub Total		$1.164.195		$1.281.586		$153				$15.027				$90.000		$337.416

(continued) Table 5: Revised Budget Allocation for Office of the ADG and Other Programmatic Support Functions for GGP&I 2015-2016

	Poverty Reduction				Total				Country Selection (BMU)			
	2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel				$94.800		$1.024.479		$1.470.936				
Outsourcing				$116.000		$55.027		$146.000		$72.000		
Travel				$64.000		$153.000		$234.000		$42.900		
Conference						$22.362		$32.866		$10.000		
Professional												
Supplies and Maintenance										$600		
Information				$14.800		$3.000		$24.800				
Rental												
Acquisition												
Communication												
Training				$8.000		$10.000		$8.000				
Others						$1.506						
Overhead										$5.020		
Sub Total				$297.600		$1.269.375		$1.916.602		$130.520		

*$152.8 under the budget category of "Others" was a deferred commitment from 2014 adjusted under 2015 budget
*Budget for poverty reduction project is proposed to move from KSD to GGP&I
*Budget for Sustainability and Safeguards is proposed to move from ODU to GGP&I

Project Briefs: Least Developed Countries (LDCs)

Rwanda

Background

Project Title	Technical Support to the Rwanda National Fund for Environment and Climate Change (FONERWA) Facility
Owning Division/Department	GGP&I
Country/Regional/Global Implementation	Country
Project Start Date	January, 2016
Funding Source	Core
Proposed Budget	**2016: $ 800.000**
International Partners	UNDP, KfW, SIDA, DFID
National Counterparts	Ministry of Environment and Natural Resources, Rwanda Environment Management Authority Ministry of Finance and Economic Planning, Ministry of Infrastructure

Project Context

The Government of Rwanda (GoR) has been implementing a cross sectoral strategy, the Green Growth and Climate Resilient Strategy (GGCRS) with the support of the National Fund for Environment and Climate Change (FONERWA). The Fund, FONERWA, was established in 2012 with the support of DFID on both the creation (capitalization) and the initial operation of the fund, aiming to mobilize domestic and international climate finance, and secure sustainable financing to support projects which contribute to environmental sustainability, climate change resilience, and green growth. The operationalization of FONERWA for the past three years has demonstrated that GoR is committed to maintaining the Fund's momentum and continuing the transition in the institutional status of the Fund to become fully owned and managed by GoR.

The Fund has been successful in its objective of mobilizing climate finance for Rwanda, not only by securing additional capital injections from other development partners, including $ 9 million from the German Development Bank (KfW), but also by leveraging international climate finance for other parts of Government and helping to secure a Least Developed Countries Fund (LDCF) project managed by the African Development Bank (AfDB) ($ 9 million). With total capitalization of $ 49 million, FONERWA is the largest demand based fund in Africa. There is indication from the Swedish International Development Cooperation Agency (SIDA) that its ODA for environment and climate change will be channeled through FONERWA.

There has been international recognition of the Fund and the way it is managed: its performance compares extremely favorably to other domestic climate funds, such as the Bangladesh Climate Change Resilience Fund (BCCRF), due to FONERWA's ability to swiftly mobilize financing, introduce strong processes and good governance, and conduct frequent calls for proposals that have resulted in a portfolio of 21 projects with commitments of RWF 21bn or GBP 20.4m after less than two years of operation[10]. Recently, the fund was granted $ 300,000 for readiness activities by GCF and is currently working to prepare funding proposals for GCF, on behalf of Ministry of Environment and Natural Resources (MINIRENA) of the GoR, which is the first accredited government entity of GCF.

The Fund was rated as "A" in the last DFID Annual Review report conducted March 2015. The review further states that given the transition in the Fund's institutional positioning, and the broader consideration of its future strategic role, there is a need to *manage succession of the Fund management activities carefully*, with a view to ensuring the continuation of good

10 For example, the BCCRF was created in 2010 with pledged contributions of $188m. In 2012, 52% of pledged contributions remained unpaid, and a result framework was still to be designed. In 2012 and 2013, only four projects started disbursements for a total of $5.7m. Source: BCCRF Annual Report, available at http://bccrf-bd.org/AnnualReports.html

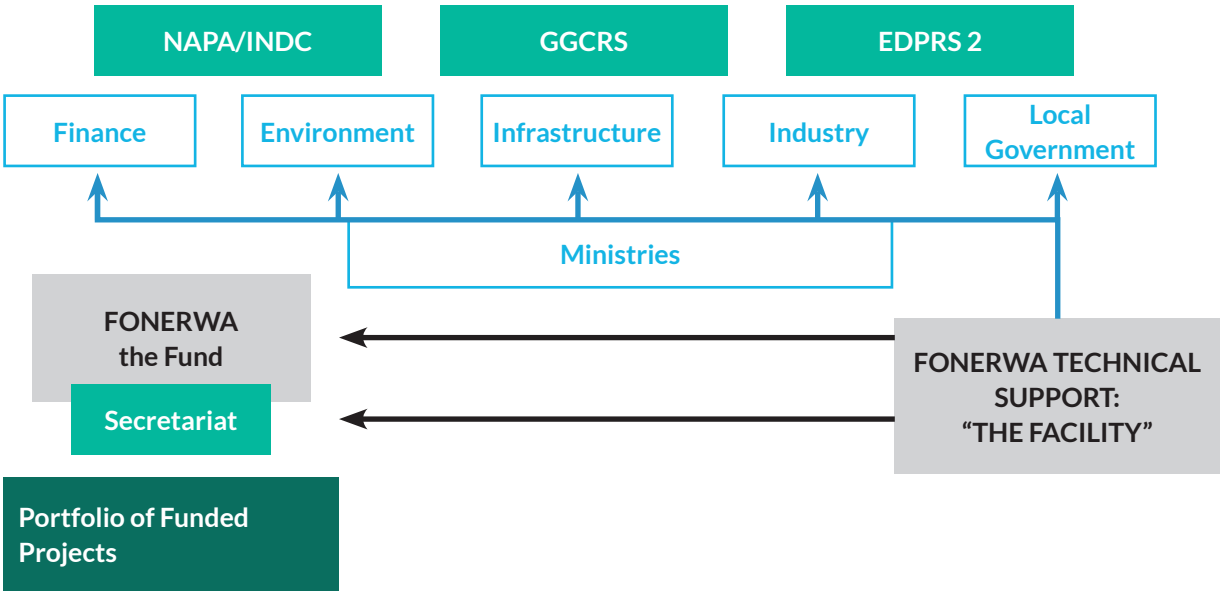
leadership and effective management. Maintaining the Fund's momentum and the continuation of effective delivery will call for additional technical assistance beyond September 2015, when DFID's 3-year support ends.

Delivery Strategy

The operationalization of FONERWA for the past three years has demonstrated the GoR's commitment to mobilizing finance for green growth. In fact, not only has GoR been advocating the channeling of all environment and climate change ODA through FONERWA, but they have also been supporting the fund by: (i) Providing $ 5 million annual contribution from the treasury; (ii) Directing forestry and Environmental Impact Assessment (EIA) fees; (iii) Promoting the fund worldwide, including through Presidential speeches.

To respond to the vision, context and direct request from the GoR, GGGI, through this project, proposes a Facility to strengthen and sustain the national financing mechanism. This will entail establishing and operationalizing a **FONERWA Technical Support Facility for the period January 2016 - September 2018.** This time period will allow the Facility to: (1) Build the management capacity of the FONERWA Secretariat; (2) Support development of bankable projects; (3) Support further capitalization of the Fund.

As shown in Figure 3, the Facility would both operate in parallel to the Fund, towards complementary goals, and extend its direct role in supporting, building capacity and guiding the Fund's management and strategic direction. To respond to the vision and context, GGGI proposes a Facility to meet the growing demand for Climate Change technical advice across Government beyond the FONERWA portfolio of projects



*EDPRS — Economic Development and Poverty Reduction Strategy Paper

Figure 3 – Positioning of the FONERWA Facility

The Fund would continue incrementally to commission projects, build applicant capacity, commit finance and quality assure implementation of funded projects.

The Facility will (i) continue to provide strategic direction and oversight of the Fund and (ii) direct support to GoR ministries beyond the Fund. The Facility will provide international technical support concerning climate adaptation and mitigation and climate compatible development, including support for leverage of wider climate finance to Rwanda, and drawing on the best international expertise available from across the world.

The primary ***focus of the Facility*** will be to mainstream and coordinate the GoR's green growth and Climate Resilience agenda, offering support to resource mobilization and follow on implementation, green policy advice, capacity support and conducting technical analysis. The Facility would allow the GoR to tap into high quality Technical Assistance personnel to address the long-term climate change issues facing Rwanda. Finally, it would provide technical assistance to help in applications (proposals) for climate finance across Government. The work-streams to support the facility will be based on GGGI's blueprint to support national financing mechanisms based on the following three components:

Component 1: Management of the Facility: The facility aims to build the capacity of FONERWA Secretariat to manage the fund in the medium term. GGGI will provide technical inputs to develop a comprehensive "business plan", provide "on-demand" strategic support to manage the portfolio of projects currently being funded by FONERWA. The Facility will strategically support the institutionalization of the Fund Secretariat through tailored capacity enhancement and systems development, including national management information system development for environment and climate change data. The Fund has been a strategic entry point for green growth and climate resilience in Rwanda, and it is now important, opportune and timely to build on this technical base to support and empower GoR more widely in a way that complements and builds on the capability of the existing fund management team. This will entail a transition, beyond FONERWA to address wider national strategic needs. The Facility will therefore play an advisory role to the staff members of FONERWA Secretariat on climate-proofing policies and sector plans in preparation for the Economic Development and Poverty Reduction Strategy III, and on rolling out the GGCRS and embedding it at the national level. It will collect and disseminate lessons learned at project and portfolio level, including taking a gendered and community lens on climate resilient development.

Component 2: Developing Bankable Projects: Project financing will be at the heart of this particular intervention. There is high demand for technical expertise to support planning to harness the aspiration of 'Green economic growth' and translate this concept into practical and pragmatic actions. For example, the Green City Pilot and Secondary Cities project, currently being spearheaded by GGGI, is of enormous importance in Rwanda as the country rapidly urbanizes and is a key aspiration outlined in the second Economic Development and Poverty Reduction Strategy (EDPRSII), which is a mid-term framework building upon the national development aspirations of Vision 2020. These ideas can only be put into action if sufficient financing can be mobilized. Through systematic analysis and prioritization based on Rwanda's INDC and other national strategic plans, the Facility will support the development of financing roadmaps, financing options and bankable projects for funding through FONERWA and other multilateral and bilateral financing sources, including GCF. In fact, GGGI is already supporting FONERWA to develop a bankable project on "green city" for submission to GCF.

Component 3: Resource Mobilization: The Facility will support resource mobilization for Ministries, FONERWA and others. FONERWA has a strong track record having already leveraged $75million of international finance on behalf of GoR via the Adaptation Fund, Pilot Program for Climate Resilience and Africa Development Bank. The Facility will play an advocacy function as a champion for GGCR. It will identify the key audiences, messages and strategies to lobby for GGCR and leverage further financing nationally and internationally to further capitalize FONERWA[11]. It will operate on a demand-led basis, but seek also to proactively create awareness and build synergies between GoR bodies and international climate finance opportunities.

By providing technical and strategic support to FONERWA, this project aims for transformational change towards green growth as it is designed to change at scale, and set the long-term perspectives. Its delivery model provides service offerings which covers the right-hand side of the GGGI value chain, ranging from policy and investment analysis and planning to design and financing for implementation. It will also support GGGI's other project in Rwanda, 'Climate Resilient Green Cities', to move further towards implementation and financing. Knowledge sharing is also an important element of the project, which aligns with GGGI's focus on sharing experience and knowledge within and between its networks. The delivery model of the project inherently requires integrated approaches involving other workstreams - mainly Green Investment Services (GIS) and Knowledge Services (KS) departments – that will be an integral part of the activities in terms of project design and preparation, private sector engagement, tools development, knowledge creation.

Since 2012, GGGI has been collaborating with GoR through partnerships with the Ministry of Infrastructure (MININFRA) and other national institutions towards delivering on identified national priorities in the EDPRSII, especially supporting Priority 4, Transform the economic geography of Rwanda by facilitating and managing urbanization for increased growth countrywide, and Priority 5, Pursue a 'green economy' approach to economic transformation. GGGI is well-placed to undertake this project, compared to other international/national agencies, in particular due to successful track records in green city development and its position to closely collaborate with GCF:

- There have been pressing needs for FONERWA to take more strategic roles, translating green growth concept into practical actions which often involve urbanization.

- One of the most critical areas that FONERWA must address is catalyzing on new and emerging opportunities presented by the global climate funds including GCF.

11 FONERW is a potential candidate of GCF to test its Enhanced Direct Access model for funding.

SDG Contribution
The project will contribute directly to SDG 13 and 17.

Results Matrix (Rwanda)

Results Statement	Indicator	Baseline	Targets 2015	Targets 2016 (to be determined)
Outcome				
Increased financing for green growth and climate resilience mobilized	FONERWA Secretariat mobilizes total contributions to the Fund, disaggregated by private sector, domestic and international financing (GoR,MDBs / GCF)	$ 49M		% contributions increase from the baseline
	Number of projects financed	1 project		Increased N. of projects from the baseline (to be determined)
Outputs				
FONERWA Secretariat capacity to manage the Fund reinforced	National Management Information System (MIS) on environmental/ climate change data developed to inform Secretariat decisions	No MIS system is in place. The back end of FONERWA website only stores information for FONERWA financed projects		MIS operational
	Business and sustainability plan developed	FONERWA fund concept and design document does not include any sustainability plan		1 business and sustainability plan endorsed by the Secretariat

Outputs

National Green growth objectives translated into implementable projects	Secretariat staff acknowledge increased capacity to provide implementation support to FONERWA projects	Capacity gap assessment to be conducted	% of Secretariat staff acknowledging increased capacity
	Additional financing options identified	Currently the Fund focuses primarily on grant and concessional loans	N. of additional financing options
	Bankable projects developed for national or international financing	21 projects have been directly funded by FONERWA, 4 projects have been funded through FONERWA support for accessing international finance	Increased N. of bankable projects
	Secretariat staff acknowledge increased capacity to prepare bankable projects	Capacity gap assessment to be conducted	% of Secretariat staff acknowledging increased capacity against the baseline
Capacity to access to international finance increased	Facilitated partnerships between GoR and national/ international financing parties to leverage funds	Financing have been secured from 5 international sources and 1 national source	N. of facilitated partnerships
	National and International financiers indicate interest in financing FONERWA projects		N. of national and international financiers
Awareness and knowledge improved on climate finance and green growth	Knowledge products inform national thinking on green growth approach	1 knowledge product developed by CDKN	N. of knowledge products presented to targeted stakeholders

Nepal

Background

Project Title	Aligning Green Growth with Structural Transformation
Owning Division/Department	GGP&I
Country/Regional/Global Implementation	Country
Project Start Date	January, 2016
Funding Source	Core
Approved Budget (Scoping)	**2015: $267.000**
Proposed Budget	**2016: $490.000**
International Partners	UNPEI, Asia Foundation, Mercy Corps, DFID, KOICA, JICA, SDCEU, ADB, World Bank
National Counterparts	National Planning Commission (NPC), the Ministry of Science, Technology and Environment (MoSTE)

Project Context

The Government of Nepal (GoN) is in the final stages of adopting its long-term Vision 2030, which centers on "generating, sharing, and sustaining prosperity" as a means of achieving national development objectives, including LDC graduation, a zero carbon economy by 2050, greater equity, a steady rate of economic growth, and more efficient and effective use of natural resources. The GoN has emphasized the importance of rebuilding sustainably following the devastating earthquakes of April and May 2015.

Poverty reduction and social inclusion criteria are framed in the 2015 Constitution obligating all Ministries and government bodies to undertake actions that address Nepal's development goals. Nepal's medium-term policies and plans such as the upcoming 14th Periodic Plan, the Low Carbon Economic Development Strategy (LCEDS), the Agricultural Development Strategy, and the Forestry Strategy, contribute to achieving the aspirations detailed in Vision 2030. Based on initial scoping, GGGI views two broad areas as critical to achieving its development goals:
Poverty Reduction. With over two-thirds of Nepal's population living in rural areas[12], addressing rural poverty challenges is a priority. Policy makers are focused on evolving development plans and strategies that create tangible improvements in poverty reduction and social inclusion measures.

Human resource and Institutional Capacity. Nepal's new Constitution is driving federalization and the creation of new bureaucracies, local government structures and functions. Coupled with high turn-over in civil servants that tend to be trained with academic sensibilities rather than managerial or implementation skills, it is generally acknowledged that there is a lack of official policy implementation capacity. Development of requisite institutional and human resource capacity will be critical to successful alignment and implementation of sustainability initiatives across ministries and local governments.

In this light, GGGI's continued engagement will support GoN in operationalizing Vision 2030 by ensuring alignment with development plans and strategies and the delivery of national targets relevant to the Sustainable Development Goals and Intended Nationally Determined Contributions (INDCs)[13].

Progress to Date
GGGI's scoping phase is underway and has led to a number of engagements paving the way for project delivery. Since June, GGGI has conducted bilateral meetings and participatory workshops with ten ministries and the National

12 http://www.ruralpovertyportal.org/country/statistics/tags/nepal
13 At present, Nepal has yet to submit its INDCs to the UNFCCC.

Planning Commission (NPC) to cultivate a broad and unified support for GGGI engagement. As a result of this ongoing-relationship building with NPC, an invitation was extended to GGGI to make its Nepal Office within the NPC. Also, the Ministry of Science, Technology and Environment (MoSTE) has taken the necessary regulatory steps to engage GGGI. The consultation and validation process for GGGI's 2016 workplan was completed on October 7, 2015 in a workshop held in Katmandu engaging NPC and eight Ministries. Another discussion among green growth stakeholders was held on October 9, 2015 to ensure awareness of and synergies among a breadth of development actors. GGGI's work will inform the design and implementation of a range of other development initiatives underway including those by DfID.

Delivery Strategy

The 2016 project will assess potential pathways for green growth in medium-to-long term engagements by: identifying enhancement and alignment opportunities for existing sustainability policies and strategies; assessing the potential for green growth in Nepal; and supporting efforts to build the GoN's institutional and human resources capacity.

Component 1: Green impact assessment. The objective of this component is obtain a thorough understanding of the development environment within Nepal in order to identify effective strategies and plans that address national development challenges and leverage green growth goals. GGGI will conduct a Green Growth Alignment Assessment with government counter-parts to identify points of alignment within key policies and strategies and make recommendations to correct areas of contradiction. The alignment exercise will review national strategies and policies, including the Vision 2030, the Low Carbon Economic Development Strategy, the Agricultural Development Strategy, the 14th Periodic Plan, the Forestry Strategy, the Inclusion Strategy, and the Climate Change Criteria from the Ministry of Finance.

Further, GGGI and country counterparts will assess Nepal's INDC and SDG commitments to align and leverage green growth goals. Also as part of the green impact assessment, GGGI and its partners will deploy the Knowledge Solutions Division's Green Growth Potential Assessment tool (currently in its pilot phase) to weigh the potential for achieving green growth.

Component 2: Policy & Investment Analysis and Planning. The objective of this component is to utilize the results of the green impact analyses to assess potential implications of prioritized sectors against Nepal's macroeconomic objectives. To this end, GGGI will engage relevant stakeholders to identify and prioritize actions for the GoN by developing green growth scenarios, policies, and measures, as well as providing tools, methodologies, and quantitative and qualitative data. This work will create a strong foundation for GGGI to offer recommendations for institutional arrangements and investment feasibility studies in the long-run that best reflect the realities and needs of the GoN.

Component 3: Green growth concept capacity building and awareness. The objective of this component will be to strengthen implementation capacity by building the institutional and human resource capacity of government officials and staff of to prepare and implement green growth strategies, plans, and policies at national, sub-national, and local levels. Further scoping work will be required to define the technical delivery areas and identify synergies with relevant GGGI initiatives (Green Growth Best Practices and Green Growth Knowledge Platforms). Knowledge Solutions Division's Integrated Capacity Development workstream will provide inputs to this process.

SDG Contribution

The project will contribute directly to SDGs 13 and 17.

Results Matrix (Nepal)

Results Statement	Indicator	Baseline	Targets 2015	Targets 2016
Outcome				
Nepal policy framework alignment is enhanced and institutions strengthen to reflect green growth goals and approaches	Key policies under revision based on alignment recommendations and enhanced staff capacity	GoN has developed a wide range of policies and strategies with a low complementary approach		N. of key policies under revision (to be determined)
	Prioritized sectoral green growth actions validated by the GoN	Currently GoN efforts to develop key economic sectors are not based on green growth potential considerations		N. of sectoral actions validated (to be determined)
Outputs				
Green Growth Alignment Assessment (GGAA) conducted	Action-oriented recommendations on areas of alignment/ contradictions across current key policies developed	No alignment exercise has ever taken place		Action-oriented recommendations validated by relevant state body
	Sectoral green growth actions identified and prioritized through Green Growth Potential Assessment methodology	Data availability on green growth potential related to Nepalese key economic sectors is limited		Green Growth Potential Assessment results presented to relevant state body
Policy makers and key stakeholders' green growth management capacity enhanced	Policy makers and key stakeholders acknowledging improved management capacity to implement green growth approach	Capacity gaps assessment to be conducted		% of policy makers and key stakeholders acknowledging improved capacity (to be determined)
Strategic GGGI intervention framework in Nepal developed	5-years GGGI intervention trategy (CPF) validated through key stakeholders consultations	GGGI has launched its country delivery in mid 2015		Country Planning Framework (CPF) endorsed by GoN

Senegal

Background

Project Title	Green Growth Pathways In Senegal
Owning Division/Department	GGP&I
Country/Regional/Global Implementation	Country
Project Start Date	January, 2016
Funding Source	Core
Approved Budget (Scoping)	**2015: $312.000**
Proposed Budget	**2016: $532.936**
International Partners	ENDA Tiers Monde, UNEP-PAGE, World Bank, GIZ-PERACOD
National Counterparts	Ministry of Environment and Sustainable Development (MESD), Ministry of Urbanization, Ministry of Energy, National Climate Fund

Project Context

The Government of Senegal demonstrated its commitment to green growth by becoming GGGI's first West African member in November 2014, and by the passage of its development plan, the Plan Senegal Emergent (PSE) in 2014. Senegal has set its principal strategic focus in the coming 5 years on successfully implementing the PSE and the related policies to sustain strong macroeconomic growth and catalyze structural change targeting poverty reduction and social inclusion. Like many developing countries, Senegal faces a host of interrelated challenges that are difficult to solve independently, some of which include: vulnerability to exogenous shocks (due to dependence on fuel and food imports); inadequate urban infrastructure; low agricultural productivity; oil dependent energy sector (44% of energy consumption in Senegal and accounts to 2.4% of GDP, 90% of GHG emission coming from the energy sector.); dependence on a deteriorating natural resource base (e.g. 45% of energy comes from biomass); and rapid population growth.

In alignment with Senegal's development priorities, consultations with government stakeholders from key ministries - identified in an ad hoc committee established to support engagement during a short scoping phase - identified specific national challenges in the context of both rural and urban development in Senegal.

Urban Development. The need to design and build greener living environments (improved housing, more energy-efficient technology, and improved water resource management) under an agreed upon framework of green city development. PSE elaborates plans to build secondary cities to free-up the capital city of Dakar (0.3% of the surface area of Senegal, but home to 25% of the population).

Renewable Energy and Rural Economic Development. The UNEP-PAGE report established energy as a key roadblock to economic growth in rural Senegal. The key challenge is lack of productive capacity of rural communities due to gaps in energy supply and lack of energy efficiency interventions. The impact of these gaps is damage of the natural resource base, low food yields and low farmer incomes. Furthermore, national donor coordination on a strategy and action plan to scale up existing initiatives is weak.

Resource Mobilization and Bankable Projects. Although the government has strong capacity for planning, national institutions and the private sector are weak in their understanding of green growth and how it should be implemented at the national, local and sectoral levels. There are significant capacity gaps in mobilizing domestic and international resources for project implementation, both due to lack of technical skills and lack of bankable projects.

Achievements to Date

GGGI's scoping phase is currently being led by a scoping team composed of local consultants familiar with the development landscape in Senegal. The primary focus of the scoping phase has been to establish strong relationships

with key government counterparts, identify and map national stakeholders and begin to assess specifically how GGGI can add value to Senegal's development priorities. Initial analysis and needs assessment has been conducted with various stakeholders on the topics of strategic alignment (considering the PSE, urbanization plan, green jobs strategy, and recent INDCs), renewable energy (in response to fragmented efforts to bring renewable energy to rural economies) and bankable projects through the National Climate Fund. The experiences of other GGGI projects, particularly in the case of Rwanda, UAE and Ethiopia, and the technical capacities of KSD have been integrated throughout the proposal development process, formulating an efficient and effective program of action.

Relationship building. GGGI's engagement strategy allows GGGI to deliver strategic advice to the heart of government, in this case working closely as trusted advisors to the Minister of Environment and Sustainable Development (MESD), and with cabinet-level support from the office of the President and the Prime Minister. With the support of the MESD, an inter-ministerial Green Growth steering committee will be formed, chaired by MESD and including the Ministry of Urbanization, Ministry of Energy, Ministry of the PSE, UNEP-PAGE, ENDA Tiers Monde, GIZ-PERACOD the National Climate Fund, World Bank, JICA and other key development partners.

Validation. The consultation and validation process for GGGI's 2016 workplan was completed October 8, 2015 in a special stakeholder workshop held in Dakar. Now, with the support of a broad range of government counterparts, civil society stakeholders and development partners, GGGI is well-placed and prepared to undertake its engagement in 2016 and beyond. This work will set the stage for medium and long-term green growth in Senegal, and inform the design and implementation of a range of other development initiatives underway on renewable energy development in rural communities and green city development in Senegal, including those by ENDA Tiers Monde, the World Bank, UNEP-PAGE and GIZ.

Delivery Strategy

The following program of intervention is a direct response to the specific growth challenges faced in Senegal and supports ongoing efforts to develop a green economy and fulfill the ambition of the PSE. The combination of components in this one-year program is strategic. It will allow GGGI to gain a better understanding of both the urban and rural development landscape in Senegal, add value to ongoing development initiatives, harness the previous experiences of GGGI in other country programs, and prepare Senegal to carry plans into action by developing the domestic capacity to leverage international climate finance.

Component 1: Develop National Roadmap of Green City Development to support the implementation of PSE. The green city development component will identify specific interventions that will put Senegal's urbanization on a green growth pathway, specifically seeking to build on lessons from the Rwanda secondary cities experience in the context of the PSE. The work will leverage the findings of the UNEP-PAGE report and the current development plan of the Diamniadio City Urban Pole - which is the main new city sponsored by PSE - and other potential secondary cities in the PSE. GGGI will work with the Ministry of Urbanization and the World Bank establish a national framework/set of standards for green/sustainable cities in Senegal.

Component 2: Energy for rural economic development. The renewable energy component will explore how energy-based solutions can increase productivity in a rural setting and focus on ways to improve renewable energy resource development for greener growth. GGGI will work with ENDA, GIZ-PERACOD, the Ministry of Energy, and a host of national stakeholders in the energy sector to clearly outline the successes and challenges in improving access to energy for productive use in the rural context (e.g. food production and storage). These will be cross-referenced with key energy sector and rural development targets in the PSE and gaps in meeting those targets will be identified.

Component 3: National Climate Fund. The Government of Senegal is working to operationalize its National Climate Fund (NCF), a platform through which public and private entities can access international resources for projects that support climate change mitigation and adaptation. GGGI will work with relevant government stakeholders in the Ministry of Environment and Sustainable Development, the Centre de Suivi Ecologique (CSE, one of the first accredited entities by GCF), UNDP and the NCF to determine how the fund can achieve accreditation for receiving finance for climate projects. In this context, GGGI will provide its expertise to improve project screening processes and capacity of NCF staff to identity and select financeable projects. This component of the project gives GGGI a competitive advantage to work with the government to access and absorb GCF financing through technical support in preparing funding proposal. This will help CSE to head start on project or program proposals to attract investments on scales.

SDG Contribution
The project will contribute directly to SDG 7, 8, 11, and 13

Results Matrix (Senegal)

Results Statement	Indicator	Baseline	Targets 2015	Targets 2016
Outcome				
Green sustainable city guidelines and National green urbanization roadmap adopted	National Commission on Sustainable Development (NCSD) endorses green sustainable city guidelines and National green urbanization roadmap	No guidelines or roadmap currently exist		Endorsement by December 2016
	Ministry of Urbanization and Ministry of PSE jointly adopt the National green urbanization roadmap			Adoption by December 2016
Bankable project guidelines are implemented by the National Climate Fund (NCF)	Increased number of projects pre-screened based on the guidelines	Number of pre-screened project as in 2015		N. of pre-screened projects (to be determined)
	NCF staff are increasingly trained based on the guidelines	Baseline as identified in the capacity gaps assessment		% of NCF staff trained (to be determined)
Outputs				
Green sustainable city guidelines developed	Guidelines developed in line with Senegal's urbanization goals and validated through stakeholders consultation	No current guidelines and shared understanding exist among government stakeholders on the concept of green cities and how it should be implemented in the context of current development policies		1 set of guide-lines validated by 2016
National green urbanization roadmap developed	A roadmap with a set of prioritized actions and MRV system developed and validated by government counterparts and relevant stakeholders	No coordinated effort exists to prioritize and organize green city development in Senegal		1 national roadmap validated by 2016

Challenges/opportunities to increase renewable energy productive use in the rural context analyzed	Action-oriented analysis on renewable energy gaps and PSE rural development targets conducted and presented to key stakeholders	Most recent data on the energy sector are from 2012, and these are not action-oriented	Action-oriented analysis completed by 2016
Bankable project guidelines developed for the National Climate Fund	Guidelines detailing: a. Assessment of NCF capacity gaps on bankable projects identification and preparation b. Training plan to fill in the capacity gaps c. Definition of a process to pre-screen project bankability tailored to the institutional set-up of Senegal institutions and NCF	Currently no mapping of capacity needs is available to the NCF No plan to build and maintain capacity for bankable project identification exists National Climate Fund currently has no specific mechanism or process to identify or prepare bankable projects	Guidelines developed and validated by 2016.

Uganda

Background

Project Title	Green Growth Pathways In Uganda
Owning Division/Department	GGP&I
Country/Regional/Global Implementation	Country
Project Start Date	January, 2016
Funding Source	Core with contribution from New Climate Economy (NCE)
Approved Budget (Scoping)	**2015: $275.000**
Proposed Budget	**2016: $599.586**
International Partners	UNDP, Dutch Embassy, French Embassy, DfID, World Bank
National Counterparts	Ministry of Finance, Planning and Economic Development, Kampala Capital City Authority, Ministry of Gender, Labour and Social Development

Project Context

The Government of Uganda is committed to green growth and sustainable development as outlined in their primary development strategies Uganda Vision 2040 and the National Development Plan II (NDPII, 2015-2020). Vision 2040 recognizes that "Ugandans desire a green economy and clean environment where the ecosystem is sustainably managed and the livability of the urban systems greatly improved"[14]. In addition, NDPII commits that "Uganda will adopt mitigation policies and practices that have adaptation co-benefits, expand renewable energy programs, promote energy efficiency and those that promote green growth and a green economy[15]". This project seeks to address two key challenges critical for the Ugandan economy to meet its ambitious targets under the above policies:

Urbanization. The urban population will increase from six million in 2013 to over 20 million in 2040[16]. Kampala, for instance, is home to an estimated 1.75 million residents, and has an estimated daily work force of 4.5 million. Its annual demographic growth rate is 3.9%[17]. Policy makers must act quickly to ensure that this rapid urbanization is managed well, so that it can contribute to inclusive green growth.

Green Employment. Youth in Uganda makes up a large proportion of the country's demographic profile, with 77% of its population being under 30 years of age. Of these, 62% are jobless[18]. Moreover, unemployment in Uganda remains predominantly an urban problem with the unemployment rate in urban areas more than three times that of rural areas. As the Ugandan economy "goes green", opportunities for employment creation in mitigation-related activities are projected to be great. However, this will require national planning to create green jobs and training to develop the required skills for a greener economy.

Recognizing the need to pursue a green growth approach to its development[19], the government has committed to developing the Uganda National Green Growth Strategy (UGGS), which will serve as a broad foundational structure to integrate existing ideas and initiatives for climate change, sustainable development, green economy and green jobs into a single green growth development strategy. This strategy will support the implementation of NDPII and help realize

14 http://npa.ug/wp-content/themes/npatheme/documents/vision2040.pdf
15 http://npa.ug/wp-content/uploads/NDPII-Final.pdf
16 The fifth economic update report, "The Growth Challenge, can Uganda Cities work?", 2015
17 The KCCA strategic Plan, 2014/15-2018/19
18 http://www.newvision.co.ug/news/639446-62-of-ugandan-youth-jobless--report.html
19 Despite a lack of full mainstreaming, there is a good base to build on. For example CDKN have undertaken significant analysis of climate risk for the Government of Uganda. More details here: http://cdkn.org/project/economic-assessment-of-the-impacts-of-climate-change-in-uganda/

Uganda Vision 2040. The development of the UGGS is currently being led by UNDP, and includes two milestones: (1) planning and preparation of a zero draft before COP 21 in December 2015; and (2) completion of the strategy by July 2016. GGGI has already begun providing technical support to the UNDP's efforts on the UGGS, and this work will form the basis of our longer term engagement in Uganda.

Achievements to Date
GGGI's scoping phase is currently being led by a team composed of local consultants familiar with the development landscape in Uganda. The primary focus of the scoping phase has been to establish strong relationships with key government counterparts, identify and map national stakeholders and begin to assess specifically how GGGI can add value to Uganda's development priorities. Initial analysis and needs assessment has been conducted with various stakeholders on the topic of the Uganda National Growth Strategy (as a strategy for achieving NDPII targets), green job creation and green city development. The experiences of other GGGI projects and technical capacities of KSD have been integrated throughout the scoping process, to formulate the most efficient and effective program of action possible.

Relationship building. Our engagement strategy allows GGGI to deliver strategic advice to the heart of government, in this case working closely as trusted advisors to the Vice President's Office and the Ministry of Finance, Planning and Economic Development (MFPED). Enlisting the support of the Vice President's Office is essential for green growth to sustain a high profile in the government. The MFPED houses the National Planning Authority, the body responsible for the implementation, monitoring and evaluation of the NDP II, and they will be crucial to the successful implementation of the Uganda Green Growth Strategy. With the support of these key focal points, an inter-ministerial steering committee has been formed, chaired by MFPED and including the Ministry of Water and Environment, Office of the Vice President, National Planning Authority and the Uganda Small Scale Industries Association.

NCE collaboration. During the scoping phase, extensive consultation has also taken place with NCE on a partnership model. This proposed project will be overseen by GGGI with NCE in a supporting role. The NCE team will provide technical inputs and support coordination, and has allocated $ 450,000 to support this GGGI project.

Validation. The consultation and validation process for GGGI's 2016 workplan was completed on 1 October 2015 in a stakeholder workshop held in Kampala. Now, with the support of a broad range of government counterparts, civil society stakeholders and development partners, GGGI is well-placed and prepared to deliver this project in 2016. The project will set the stage for medium and long-term green growth in Uganda, and inform the design and implementation of a range of other development initiatives underway on macroeconomic and urban development in Uganda, including those by DfID, the World Bank, the Dutch and French Embassies and UNDP.

Delivery Strategy

This new project will further explore the potential pathways for GGGI to support green growth in the medium and longer terms. The project will focus on laying the foundations for this by: (1) supporting the UNDP in their development of the Uganda National Green Growth Strategy (UGGS); (2) developing a detailed implementation roadmap once the UGGS has been completed; (3) helping coordinate green city development in the context of Uganda's secondary cities targets; and (4) building capacity of key policy makers to understand green growth conceptually and implement it effectively. The project has three key components.

Component 1: Green growth mainstreaming in national policy frameworks and implementation roadmaps.
The objective of this component is to support the ongoing mainstreaming of green growth as the primary development approach in Uganda. Beginning in January 2016, GGGI will work closely with UNDP counterparts, providing technical inputs into the Uganda National Green Growth Strategy (UGGS). Since the transition to green growth is likely to play out differently in different sectors of the economy, depending on the context and baseline conditions, GGGI will focus on incorporating the impacts of scenarios in which sectoral activities that reduce environmental and climate impacts might contribute to growth and job creation, and those scenarios in which they might have no effect or a negative effect on growth. In July 2016, upon approval of this strategy, GGGI will be involved as joint partner for implementation, developing and validating an implementation roadmap for priority actions identified in the UGGS. Future GGGI work will seek to kick-start implementation by identifying bankable demonstration projects in prioritized areas. The strategy itself will also help strengthen Uganda's INDCs by fine tuning sectoral scope, sectoral prioritization processes, data, an adaptation component on equal footing with mitigation, other environmental co-benefits and financing requirements. In fact, embedding INDCs into developing the green growth strategy can be more efficient and more effective than beginning a parallel process.
Component 2: Green City Development and Bankable Projects
With a strong national framework in place, it is often easier at the local level to develop complementary policy packages

that can mitigate the trade-offs among environmental, growth and equity priorities. Moreover, because green growth is about synergies between environmental, economic and social inclusion policies, an urban policy package is more likely to deliver green growth than a broad economic approach. In this regard, GGGI will work with the Ministry of Lands and Urban Development, the Ministry of Water and Environment, Kampala Capital City Authority and one pilot secondary city to pursue a green growth path that creates jobs, enhances productivity and maximizes energy efficiency outcomes. Specifically, GGGI, building on its Rwanda experience, will support green secondary city development in Uganda through developing a comprehensive green growth road map for secondary cities in Uganda, in order to maximize green growth outcomes in the urbanization process. Of specific interest is the ongoing process of developing a climate change strategy for the Kampala aimed at mainstreaming sustainable urban development practices in all Kampala's planning processes, supported by Expertise France and the French Embassy, GGGI will seek to support this process in an advisory or collaborative role. GGGI will focus on 2 urban sectors through which it will offer support to green city development in Uganda by reducing externalities and their impacts on natural resources and environmental services.: These include: (i) Energy & waste; and (ii) Green buildings. In addition to these, job creation represents a key feature in our green city development agenda, since it reflects both city attractiveness and the concept of growth. As such, green job creation will be a cross-cutting theme in all GGGI interventions.

Component 3: Green growth capacity building and awareness raising

The aim of this component will be to strengthen green growth understanding in Uganda by building the institutional and human resource capacity of government officials and staff of partner agencies to independently plan and implement green growth policies and projects tailored to the Ugandan context. In support of this goal, the program will carry out activities that engage decision makers and stakeholders to participate in collaborative learning through customized trainings and the sharing of knowledge and experiences. Secondly, this component will enhance the knowledge and awareness of policymakers and businesses on green growth and sustainable development, through an awareness raising and communication program.

To support the project, the New Climate Economy (NCE) team will:

- Provide technical input to the work and guide the analysis, including making available supporting NCE background documents.
- Ensure the work has world-class expertise and appropriate resourcing for the benefit of GGGI and the GoU.
- Where relevant, link the NCE's wider work on economic transformation in low-income countries.

SDG Contribution

The project will contribute directly to SDG 8, 11, and 13

Results Matrix (Uganda)

Results Statement	Indicator	Baseline	Targets 2015	Targets 2016
Outcome				
Green growth is mainstreamed into Uganda key planning documents and policy making processes	Government adopts green growth strategy and implementation roadmap as key documents for implementation of NDP II.	Green growth is not currently well understood nor coherently reflected in the NDP II and other key planning documents.		Adopted strategy and roadmap guide the Government to undertake coordinated green growth implementation in 2017-2018
Outputs				
National Uganda Green Growth Strategy (UGGS) complemented and National Uganda Green Growth Implementation Roadmap developed	Sectoral activities reducing environmental impact and contributing to green growth analyzed and fed into (UGGS)	UGGS is currently under development by UNDP with a heavy focus on climate change mitigation and little emphasis on adaptation, macroeconomic growth or job creation		Analysis included in the UGGS and validated by the Government by August, 2016
	Growth and jobs analysis and scenarios included in UGGS	No comprehensive review of green growth and job creation potentials exist		Growth and jobs analysis included in the UGGS by July, 2016
	National Uganda Green Growth Implementation Roadmap is developed as integral part of UGGS	No roadmap for implementation is currently in place		Implementation Roadmap developed
A comprehensive Green City Roadmap developed	Green City Roadmap links to NDP II targets and UGGS, and incorporates lessons learned from Rwanda	No roadmap and action plans are currently planned		Green City Roadmap validated by key stakeholders
	Green City Roadmap includes green cities action plans focusing on energy, waste and green building			Up to 2 action plans: 1 for Kampala, 1 for an additional city (TBD)
Policy makers and key stakeholders' knowledge on green growth enhanced	Policy makers and key stakeholders acknowledge deeper understanding and confidence with the concept of green growth	Knowledge and capacity needs assessment to be conducted		% of policy makers and key stakeholders
Inter-institutional coordination mechanisms put in place	Restructured steering committee is formalized to coordinate institutions involvement in project implementation	Currently an informal Green Growth Steering Committee to guide the project scoping activities exists and has established a champion ministry and high-level support; this committee does not include all stakeholders who will be key to validate analysis and prioritizing green city interventions		Meetings held regularly and GGGI inputs reviewed and validated from 2016

LDC Expansion

Background

Project Title	LDC Expansion
Owning Division/Department	GGP&I
Country/Regional/Global Implementation	Country Specific
Project Start Date	January, 2016
Funding Source	Core
Approved Budget	**2015: $325.000**
Proposed Budget	**2016: $650.000**

Project Context

The project aims to continue broadening GGGI's reach in the Least Developed Countries (LDCs) in demonstrating the pro-poor green growth paradigm and in ensuring long term strategic engagement in areas where GGGI can maximize impact. GGG Strategic Plan 2015-2020 targets 50% of core resource allocation in LDCs. GGGI, based on the current trajectory, plans to create a 50-50 balance of country programmatic budget between LDCs and MICs by 2020.

In March 2015, the Council approved Supplementary Budget of $325,000 to initiate programs in 2 (target) LDCs by end of 2015. The project focuses on operationalizing a process for scoping in LDCs in order to catalyze sustainable green growth programming. The project in 2016 will continue to have 3 critical objectives: (1) to identify new LDC programming opportunities for green growth that are aligned with GGGI strategic objectives and priorities; (2) to undertake strategic analysis and in-country stakeholder consultation in identified LDCs to assess the relevance and likely feasibility for GGGI's interventions and onboarding, and (3) to set the foundations for GGP&I program development.

Achievements to Date
GGGI's LDC Expansion Plan progressed considerably throughout 2015. A total of 13 countries were selected in Phase I Initiation. Of these selected countries, 3 have completed the pre-scoping and scoping phases and are now ready to commence program delivery in January 2016. An additional 3 (Myanmar, Mozambique, Laos) countries have carried-out pre-scoping as part of Phase II Design, and are set launch respective scoping programs.

Phase III: Launch. In July 2015, GGGI in partnership with country counterparts launched scoping programs in Senegal, Uganda and Nepal. The green growth dialogue and joint-planning on key intervention areas with respective governments have progressed to a level where delivery of programs with begin in all countries in January 2016.

Phase II: Design. Throughout 2015, GGGI carried-out pre-scoping activities in Loa PDR, Mozambique and Myanmar. Engagements with government officials and local consultants were carried-out to further refine initial analyses and prepare scoping project documents and budgets. In each country, a scoping project is ready for launch in 2016.

> **Lao PDR:** The green growth priorities in of the Government of Lao PDR (GoL) were identified during a GGGI mission in June 2015. Although green growth is integrated in all of the country's development plans, there is no common approach to green growth across the ministries, and no clear methodology, or reliable baselines indicators. This is coupled with a large knowledge gap, which the GoL recognizes and is eager to address via support from GGGI. Additionally, the GoL is seeking GGGI's support on mobilizing green financing for investing in a number of projects related to environmental sustainability and climate change, and is in need of support to effectively access climate funds and private sector-financing. Further, green growth priorities were also identified that are in line with GGGI own thematic areas, including green cities and transport, water and land-use.
>
> GGGI's scoping project in Loa PDR will work to address the immediate need for a national development plan for green growth, which can strengthen national planning and ensure greater coherence with sectoral plans. In support of financing efforts, GGGI scoping will engage Ministry of Planning and Investment and the Ministry of Finance to

identify opportunities to mobilize private sector financing and ensure green growth objectives are reflected in public investments. GGGI scoping studies in the identified thematic areas will seek to align green growth objectives with poverty reduction priorities outlined in the Lao PDR's National Growth and Poverty Eradication Strategy.

Mozambique: Mozambique's green growth priorities were identified through multi-stakeholder consultations held between July and October 2015, which highlighted the Government of Mozambique's (GoM) efforts to align and integrate the environmental objectives of the Green Economy Action Plan into the Five Year Government Program for 2015-2020 and the National Economic Development Plan for 2015-2030. In particular, the GoM has expressed the need to tap into the country's renewable energy potential, with a focus on solar, biogas and hydro. Stakeholders in Mozambique are also eager to enhance their capacity to access international funds to support climate actions and financing a low carbon development strategy. In terms of synergies with GGGI's thematic priorities, the GoM seeks to strengthen water resources management as water loss in the water supply system currently stands at a rate of 35%.

The scoping project in Mozambique will see GGGI and GoM counterparts assessing needs of the three identified potential areas of focus to delve further into strategic analysis and determine the relevance and feasibility for the GGGI interventions. In terms of the Renewable Energy priority, GGGI will carry-out a green impact assessment to gage the energy sector's potential for green growth to achieve economic and development objectives. This assessment will prioritize actions in order to inform sector investment planning aiming to prepare feasibility study, project design and check bankability in the delivery phase. In support of access to international financing, and in particular accreditation with the Global Climate Fund, GGGI will conduct an analysis of existing policies and institutions in order to assess capacity and provide necessary technical assistance. To facilitate enhanced water resource management, GGGI will analyze the costs and investment requirements for prioritized opportunities, with particular emphasis on Smart meter and survey technologies, in order to identify possible business cases for later implementation.

Myanmar: Pre-scoping activities in Myanmar reflect the Government's effort to attract investment and improve socio-economic development through green growth. While the political commitment to green growth is strong, the capacity of the Government to transform this commitment into policies, action plans and investments is low. GGGI and the Government of Myanmar held a consultative workshop in July 2015. The workshop identified three potential areas where GGGI could provide technical support. Firstly, the Government has prioritized urban and rural development and is eager to enhance green growth planning and implementation at the national, state and local levels. Secondly, the Government has also identified the need for green investment guidelines that will support the Myanmar Investment Commission and Special Economic Zones. Lastly, the Government seeks support in the implementation of its Intended Nationally Determined Contributions (INDCs). Counterparts in Myanmar have also expressed the need to link technical assistance to the national poverty reduction effort.

GGGI's scoping project in Myanmar will prioritize the areas of potential support identified in the workshop, conduct more detailed analysis for informing the design of the project, and build relations with key project stakeholders. To ensure that GGGI can support the Government of Myanmar with bankable projects –the Ministry Finance, the Ministry of National Planning and Economic Development, and other relevant ministries responsible for infrastructure development will be consulted throughout the scoping phase, and targeted capacity building opportunities aligned with the project focus will be provided to ensure that momentum is maintained.

Phase I: Initiation: In 2015, preliminary analysis, and stakeholder interest assessments were also conducted in Bangladesh, Bhutan, Comoros and Kiribati.

Delivery Strategy

The project will continue to have a 3-phased approach: Initiation (country selection), Design (pre-scoping) and the Launch (scoping). In 2016, the project will target the launch 3 scoping programs in LDCs by end of the year and the outputs of the scoping programs will contextualize delivery strategy within the GGGI Value Chain upon programmatic launch. Additionally, the project is targeting to take additional countries from the remaining 13 shortlisted in the LDC Expansion Plan from the Initiation phase to the Design Phase. A budget of $650,000 is required to meet these targets.
The engagement will now be delivered by GGP&I through a Program Development Unit, who will work closely with SPC to continue implementing the approved methodology provided in "LDC Expansion Plan: Scaling Our Impact."

SDG Contribution

The project will contribute directly to SDG 8, 11, and 13

Project Briefs: Lower Middle Income Countries (LMICs)

Philippines

Background

Project Title	Technical Support to the NEDA on Developing the National Guidelines for Mainstreaming Green Growth in the Filipino 2040 Vision
Owning Division/Department	GGP&I
Country/Regional/Global Implementation	Country
Project Start Date	January, 2016
Funding Source	Core
Proposed Budget	**2016: $ 419.500** ($120.000 for scoping; remaining is reserved for delivery subject to successful scoping)
International Partners	To be determined during scoping phase
National Counterparts	National Economic and Development Authority (NEDA)

Project Context (NEDA)

The National Economic and Development Authority (NEDA) is the lead socio-economic planning agency of the country charged with formulating "Filipino 2040 Vision" - a long-term development vision for the Philippines that will guide development planning across the Government of the Philippines (GoP) and harmonize development assistance in the country over the next 25 years.

As Filipino 20140 Vision will frame development related national and local level plans until 2040, the proposed GGGI engagement will contribute towards institutionalizing green growth in the long-term development planning process of the Philippines through engagements at the national level.

Based on preliminary discussions with NEDA, the proposed project will scope the technical assistance to be provided to NEDA for the preparation of the "National Guidelines for Mainstreaming Green Growth in the Filipino 2040 Vision" that address the following national priorities:

Pursuing inclusive growth is the overarching national priority embodied in the Philippine Development Plan (PDP) and in the GoP's Social Contract with the Filipino people. While the economy has remained robust with Gross Domestic Product (GDP) growth rates of 6.5% to 7.5% from 2012 to 2013, the continuing challenge is to translate economic gains into improvements in the living standards of the poor.

Developing climate resilience is a top national priority for the Philippines, which is the third most vulnerable country in the world to the impacts of natural disasters and climate change. In this context, the GoP passed the Climate Change Act of 2009, established the Climate Change Commission, and adopted the National Climate Change Action Plan (NCCAP) to catalyze strategic actions from 2011 to 2028 that address the impacts of climate change in the country.

Harmonizing national and local development plans remains a challenge due to weak vertical coordination of plans from the national to the subnational levels and limited horizontal coordination among local government units (LGUs).

Mainstreaming climate resilience, green growth, and sustainable development in the plans and programs of LGUs is both a priority and a challenge. While the Climate Change Act requires LGUs to prepare their respective Local Climate Change Action Plans (LCCAP), compliance has been low due to capacity limitations. GGGI's ongoing engagement in the "Ecotown Scale-Up Project: Climate Resilient Green Growth Planning at the Provincial Level" is directly working to address this challenge.

Filipino 2040 Vision is aimed at ensuring that successive government administrations remain focused on the country's long term goals while responding to short and medium term needs and conditions. NEDA expects to complete the Filipino 2040 Vision by December 2015. Nonetheless, given the decentralized governance structure of the country, the achievement of this national vision requires significant engagement and support of stakeholders at the local level.

Delivery Strategy

Considering preliminary and ongoing discussion with NEDA, the scoping engagement will define a project delivery proposal for the technical assistance that will be provided based on NEDA's completion of the Filipino 2040 Vision. The GGGI in-country team will initiate an assessment of the national vision in order to develop guidelines for the integration of green growth into the national and local development planning process through the formulation of national guidelines.

In the scoping phase, GGGI will identify and draw upon global best practices from countries with similar experiences to ensure evidence-based planning in the formulation of the guidelines. The envisioned national guidelines will include methodologies, tools, and performance indicators for incorporating green growth as well as Sustainable Development Goals (SDGs) and Intended Nationally Determined Contributions (INDCs) commitments. Specifically, the Philippines intends to undertake GHG (CO2e) emissions reduction of approximately 70% by 2030 relative to its BAU scenario of 2000-2030. These reductions will come from energy, transport, waste, forestry and industry sectors.[20] Hence, the said guidelines will facilitate integration of related indicators and targets in the process of formulating national and local development plans.

Until the Filipino 2040 Vision is implemented and localized with specific sectors identified, the proposed project will not focus on any one particular sector. Upon agreement and approval of the project delivery outcomes and outputs, GGGI and NEDA will sign a Memorandum of Understanding to formalize the undertaking and define the responsibilities of both parties.

SDG Contribution
The project contributes towards Sustainable Development Goals 11 and 13.

Results Matrix

The results matrix will be available upon completion of scoping and determination of project delivery outcomes and outputs.

20 INDC submission of the Philippines to the UNFCCC http://www4.unfccc.int/submissions/INDC/Published%20Documents/Philippines/1/Philippines%20-%20Final%20INDC%20submission.pdf

Philippines

Background

Project Title	Technical Support to the Climate Change Commission on the Operationalization of the People´s Survival Fund (PSF)
Owning Division/Department	GGP&I
Country/Regional/Global Implementation	Philippines
Project Start Date	January, 2016
Funding Source	Core
Proposed Budget	2016: $499.000 ($120.000 for scoping; remaining locked for delivery subject to successful scoping)
International Partners	To be determined during scoping phase
National Counterparts	Climate Change Commission (CCC), People's Survival Fund (PSF) Secretariat

Project Context

As a country highly vulnerable to the impacts of climate change, the Government of the Philippines (GoP) has formulated national strategies and actions towards adaptation and mitigation. In 2009, the Philippines enacted the Climate Change Act, established the Climate Change Commission (CCC) and developed the National Strategy Framework on Climate Change (NSFCC) and the National Climate Change Action Plan (NCCAP). The NCCAP highlights the important roles of the local government units (LGUs) to serve as the frontline agencies in the formulation, planning and implementation of climate change action plans.

Realizing the need to strengthen support for actual implementation of climate change adaptation interventions, the GoP passed Republic Act 10174 to amend the Climate Change Act of 2009, and established the People's Survival Fund (PSF). The PSF is a special fund that aims to finance adaptation programs and projects of LGUs and communities based on the NSFCC. A graphical representation of the PSF is shown below.

People´s Survival Fund: A Snapshot

What is the PSF?
Special fund in the National Treasury that will finance climate change adaptation programs and projects. Initially, the government has set the amount of Php 1 billion for the PSF to be sourced from General Appropriations Act (GAA)

Usage of the Fund
- Adaptation
- Improvement of the monitoring of vector-borne diseases triggered by climate change
- Forecasting and early warning systems as part of preparedness for climate-related hazards;
- Supporting institutional development
- Strengthening existing, and where needed, establish regional centers and information networks
- Serving as a guarantee for risk insurance

Source of Fund
- General Appropriations Act (National Budget)
- Donations, endowments, grants and contributions

Who May Access the Fund
- Local Government Units;
- Community Organizations Accredited by the Climate Change Commission

The proposed project builds on current engagement with the CCC (i.e. PSF Secretariat) by addressing a critical and catalytic factor - materialization of investment in adaptation projects submitted by the LGUs.

A key challenge for the PSF Secretariat is to operationalize the fund and to ensure that its processing requirements do not inhibit poorer LGUs, which are in dire need of financing support. Parallel to this, it is necessary to provide matching support to LGUs in project identification and development, and in complying with the processing requirements of the PSF and other similar climate financing facilities, given the weaker capacity of LGUs to satisfy technical conditions.

Project Delivery Strategy

GGGI discussion with the PSF Secretariat is ongoing; while technical assistance provided to the PSF will be further defined with project outcomes and outputs upon the completion of the scoping engagement, it will be delivered against the following general framework:

Component 1: Strengthening Institutional Capacity. This is composed of three interrelated components: Rapid Assessment; Capacity Building (CB), based on the results of rapid assessment; and Establishment of a Monitoring and Evaluation (M&E) Systems. The rapid assessment will assess the effectiveness of the PSF initial cycle of implementation after six months of its operation, describe the current situation, outline the perceived needs and gaps, and plan priority interventions that are critical to the effective and efficient operationalization of the PSF. Whereas CB will focus on building the institutional and administrative capacity of the PSF Secretariat to perform the tasks identified in the Rapid Assessment, the M&E systems will help and support the PSF Secretariat to effectively and efficiently operationalize the PSF as well as to boost the accountability of the beneficiaries and other stakeholders.

Component 2: Project Preparation and Development. This component will support the LGUs and communities in developing viable adaptation projects eligible for PSF funding. This will be carried-out by building the capacity of LGU officers and personnel in strategic project (proposal) planning, design, implementation, and results-based monitoring and evaluation to support policy making and budget decision-making. The Green Investment Services (GIS) Unit will lead the development of this component.

Component 3: Resource Mobilization. This component will be designed to secure additional resources from various institutions, such as development partners, foundations, climate funds, regional institutions, and the private sector to leverage and maximize assistance to selected LGUs and communities in order to ensure the sustainability of the assistance provided. This area of intervention will help the GoP augment the PSF budget through donations, grants, endowments, and contributions for wider support and to accommodate more adaptation projects from LGUs and the communities.

It is expected that the results of the technical assistance will: (i) identify priority interventions critical to the smooth implementation of the PSF; and (ii) support development of new LGU projects and initiatives that cultivate a green growth pathway towards climate resilient and adaptive programs. It would broadly consider, but not be limited to, the following interventions:

- **Institutional and capacity assessment of CCC's technical staff, senior management, and LGU planners to inform capacity development activities and interventions.** A suite of relevant assessment materials and tools will be utilized to determine the areas where capacity is needed.
- **Analysis and evaluation of project proposals from the LGUs to determine the potential for green growth and vulnerability to climate change.** The assessment will consider the development and economic context of the LGU for strategic consistency across sectors. Priority project proposals will be identified and recommended to the PSF Board which is lodged under the CCC. In addition, the assistance will also target LGUs' capacity and ability to develop and determine a sustainable and relevant green growth path for their respective localities.

SDG Contribution.
The project contributes towards Sustainable Development Goals 11 and 13.

Results Matrix

The results matrix will be available upon completion of scoping and determination of project delivery outcomes and outputs.

India

Background

Project Title	Green Growth through INDC
Owning Division/Department	GGP&I
Country/Regional/Global Implementation	Country
Project Start Date	January, 2016
Funding Source	Core
Proposed Budget	**2016: $507.000**
International Partners	To be determined during scoping phase
National Counterparts	• National Institute for Transforming India (NITI Aayog) • Domestic financial institutions and private sector entities including National Bank for Agriculture and Rural Development

Project Context

Since 2013, GGGI's engagement in India has focused on developing and mainstreaming green growth strategies into sub-national policy and planning processes in Karnataka, Punjab, and Himachal Pradesh. For example, in the state of Karnataka, recommendations developed as part of the Karnataka Green Growth Strategy were subsequently allocated funding through Karnataka's state budget. GGGI's interventions have attracted the interest of national and state institutions interested in replicating the approach in other states.

These projects have served as important entry points for GGGI's program in India, which has achieved significant goodwill and success in demonstrating value-add. As part of the ongoing delivery of its Strategic Plan, GGGI has been reviewing its programmatic and membership approach towards India and proposes a timely transition for a more strategic approach in light of the following:

Opportunity to engage more strategically at the national level: GGGI's work at the state level has attracted the attention and interest of NITI Aayog, a new national government agency established in 2015 and chaired by Prime Minister Modi. NITI Aayog replaces the former Planning Commission and has been given a broad and ambitious mandate that includes overseeing a bottom-up and cross-sectoral approach to inclusive economic policy making. Having been introduced to GGGI's achievements, NITI Aayog signaled its interest in working more closely with GGGI, particularly in the area of energy. This expression of interest provides a timely opportunity to engage more strategically at the national level with a key institution in its formative stage, and one that enjoys strong political capital and a mandate well suited to advancing the green growth agenda.

Aligning India's international and domestic priorities with GGGI's value-add: In October 2015, India submitted its Intended Nationally Determined Contribution (INDC), outlining its proposed efforts to combat climate change ahead of the Paris COP21. The INDC reflects India's ongoing commitment to strongly pursue economic growth and poverty reduction, while acknowledging the need to do so in a sustainable manner. Key commitments in India's INDC include[21]: (1) increasing its share of renewable-based power capacity to 40% by 2030; and (2) reducing the emissions intensity of its GDP by 33-35% by 2030 (from 2005 levels). India is the world's third largest emitter and its national policy priorities include tackling energy access (around 300 million people lack access[22]) and efficiency which could otherwise constrain India's development and growth potential. The INDC also highlights the need for access to finance (including from the Green Climate Fund), knowledge sharing and transfer of green technologies and capacity building in order to meet its INDC commitments. The suite of priorities and needs in India's INDC align extremely well to GGGI's strategic

21 INDC submission by India to UNFCCC http://www4.unfccc.int/submissions/INDC/Published%20Documents/India/1/INDIA%20INDC%20TO%20UNFCCC.pdf
22 International Energy Agency, 2014

interventions related to energy and climate change mitigation, and our track record of delivering high quality policy advice on renewable energy in India.

Addressing recommendations from GGGI's Joint Donor Review: In its recent review of GGGI, the Joint Donor Review recommended that GGGI *"prioritize its work areas and most influential partnerships to avoid overstretching its limited capacity"*. As noted above, a shift in our focus from the state to the national level, centered on a partnership with NITI Aayog, and a proposed focus on India's INDC would give effect to this recommendation in the context of GGGI's India program.

Delivery Strategy

In light of these considerations, GGGI proposes reinforce its India operations with more strategic programming. Commencing in 2016, GGGI will begin scoping a new initiative with focuse on partnering with NITI Aayog and relevant national stakeholders on the energy components of India's INDC, as well as the issues of access to financing, technology transfer, and capacity building. This approach seeks to reposition GGGI more strategically within the institutional landscape in India, in order to increase the visibility and impact of GGGI's work.

GGP&I will lead the scoping phase with inputs from KSD particularly on energy and capacity building. Specific issues to be explored in consultation with NITI Aayog and others include:

- Identifying common ground between NITI Aayog's mandate and implementation challenges of India's INDC;
- Leveraging existing partnerships that GGGI has established to date, including with domestic financial institutions around the issue of access to finance; and
- Identifying ways to facilitate knowledge sharing between India and other countries on topics of mutual interest (eg: technology transfer), through GGGI's existing programs on capacity development, South-South Cooperation and knowledge sharing platforms (eg: GGKP).

SDG Contribution
The project will contribute to SDG 7, 8 and 13.

Project Briefs: Upper Middle Income Countries (UMICs)

China

Background

Project Title	Green Growth Transition In China
Owning Division/Department	GGP&I
Country/Regional/Global Implementation	China
Project Start Date	January, 2016
Funding Source	Core
Proposed Budget	**2016: $769.188**
International Partners	UNDP, UNEP, WWF, Energy Foundation, World Bank, ADB, OECD, WBCSD
National Counterparts	China Council for International Cooperation in Environment and Development (CCICED), Policy Research Center of Environment and Economy (PRCEE), Development Research Center (DRC) of the State Council and Energy Resource Institute of National Development and Reform Commission (ERI-NDRC).

Project Context

Recognizing that China's rise to becoming the world's second largest economy has come at the cost of decades of environmental degradation, the Government of China (GoC) has in recent years demonstrated its commitment to stepping up efforts in sustainable development. While China continues to promote a green transition and announced its INDC commitments for climate change mitigation and adaptation, its sheer geographical size, complexities, and regional disparities presents considerable development challenges including:

- Regional development disparities between inner and coastal provinces;
- Ecosystems under severe pressure due to rapid and continued economic development;
- Integration of sustainable development planning across industries and consumption sectors;
- Transparent and effective mechanisms for the industrial and private sector to participate in policy design and implementation;
- Inequitable distribution of prosperity and social inclusion.

Given China's economic and financial resources, there exists a positive environment to leverage green growth potential in China. In this context, the project will provide evidence-based planning support in realizing a green growth transition. In particular, it aims to strengthen policy and planning frameworks with green growth interventions in targeted industries within the GoC's 13th Five Year Plan (FYP) at both national and sub-national-levels.

Progress to Date

GGGI has been working closely with its Chinese partners to deliver green growth projects since 2012, with initial focus on the Province of Yunnan.

GGGI's engagement in 2016 builds on past studies and more recent requests from Chinese counterparts during GGGI Assistant Director General's visit to China in August 2015, to generate improved policies, scalable projects, green growth evidence base, and leverage GGGI's networks and platforms to share China's green growth experience and insights as well as promote South-South Cooperation for environmental friendly growth.

To deliver these results, GGGI will partner with the four leading agencies in China: the China Council for International Cooperation in Environment and Development (CCICED), the Policy Research Center of Environment and Economy

(PRCEE), the Development Research Center (DRC) of the State Council, and the Energy Resource Institute of National Development and Reform Commission (ERI-NDRC).

All four partners will co-finance the proposed activities for 2016. Strengthening of relationships with these agencies will position GGGI as a trusted advisor in China and provide substantive inputs to the high level conversation regarding China's membership to GGGI.

Delivery Strategy

The combination of components in this one-year Green Growth Transition in China project will allow GGGI to engage key Chinese counterparts with decision-making impacts on China's economic and environmental policies. Further, the project will generate green growth related knowledge and experiences to be shared with other countries through GGGI's global knowledge platforms initiatives.

Activities undertaken through these combined components will enable the GoC to progress on the 13th FYP targets at sub-national levels, introduce green investment service guidance, enhance the green growth capacity of officials at national and sub-national levels, share China's experience with other countries, and generate best practices to scale nationally and offer internationally.

Component 1: Green Investment Guidelines. The objective of this component is to support the GoC to address the global impact of China's energy and GHG emission related to overseas investments, by developing a set of analyses on low carbon principles for investment. The findings and recommendations will contribute to the development of a Green Strategic Guideline for China's Overseas Investment, and ERI/NDRC will secure around $80,000 from the government to jointly deliver this project with GGGI.

Component 2: Green Growth Evidence-based Model. The objective of this component is to develop innovative green growth model recommendations and generate actions and facilitate policy implementation. In the long term, a joint effort between the GGGI in-country team and KSD to identify and develop bankable projects will help to scale up those green growth activities. The DRC State Council and PRCEE, respectively, have already each secured at least $200,000 in funding to deliver projects under this work component.

Component 3: Green Knowledge Transfer. This component focuses on leveraging China's emerging role as sectoral donor and investor in green growth sector in many aspects, and demonstrated commitment to regional development via establishment of the South-South Cooperation Fund for Climate Change and Sustainable Development, the Green Silk Road Fund, the Poverty Reduction Fund, and the AIIB. By working with the CCICED Task Force on China South-South Cooperation for Ecological Civilization, GGGI will engage Chinese counterparts to identify lessons and best practices in China's green transition, and share experiences with other countries. This joint efforts will promote greater South-North-South expertise and knowledge sharing, and in turn strengthen green growth projects within China, as well as other countries working toward a green growth pathway.

SDG Contribution
The project will contribute directly to SDG 9 and 17.

Results Matrix (China)

Results Statement	Indicator	Baseline	Targets 2015	Targets 2016
Outcome				
Green growth approach integrated into China policies and overseas investments decisions	Policy interventions at national and sub-national are formulated based on green growth models	To be collected		N. of policies at national and sub-national
	Overseas investments decisions by GoC are based on green guidelines	To be collected		N. of overseas investments informed by the guidelines
South-South cooperation and dialogue enhanced	High-level dialogue between China and developing countries bring long-term cooperation	To be collected		N. of developing countries establishing long-term dialogue with China on green growth topics
Outputs				
Green strategic guidelines for China's overseas investment developed	Guidelines on low carbon approaches for overseas investments developed	Currently, information availability on low carbon approaches related to overseas investments is limited		Guidelines validated by key ministries
Innovative evidence-based green growth model for policy makers developed and shared	Green growth evidence-based model developed including policy recommendations	Green growth is still a new concept that needs to be substantiated with evidence and solid follow up actions for policy makers		Green growth model and policy recommendations validated by DRC
Green growth implementation approach pilot tested in selected province(s)/city(ies)	Pilot provinces/cities selected to implement GGGI-PRCEE green growth roadmap	In 2015 GGGI and PRCEE are developing a green growth roadmap that is planned to be tested at sub-national level		1-2 pilot provinces/ cities selected and green growth approach validated by local authorities
China best practices identified and shared via South-South cooperation and green growth knowledge enhanced	Best practices identified and fed into CCICED Task Force work and AGM summary to the State Council.	Currently there is not a comprehensive analysis related to the Chinese green growth best practices and lessons learned. In addition the latter are not systematically shared with developing countries		Best practice summary report presented to CCICED Task Force and to State Council
	Chinese examples shared with developing countries.			Up to 5 developing countries participate in N. of workshops
	Policy makers and key stakeholders acknowledge improved understating of green growth approach and other countries experiences			% of policy makers and key stakeholders expressing improved knowledge

3. Knowledge Solutions Division (KSD)

3.1 Overview

Delivering on the post-2015 agenda will require significant resources towards designing policy and implementation pathways and aligning global partnerships and financial systems with sustainable development goals, particularly SDG 17 to "strengthen the means of implementation and revitalize the global partnership for sustainable development".

The goal hinges on an interdependent mix of financial resources, technology development and transfer, capacity-building, inclusive and equitable globalization and trade, regional integration, as well as the creation of national enabling environments.

This contextualizes GGGI's strategic priority of "moving towards implementation", with the Knowledge Solutions Division (KSD) tasked to strengthen GGP&I's in-country delivery through knowledge and support for an enabling environment for green growth investment. Fulfilling on the Strategic Plan's focus on "delivering as one" will require continued and strengthened integration of KSD between GGP&I vis-à-vis stepping up capacity to respond to the evolving needs of country programs.

In 2015 original budget, core budget allocation for KSD was $6.7 million, representing 42% of programmatic core funding. An increasing focus on implementation and improved understanding of KSD offerings has led to additional in-country demand and the identification of capacity gaps required to deliver faster and better.

Figure 4: Budget Allocation Across KSD Division

The revised Work Program and Budget 2016 proposes a total core budget of $10.3 million for KSD, which represents an 38% increase from the total revised budget[23] of $7.5 million in 2015. This is to strengthen customized support to country programs in developing implementable and financeable opportunities. Successfully leveraging these opportunities is crucial to building the green growth evidence base required for replication and scale-up.

This is an additional $3.1 million against the approved budget of 2016. The proposed additional request for Knowledge Services and Green Investment Services is $2.3 million and $0.8 million[24] respectively. There is also $1.3 million of funding reserved for delivery pending scoping results of two new proposals aimed at delivering innovative financing solutions surrounding domestic financing vehicles and the implementation of Intended Nationally Determined Contributions (INDCs).

A key priority for 2016 is therefore to reinforce thematic support by ensuring that new activities buttress existing in-country interventions; improve coherence in the implementation of GGGI's knowledge and capacity building initiatives; and improve multi-stakeholder engagement for green financing by leverage resources across diverse and country led funding mechanisms.

23 Includes the Work Program & Budget 2015-16 and supplementary budget requests in 2015.
24 Does not include the amount proposed for reserve funds

Knowledge Services (KS) work program outputs for 2015 will be met by end of the year. The integrated Capacity Development (ICD) program is now fully operational and will be delivered from two regional hubs while holding three South-South and South-North-South knowledge sharing workshops. Lessons and best practices from GGGI programs were shared in at least six international/regional forums and meetings.

Green Investment Services (GIS), with mid-year restructuring and operationalization, has had a challenging year. Despite a late start and initial staffing shortages, GIS expects to have the department fully staffed by end of Q1/Q2 2016.

3.2 Knowledge Services (KS)

Knowledge Services is tasked with strengthening GGGI's thematic service offerings in-country, particularly through technical and integrated assessments entailing social, economic, and environmental dimensions, and capacity building of partner governments supported by knowledge processes. The proposed additional requests for 2016 will continue to contribute to strategic outcome 3 "improving multi-directional knowledge sharing and learning between South-South and South-North-South countries".

The total core revised budget for Knowledge Services is $5.5 million in 2016, increasing from the $3.2 million approved budget of 2016, representing 54% of the KSD core budget.

The increase is aimed at effective and targeted capacity building in developing countries to support national development goals in partner countries. Specifically, KS is stepping up efforts to increase coherence in its thematic in-country support and knowledge capabilities through a number of initiatives that have proposed additional funding for 2016:

I. Integrated Capacity Development (ICD) workstream received Council approval in July 2015. In order to step up delivery for implementing effective and targeted capacity building, GGGI aims to increase funding to ICD by an additional $470,000 in 2016. One ICD program was delivered in Abu Dhabi, United Arab Emirates in October, 2015. Another will be launched in Songdo, Republic of Korea in November, 2015. Training modules on Energy, Green Cities, Project Preparation and Nationally Appropriate Mitigation Action (NAMA) will be developed and delivered by end of 2015. The South-South Cooperation Program kicked off in April jointly with UNEP and two more program events are to be held in Costa Rica and the Republic of Korea in November and December 2015 of this year respectively. The additional funding for ICD is aimed at:

- **Scoping for Sub-Regional Policy Dialogue on Green Growth (SRPD).** GGGI has refined the scope of Green Growth Ministerials and will rename the initiative as "Sub-Regional Policy Dialogue on Green Growth" to be implemented under the regional capacity development component of ICD. This will particularly target Middle Income Countries (MICs) through physical and internet-based platform whereby best practices for development solutions, particularly in MICs, will be identified, analyzed, managed and disseminated. GGGI will pilot a sub-regional policy dialogue on green growth to identify and develop common technical and financial approaches among MICs to scale up green investment, particularly among ministers of planning, finance, and economy. This will help to shape a South-South cooperation for solutions seekers, particularly from MICs, to transfer technology and financy for common challenges; the pilot will be implemented in South Asia and draw inputs from GGGI´s partnerships including GGKP, GGBP, New Climate Economy (NCE) as well as its in-house programs on Green Growth Index and Capacity Development.

- **Reinforcing in-house thematic capacity**. Addressing in-house thematic capacity responds to recent Joint Donor Review (JDR) recommendations to prioritize recruitment of qualified staff for identified gaps. Recruiting additional staff to deliver current and anticipated thematic support for country programs will also result in greater value for money in the medium to long term:

    - Land-Use is a thematic priority and the provision of technical assistance in advancing sustainable forest management and adequate incentives through national planning frameworks and institutional mechanisms will contextualize GGGI's land-use interventions in developing forest-rich countries. A land-use expert will be hired to develop GGGI's land-use offerings and activities with a focus on emission reductions from deforestation and forest degradation, sustainable forestry and land use.

    - Energy interventions are critical to achieving economic development and climate objectives and the greening of energy systems in countries vary by geography and stages of development, hence requiring significant customized integrated analysis to enable policymakers, regulators and stakeholders to better understand

measures and institutional changes required for a green energy transition. GGGI will recruit an additional staff member to deliver increased targets on current energy service offerings.

II. Knowledge Management (KM) workstream. Knowledge development, management, and sharing is integral to the sustainability of GGGI's delivery model. The workstream has an approved core allocation of $1.1 million in 2016 with an integrated knowledge management strategy currently under development. A KM components includes hosting the Green Growth Knowledge Platform (GGKP) Secretariat and managing its operations. GGKP aims to provide policymakers and practitioners with access to cutting-edge knowledge and tools needed to support the transition to green growth.

- GGGI requires additional funds to deliver the annual GGKP conference. Responsibility for the delivery of the conferences is rotated amongst partners; GGGI has lead responsibility for planning, organizing, convening and funding the event in 2016. The conference directly contributes to GGGI's strategic outcome of "improved multi-directional knowledge sharing and learning between both South-South and South-North-South on green growth" The conference provides a valuable platform for GGGI to share experiences, lessons and best practices on green growth from its in-country programs with relevant target audiences.

Table 6: Revised Budget Allocation for Knowledge Services 2015-2016

	Knowledge Management (Core)				Capacity Development for KGGE Module (Core)				Green Growth Potential Assessment (Core)				Green Transport Assessment Methodology (Core)				Energy Planning and Modelling (Core)			
	2015		2016		2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$687.438	$544.123	$708.061	$686.478		$11.113			$309.858	$325.812	$380.000	$327.889	$226.464	$218.654	$233.258	$256.703	$243.000	$147.219	$320.000	$336.322
Outsourcing	$147.000	$320.397	$140.000	$395.672	$36.500	$34.800			$216.000	$183.028	$180.000	$210.000	$130.000	$145.000	$120.000	$89.000	$134.000	$151.201	$138.020	$133.800
Travel	$116.000	$167.687	$110.000	$300.500		$300			$51.600	$70.700	$45.000	$49.478	$45.336	$37.799	$35.000	$47.000	$57.000	$108.740	$58.710	$144.200
Conference	$6.000	$7.400	$6.180	$52.500		$4.672				$6.560		$17.200	$600	$600	$618	$5.000		$8.500		$24.000
Professional	$61.000		$62.830		$31.040	$20.500						$10.000	$5.000	$5.000	$5.150		$5.000	$7.000	$5.150	$8.400
Supplies and Maintenance	$6.520	$6.900	$6.716						$1.200	$1.400	$1.236									$4.070
Information	$43.200	$27.615	$44.496	$13.000	$5.000	$5.000			$10.141	$1.000	$10.445	$4.500	$4.600	$4.947	$4.738	$3.181	$8.000	$10.191	$8.240	$27.900
Rental																				$420
Acquisition	$15.000	$15.000	$15.450									$2.000					$27.751	$40.440	$28.584	
Communication	$6.000	$300	$6.180							$300								$500		
Training	$8.400	$2.000	$8.652						$6.200	$6.200	$6.386	$2.000	$4.000	$4.000	$4.120	$2.000	$2.000	$2.959	$2.060	$3.000
Others	$1.442	$6.577	$1.485	$11.900		$1.615														$2.700
Overhead					$5.460															
Sub Total	$1.098.000	$1.098.000	$1.110.050	$1.460.050	$78.000	$78.000			$594.999	$595.000	$623.067	$623.067	$416.000	$416.000	$402.884	$402.884	$476.751	$476.751	$560.764	$684.812

*KGGE Module Developed Project was reflected as POSCO (earmarked) in the original WPB 2015-16

*Green Growth Readiness Assessment project has been renamed to Green Growth Potential Assessment

*Budget for Energy Planning has increased in 2016 revised budget due to hire of an additional personnel and the Poverty Reduction and Inclusive Green Growth project is proposed to be moved to GGP&I Division. Revised 2015 budget reflects in-kind contribution from Denmark for providing TA support

(continued) Table 6: Revised Budget Allocation for Knowledge Services 2015-2016

	Climate Resilient Green Growth (Core)				Poverty Reduction and Inclusive Green Growth (Core)				Integrated Capacity Development (Core)				Green Growth Index (Core)				Total Core			
	2015		2016		2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$106.160	$106.160	$109.345	$127.280		$224.850	$202.600			$44.123		$787.100		$75.677		$230.429	$1.572.920	$1.697.731	$1.953.264	$2.752.201
Outsourcing	$74.000	$84.050	$65.000	$50.000			$50.000			$140.000		$200.158		$8.023		$218.000	$737.500	$1.066.500	$693.020	$1.296.631
Travel	$48.000	$35.750	$35.000	$20.500			$45.000			$196.000		$340.000		$12.300		$70.171	$317.936	$629.276	$328.710	$971.849
Conference		$4.000		$7.500						$30.000		$100.342		$0			$6.600	$61.732	$6.798	$206.542
Professional				$3.000						$20.000				$5.000			$102.040	$57.500	$73.130	$21.400
Supplies and Maintenance	$1.200	$400	$1.236														$8.920	$8.700	$9.188	$4.070
Information	$2.000	$1.000	$2.060	$2.627						$20.000		$20.000		$6.000		$15.000	$72.941	$75.753	$69.979	$86.209
Rental												$2.400				$2.400	$0	$0	$0	$5.220
Acquisition				$2.000								$2.000				$150.000	$42.751	$55.440	$44.034	$156.000
Communication										$3.500		$8.000					$6.000	$4.600	$6.180	$8.000
Training	$2.200	$2.200	$2.266	$2.000								$10.000				$4.000	$22.800	$17.359	$23.484	$23.000
Others																	$1.442	$8.192	$1.485	$14.600
Overhead																	$5.460	$0	$0	$0
Sub Total	$233.560	$233.560	$214.907	$214.907		$224.850	$297.600			$453.623		$1.470.000		$107.000		$690.000	**$2.897.310**	**$3.682.783**	**$3.209.271**	**$5.545.720**

3.3 Green Investment Services

Green Investment Services plays a crucial role in GGGI's move towards implementation by offering technical expertise to inform downstream bankable projects. The GIS team in London will be fully staffed by end of 2015 and the team at headquarters by Q1/Q2 2016.

In line with JDR recommendation to provide innovative green investment services to projects that are linked with strategic support to inclusive green growth policies, strategies, and plans in Member countries, GIS seeks additional core funding to scope interventions pertaining to innovative financing approaches for low-carbon and resilient development. The approved SDGs, the UNFCCC process and Financing for Development negotiations provide the opportunity to converge on international goals and to address sources and levels of financing.

In this light, GIS proposes a 20% overall increase from the approved 2016 budget. The total proposed revised core budget for three workstreams and additional initiatives for GIS is $ 3.3 million in 2016, increasing from $3.8 million in 2015, representing 43% of the KSD programmatic core budget. The additional funding will directly contribute to strategic outcome 2 "increased green investment flows" towards two new initiatives:

I. National Financing Vehicles. Aligning domestic financial systems for green growth will require a systematic approach that is only achievable by going beyond business-as-usual approaches to financial market development. In recent years, national financing vehicles have gained prominence in their ability to leverage public resources for domestic implementation and reflects country ownership. GGGI will first conduct scoping activities in countries – with a focus on Member countries that have requested support in relation to national financing mechanisms – to identify catalytic interventions for regulatory and institutional change.

II. Financing Intended Nationally Determined Contribution. Governments require significant support in translating INDC targets into their national/sub-national and sectoral plans and strategies, and in mobilizing financial resources for implementation. The scoping budget will allow GIS to assess countries' INDCs and scope potential interventions to address gaps in the financing and implementation framework for crucial mitigation and adaptation issues. The proposed work is highly synergistic with GGP&I's in-country work.

Table 7: Revised Budget Allocation for Green Investment Services 2015-2016

	NAMA Development (Core)				Project Design and Preparation (Core)				De-risking Climate and Infrastructure Finance (Core)				INDCs (Core)				National Financing Vehicles (Core)			
	2015		2016		2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$715.000	$353.490	$736.450	$416.070	$745.000	$374.285	$767.350	$677.882	$795.000	$341.832	$818.850	$731.601				$300.000				$250.000
Outsourcing	$160.000	$365.000	$180.800	$234.000	$390.000	$606.795	$335.000	$319.000	$270.000	$447.500	$240.000	$158.400				$30.000				$30.000
Travel	$100.000	$94.290	$119.000	$125.000	$175.000	$161.590	$208.250	$82.300	$245.000	$154.750	$291.550	$197.000				$50.000				$30.000
Conference	$30.000	$30.000	$35.700	$10.800	$60.000	$40.000	$71.400	$28.000		$70.000		$60.000								
Professional						$3.400		$8.000		$87.000										
Supplies and Maintenance				$4.000					$5.000	$10.000	$5.950									
Information	$2.000	$2.000	$2.380	$3.000	$8.000	$11.000	$9.520	$4.000	$8.000	$30.000	$9.520	$4.000								
Rental									$50.000	$18.000	$59.500	$16.320								
Acquisition																				
Communication	$2.000	$2.000	$2.380	$8.000	$3.000		$3.570	$2.600	$7.000	$50.161	$8.330									
Training	$9.000	$9.000	$10.710	$6.000	$10.000	$6.000	$11.900	$8.000	$10.000		$11.900	$8.000								
Others	$2.000	$22.898	$2.380	$67.029	$2.000	$3.008	$2.380	$63.688	$5.000	$50.000	$5.950	$60.328								
Overhead																				
Sub Total	**$1.020.000**	**$878.678**	**$1.089.800**	**$873.899**	**$1.393.000**	**$1.206.078**	**$1.409.370**	**$1.193.469**	**$1.395.000**	**$1.259.243**	**$1.451.550**	**$1.235.649**				**$380.000**				**$310.000**

(continued) Table 7: Revised Budget Allocation for Green Investment Services 2015-2016 (continued)

	European Presence (Core)				Total Core				Green Invest (BMZ)				ADG KSD (Core)			
	2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel					$2.255.000	$1.069.607	$2.322.650	$2.375.553						$337.676		$467.702
Outsourcing				$78.000	$820.000	$1.419.295	$755.800	$849.400		$154.650		$133.751				$15.000
Travel					$520.000	$410.630	$618.800	$484.300		$8.968		$36.075		$107.500		$150.000
Conference					$90.000	$140.000	$107.100	$98.800		$32.509		$16.650		$10.300		$10.000
Professional						$90.400		$8.000								
Supplies and Maintenance				$10.200	$5.000	$10.000	$5.950	$14.200		$1.121				$2.200		$500
Information					$18.000	$43.000	$21.420	$11.000		$12.892						$0
Rental				$43.050	$50.000	$18.000	$59.500	$59.370								
Acquisition																
Communication					$12.000	$52.161	$14.280	$10.600		$6.950				$800		
Training					$29.000	$15.000	$34.510	$22.000								$4.000
Others				$750	$9.000	$75.906	$10.710	$191.795				$6.660		$5.524		$500
Overhead										$63.160		$24.451				
Sub Total				**$132.000**	**$3.808.000**	**$3.343.999**	**$3.950.720**	**$4.125.017**		**$280.249**		**$217.587**		**$464.000**		**$647.702**

Integrated Capacity Development

Background

Project Title	Integrated Capacity Development
Owning Division/Department	KSD
Country/Regional/Global Implementation	Country/Regional/Global
Project Start Date	Ongoing
Funding Source	Core
Approved Budget	2015: $453.623 2016: $1.000.000
Proposed Budget	2016: $470.000 $270.000 (additional request being sought for component 0) $200.000 (additional request being sought for component 1)

Project Context

Integrated Capacity Development (ICD) aims to consolidate GGGI's capacity development activities under a central program managed by KSD, while featuring integrated delivery through both GGP&I and KSD workstreams. In July 2015, the Council approved a supplementary budget proposal towards activities in ICD components.

Integrated Capacity Development Workstream Components

	Component 0	Component 1	Component 2	Component 3
	Module Development	Regional Capacity Development	National Capacity Development	Global Capacity Development/South South Cooperation
Led by	ICD	ICD	ICD and country teams	ICD
Main activities (2015)	Developing modules on priority sectors and themes including: • Green Cities • Project Preparation & Financing • NAMAs	Delivery of training modules in 3 regional hubs ("Green Growth Solution Labs"): • Abu Dhabi, UAE (covering the Middle East & North Africa region) • Songdo, Republic of Korea (covering the Southeast Asia and Pacific region) • Mexico City, Mexico (covering the Latin America region)	Support in-country capacity development activities (e.g. Cambodia, Vietnam, Indonesia, and the Philippines)	Two South-South Cooperation workshops in Costa Rica and Republic of Korea in the last quarter of 2015

Target audience	• Government policy makers and technical experts • Private sector representatives • GGGI staff	• Government policy makers and technical experts • Private sector representatives • GGGI staff	• Government policy makers and technical experts • Private and research sector representatives	• Government policy makers and technical experts • Private and research sector representatives

	Component 0	Component 1	Component 2	Component 3
Funding Source	Supplementary budget approved in July	• Green Growth Solutions Lab MENA (UAE budget earmarked) • Green Growth Solutions Lab SEAP (supplementary budget approved in July) • Green Growth Solutions Lab LATAM (supplementary budget approved in July)	Supplementary budget approved in July	Earmarked funding from KOICA
Proposed additional request for 2016	Hiring a land-use thematic expert. A land use project may be developed for approval in the next biennium WPB 2017-2018	New output: Piloting Sub-Regional Policy Dialogue on Green Growth (SRPD) in South Asia focusing on Middle Income Countries (MICs)		

Progress to date
The Integrated Capacity Development (ICD) Program has been further developed and training activities will be delivered across three regional hubs: (1) Abu Dhabi, United Arab Emirates; (2) Songdo, Republic of Korea; and (3) Mexico City, Mexico. The South-South Cooperation component of the program commenced in April 2015 with a joint workshop with UNEP and two more workshops to be held in Costa Rica and Republic of Korea during November and December 2015 respectively.

The additional budget request will go towards the delivery of the following activities under Components 0 and 1:

Component 0: Module Development
In the Strategic Plan 2015-2020, "Land Use" was identified as one of GGGI's four thematic priorities, which GGGI considers key to realizing green growth. The proposed additional budget request will go towards the hiring of a full-time land-use expert who will increase our in-house capacity to develop future forestry and land use interventions, with a focus on forest-rich regions in Africa, Latin American and Asia.

The land-use expert will be tasked with expanding GGGI's land-use service offerings and activities with a focus on emission reductions from deforestation and forest degradation, sustainable forestry and land-use. The expert will also undertake scoping work with the Green Investment Services department to define and strengthen GGGI's technical assistance to developing countries in the area of payment-for-performance funding mechanisms.

From this scoping work, it is anticipated that detailed proposals on land-use projects will developed for approval as part of the Work Program and Budget 2017-18 submission.

Component 1: Regional Capacity Development
In July 2015, GGGI submitted a supplementary budget request to undertake scoping of a new 'Green Growth Ministerials' project. Unfortunately, progress has been slower than expected due to difficulties in locating a suitable consultant to support this work. Given this, GGGI proposes to delay the Ministerial and refine the scope of the project as "Sub-Regional Policy Dialogue on Green Growth", and implement this targeting Middle Income Countries (MICs) under the regional capacity development component of ICD.

Project Context (SRPD)

The Sub-Regional Policy Dialogue on Green Growth (SRPD) contributes to GGGI's strategic outcome of "improving multi-directional knowledge sharing and learning between South-South and South-North-South countries".

Opportunity for a sub-regional approach. A sub-regional approach can strengthen GGGI's engagement with Member and non-Member MICs, increase its impact and relevance globally, support national reform efforts and increase green investment flows through de-risking policy. There are several reasons why a regional approach makes sense, including:

- Similar risks and opportunities between countries with respect to green growth and sustainable development because of similar geography, socio-economic challenges and risk profiles in the eyes of investors;
- Growing economic integration and resulting transboundary issues (especially in the energy and water sectors), for which a regional approach would be more effective than a national approach;
- Potential to attract financial support through regional sources, such as regional development banks; and
- Lower transactions costs by working in similar time-zones, shorter travel distances, and in some cases language (e.g. Spanish in Latin America).

Delivery Strategy

Targeting Middle Income Countries (MICs), this project will scope and pilot a Sub-Regional Policy Dialogue on Green Growth in order to identify and develop common technical and financial solutions to scale up green investment, particularly among ministers and/or senior policy makers overseeing planning, finance and economic policy functions. GGGI will develop the parameters of the policy dialogue based on synergistic country programs (geographically and thematically). The project aims to:

- Enhance awareness and understanding of green growth among policymakers in GGGI Member countries, as well as in prospective Member countries within a specific sub-region. Focus will primarily be on MICs, given their increasing important role in structural economic changes for reducing greenhouse gas emissions;
- Deliver technical and analytic content on best practices around green growth policies using South-South cooperation platform, both physical and internet based; and
- Support the development of scalable approaches to facilitate green investments within the sub-region through de-risking policy, and draw lessons that may be applicable to other sub-regions.

Proposed Outputs

(i) The first output focuses on **mapping existing regional and sub-regional dialogue on green growth** in order to identify needs and opportunities to build upon existing endeavors. This will be done in close cooperation with GGGI´s partners in the Inclusive Green Growth Partnership, to be launched on 7 December in Paris. This analytical output will feed into the design and implementation of the SRPD conference.

(ii) The second output is a SRPD (Sub-regional Policy Dialogue) conference to be delivered in 2016, targeting MICs from Asia, to provide feedback and lessons learned in implementing a policy dialogue. The SRPD will be designed to provide input to the Global Green Growth Summit and Green Growth Knowledge Platform Annual Conference that will take place in September 2016. In addition, hosting the SRPD during the first half of the year may increase the likelihood of outputs feeding into broader regional fora and initiatives, many of which issue annual statements and/or declarations.

GGGI Members and non-Members from MICs will be engaged in the mapping exercise, drawing upon their lessons learned from donors' relevant experience in the region.

SDG Contribution (ICD program)
The proposed additional activities will contribute directly to SDG 15 and 17.

Results Matrix (ICD)

Results Statement	Indicator	Baseline	Targets 2015	Targets 2016
Outcome				
ICD attendees have enhanced awareness and capacity on planning and implementing green growth policies	% of ICD attendees express improved knowledge in post-training feedback surveys	N/A	70%	70%
Outputs				
Component 0: Module Development **Learning modules are developed**	N. of learning modules developed on X topics	0	3	> 4
Additional output under component 0 for 2016: **GGGI in-house land-use expertise built and provided to in-country programs**	N. of GGGI countries scoped and related specific interventions identified	0		2 countries
	Best practices and lessons learned from X N. of in-country programs analyzed and fed into GGBP/GGKP	0		2
Component 1: Regional Capacity Development "Green Growth Solutions Lab" **Capacity Development workshops are organized in GGGI's training hubs**	N. of regional workshops	0	2	> 3
Additional output under component 1 for 2016:	Mapping of MICs green growth best practices/ lessons learned	0		Mapping completed in consultation with targeted MICs
Sub-regional policy makers dialogue (SRPD) initiated	Number of facilitated policy dialogues			1 SRPD dialogue session held in Asia and increased knowledge assessed

Component 2: National Capacity Development **ICD team supports capacity development activities conducted at the national level**	N. of countries that have received support	0	>3	> 4
	Cambodia: Quality review of training materials on green cities planning		1	
	Expert review of handbook on extended cost-benefit analysis submitted to Indonesia team		1	
	Vietnam - Study tour on Korea's green growth experiences for private sector representatives organized and delivered		1	
	Philippines - expert review of training module		1	

Knowledge Management

Background

Project Title	Knowledge Management – GGKP component
Owning Division/Department	KSD
Country/Regional/Global Implementation	Global
Project Start Date	January 2015 (ongoing project initially approved in WPB 2015-16)
Funding Source	Core
Approved Budget	**2015: $1.098.000** **2016: $1.110.050**
Proposed Budget	**2016: $350.000** (additional request being sought)
International Partners	GGKP: UNEP, World Bank, OECD and 37 partner organizations

Project Context

The Knowledge Management program was approved under GGGI's Work Program and Budget 2015-16, with the aim of establishing an effective system for managing and sharing green growth knowledge generated from both within and outside of GGGI. The program comprises the following components: (i) development of an internal knowledge management system for GGGI; (ii) development and management of the Green Growth Best Practice (GGBP) initiative; (iii) support to the Green Growth Knowledge Platform (GGKP) initiative; and (iv) support on green growth research and the 'New Industrial Revolution' by the Grantham Research Institute.
This proposed additional budget relates to the Green Growth Knowledge Platform component of the program, specifically the delivery of GGKP's Annual Conference in 2016, in which GGGI is the lead organizer.
GGKP aims to provide policymakers and practitioners with access to cutting-edge knowledge and tools needed to support the transition to green growth. Initially established in 2012 by GGGI, UNEP, World Bank and the OECD, GGKP has since expanded to become a global partnership of 37 international organizations, research institutes, and think tanks. The GGKP's focus on generating, managing and sharing knowledge on green growth is directly aligned to the priorities of GGGI's Strategic Plan 2015-20, particularly the outcome of *"improved multi-directional knowledge sharing and learning between South-South and South-North-South countries"*.[25]

Progress to Date
In addition to providing funding support, GGGI also contributes significantly to the development and implementation of GGKP. As one of the founding organizations, GGGI is part of GGKP's Steering Committee, which is the principal governance and decision-making body responsible for approving GGKP's strategy and overall work plans. GGGI is also active in the day-to-day operation of the Platform together with UNEP, with staff contributing directly to a number of operational functions. A GGKP Impact Report published in 2015 highlighted the positive growth and results of the initiative, reflecting the strong demand for the products and services delivered by the Platform. These achievements included:

- Growth in the number of knowledge partners from 13 to 37 over the past two years;
- 23 policy papers produced on a range of Green Growth topics;
- 43% of GGKP's research committee members are from developing countries and 22% are female;
- Number of unique visitors to GGKP's website increased by more than triple in 2014; and
- 13 knowledge sharing events held during the study period, involving 1,304 participants of which 44% were from developing countries and 36% were female.

25 Strategic Outcome 3, p.8, GGGI Strategic Plan 2015-2020

Delivery Strategy

A major focus of GGKP's annual work plans are its Annual Conferences. Responsibility for the delivery of the conferences is rotated amongst partners. In 2016, GGGI will have lead responsibility for planning, organizing, convening and funding the event, which is expected to attract at least 300 participants. The target audience for the GGKP 2016 Annual Conference includes developing country leaders and policy makers, as well as practitioners, researchers and technical specialists from GGKP's partner institutions. Although some of the existing budget from the Knowledge Management program will be allocated to cover the costs of delivering the conference, additional funding is required.

To enhance efficiencies and increase impact, GGGI will hold the GGKP Annual Conference back-to-back with the Global Green Growth Summit (GGGS) and sessions of the GGGI Council and Assembly, as part of a "Global Green Growth Week" in September 2016. This will allow GGGI to capitalize on opportunities to strengthen political commitment to green growth, by bringing together the attendance of Ministerial-level officials (who will also be attending the GGGS) and internationally recognized authorities to deliver keynote addresses at the conference.

The proposed theme for the conference in 2016 is *Delivering Pro-Poor Inclusive Green Growth for Transformative Development*, which aligns with GGGI's strategic focus on advocating green growth models that simultaneously address economic growth, poverty reduction, social inclusion and environmental sustainability. Specifically, the conference aims to share knowledge and best practices amongst participants on:

- Removing market failures present among economic, environmental and social goals, and considering the distributional effects of policies in policy formulation and implementation;
- Designing participatory policy processes that effectively engage all stakeholders, including those in developing countries currently unable to participate in the benefits of green growth; and
- Improving policy coherence across sectors and levels of government to ensure that poor and disadvantaged groups benefit from green growth and green investments.

The conference directly contributes to GGGI's strategic outcome of *"improved multi-directional knowledge sharing and learning between South-South and South-North-South countries on Green Growth"*[26] The conference provides a valuable platform for GGGI to share experiences, lessons and best practices on green growth from its in-country programs with relevant target audiences. It also represents an opportunity to showcase knowledge generated from the Green Growth Best Practices initiative to reach a wider audience. GGGI will ensure that these initiatives are linked to amplify the impacts of both.

Finally, the conference also responds directly to the Joint Donor Review's recent recommendation that *"GGGI continues working on improving its communications to ensure that green growth knowledge produces and documentation are shared"*[27].

SDG Contribution
The project will contribute directly to SDG 17.

Results Matrix

There is no change to the results matrix in the approved biennium WPB 2015-2016. The proposed additional request will go towards increasing activities (delivery of the conference) under the original GGKP output (Green Growth agenda advanced through Green Growth Knowledge Platform).

26 Strategic Outcome 3, p.8, GGGI Strategic Plan 2015-2020
27 Recommendation 5, p.15, Joint Donor Review of GGGI (draft), October 2015

National Financing Vehicles

Background

Project Title	National Financing Vehicles (Focus on Member countries)
Owning Division/Department	KSD
Country/Regional/Global Implementation	Country
Project Start Date (Scoping)	January 2016
Funding Source	Core
Proposed Budget	**2016: $310.000**
Reserved Budget	**2016: $690.000**

Project Context

Over the next 15 years, the global economy will require $89 trillion for infrastructure investments in cities, energy, and land-use systems, and $4.1 trillion in incremental investment for the low-carbon transition to keep within the internationally agreed limit of a 2 degree Celsius temperature rise.[28] Institutional investors could contribute as much as $66 billion in equity and $191 in debt for renewable energy projects. However, it is widely recognized that one of the critical elements of making capital flow to developing countries is to have sound institutions capable of receiving and handling such funds.

GGGI Strategic Priorities. In the context of supporting partner countries in moving towards a green growth pathway, the "design, financing and implementation" of green investments is a critical component in GGGI's Strategic Plan and value chain of service offerings. Strategic outcome 2 of "increased green investment flows" targets the mobilization of resources from public and private sources of financing towards GGGI-supported national policy and investment frameworks.

GGGI Approach. GGGI's approach to green finance aims to leverage in-country operational presence to ensure that development of green policies, plans, and strategies will ultimately receive the required financing to materialize in concrete projects. In this regard, GGGI offers a 3-pronged approach towards delivery of this goal:

Step 1. International innovative financing mechanisms
Improving access to private capital, grants, equity, guarantees or any other climate finance instruments in developing economies has been a longstanding focus. GGGI's work in this area aims to: (i) assess and discuss the international climate finance architecture; (ii) highlight challenges in mobilizing institutional and other investors for green investment; (iii) identify requirements for tailoring international financial instruments and/or assets to generate investment pipelines; and (iv) enhance ongoing regional/sub-regional policy dialogue on green investment-friendly regimes.

Step 2. Domestic financing institutions
Domestic legislation is a critical determinant of the level of capital flows to a country – whether for urban infrastructure, clean energy, or any other type of investment. Countries that have attracted the most investment in green technologies are those that have had clear policies, provided long-term investment certainty, and have robust institutions with transparent and efficient decision making capacity. Conversely, countries that have struggled to attract significant investment (in areas such as energy) are those that lack institutional capacity or lack clear policies. GGGI proposes to build the capacity of domestic financial institutions to access domestic and international climate finance by (i) identifying potential domestic financial institutions (DFIs) in GGGI Member countries, (ii) reviewing their potential (legal, financial, managerial, institutional) for receiving climate finance (both national and international); (iii) identifying mechanisms for attracting international financing (either through direct access or other intermediaries), and (iv) depending on whether the DFI is developed, facilitating the access to such capital.

28 New Climate Economy, Chapter 6, http://static.newclimateeconomy.report/wp-content/uploads/2014/08/NCE_Chapter6_Finance.pdf

Step 3. Bankable Projects
Although there is considerable capital available for direct investment in projects, an insufficient portion is allocated for green growth projects due to: (i) improper structuring – projects do not reflect the risk-reward considerations of investors; (ii) inadequate vehicles, particularly to aggregate large amounts of capital, and (iii) unfavorable policies.

The premise of the GGGI approach is to coherently link the three steps by: addressing barriers to project bankability (at the country level); identifying and improving access to finance by building stronger domestic institutions; and providing evidence-based policy recommendations on green financing to promote scale up.

Delivery Strategy

Given the critical role of domestic institutions in achieving national development goals, GGGI proposes to increase programmatic efforts in building domestic financial institutions. Policymakers and financial regulators in developing economies require significant technical and institutional support to develop domestic systems to manage access and deployment of green finance. In addition, GGGI will act as a neutral and independent matchmaker between national governments seeking access to green and/or climate financing and climate facilities and development banks.

For delivery of this new work stream, GGGI proposes to reserve budget of $1 million. Approximately, $0.31 million of this budget will be spent on scoping the demand from GGGI's Member countries that have requested technical assistance in the strengthening and/or capitalization of domestic financial institutions, in identifying potential DFIs that can be built or scaled up, and in developing a capable implementation team in anticipation of proceeding with the build and/or scale up of such intuitions and their funds or facilities. In parallel, GGGI is also assessing a range of international financial instruments and their requirements in order to effectively match demand and supply requirements.

Based on preliminary discussion, there are a number of potential countries in which scoping activities could be conducted in the context of national financing vehicles. The list below is not comprehensive as GGGI has yet to systematically assess all potential/possible countries.

Institution	Country	GGGI country program	GGGI role
FONERWA	Rwanda	Yes	Scale up by leverage additional sources of finance, including from the private sector.
People's Survival Fund	Philippines	Yes	Scale up
CRGE	Ethiopia	Yes	Scale up and design a mechanism for private sector engagement in the energy sector
Amazon Vision	Colombia	Yes	To be confirmed
Senegal	Senegal	Yes	To be confirmed

Pending the scoping results to determine intervention areas in each domestic financial institution, GGGI's Green Investment Services will develop a project proposal either to be incorporated within a specific country program in 2016 using the reserve fund, or will propose additional budget in the next biennium 2017-2018 if it decides to deliver the project.

SDG Contribution
The project will contribute towards SDG 17.

Financing Intended Nationally Determined Contribution

Background

Project Title	Financing Intended Nationally Determined Contribution
Owning Division/Department	KSD
Country/Regional/Global Implementation	Country
Project Start Date	January 2016
Funding Source	Core
Proposed Budget	**$380.000 (scoping)** **$600.000 (reserve)**

Project Context

The United Nations Framework Convention on Climate Change (UNFCCC) Conference of Parties (COP 21) in Paris this December 2015 presents a key opportunity for international cooperation on climate action. At present, countries are in the process of presenting their Intended Nationally Determined Contributions (INDCs). INDCs play a critical role in forming the foundation of a 2015 climate agreement and provide a feedback loop between national and international decision-making on climate change.

As of 27th October, 127 countries announced their INDCs. Typically, the process in which a country determines its INDCs is based on its national context, priorities, and perceived capacities. It reflects: (i) country's ambition; (ii) thematic areas and challenges it would like to address in terms of mitigation and adaptation; (iii) support it would require or provide to other countries for its implementation. The implementation of countries' INDCs will provide a strong signal and impetus for financial systems to align with the sustainable development and climate change agenda. Nonetheless, governments require support in translating INDC targets into national/sub-national and sectoral plans and strategies, and in finding financial resources to implement.

The Financing for Development conference held in Addis Ababa in September, 2015 recognized that funding from all sources – public and private, bilateral and multilateral, as well as alternative sources – will need to be increased for investment in many areas including low-carbon and climate-resilient development[29].

In this light, the proposed project will go towards the assessment of costs of implementing specific Member countries' INDCs, identify potential measures in policy planning and regulatory changes required to implement the INDCs or sectors contained in it, and develop projects to access climate finance.

Delivery Strategy

GGGI proposes to increase efforts at helping countries assess the financial implications of their INDCs and working with them to help find ways to implement sections of their INDCs – and ultimately, increase access to green finance.

Policymakers and financial regulators in developing economies require significant technical and institutional support to implement their INDCs and access green finance. GGGI is well placed to undertake this task because of its already-existing engagements in-country, its in-house skills, and its neutral position with governments vis-à-vis financing entities or other actors.

29 Outcome document adopted at the Third International Conference on Financing for Development, Addis Ababa, 13-16 July 2015

Approximately, $0.38 million of the proposed budget will be spent on assessing INDCs and proposing financing mechanisms to get them implemented.

With the shift away from achieving emission reductions on a project-by-project basis - as was the case with the carbon credit system - INDCs present an opportunity for focused discussion around systematic national action towards implementation. GGGI is positioned to help support and steer this discussion.

Pending the scoping results to determine intervention areas in each INDC, Green Investment Services will develop a project to request permission to utilize additional funds (up to the Reserve limit) to further implement project development and financing of the selected INDCs.

SDG Contribution
The project will contribute towards SDG 17.

Results Matrix

The proposed additional budget is a reserve fund to conduct scoping activities in the area of financing INDCs for the development of specific project proposals.

4. Strategy, Policy and Communications (SPC)

4.1 Overview

GGGI's Strategy, Policy and Communication (SPC) division serves 4 main functions: (i) governance and global outreach; (ii) resource mobilization and intergovernmental relations; (iii) the development of the Strategic Plan, Work Program and Budget planning process; and (iv) internal and external communications. Over 2015, SPC has placed emphasis on the operationalization of the Strategic Plan including, inter alia:

- Facilitating the preparation and pilot implementation of the Country Planning Frameworks (CPFs) and the rollout of Phase I and II of the LDC Expansion Plan;
- Enhancing governance structures and implementing recommendations provided by various internal and external reviews to enhance transparency and effectiveness;
- Engaging high-level representatives from the Council Members and leveraging existing Members to expand GGGI membership (GGGI recently welcomed Senegal as new Member country, and is in advanced talks with Colombia, Comoros, Hungary and Uganda);
- Developing GGGI's Partnership and Resource Mobilization strategy to sustain and expand GGGI's core and earmarked funding base for better predictability and longevity of resources;
- Communicating GGGI's vision, mission and accomplishments to Members, donors, partners, staff and other stakeholder through external and internal newsletters; feature articles and multimedia stories on GGGI projects; development of an internal online platform for information-sharing, and numerous media instances engaging GGGI's high-profile leadership.

4.2 Moving Forward

To build on the progress in 2015 and support achieving the Strategic Plan targets, SPC will have to strengthen resource mobilization, governance, and communication capacities. Given the multitude of international development and sustainability actors engaged, SPC will have to focus resources on leveraging strategic institutional relationships and networks to demonstrate policy relevance of GGGI's in-country delivery and innovative service offerings globally.
With the handover of the LDC Expansion Plan and the Country Planning Framework to GGP&I for continued delivery, SPC will focus on new strategic initiatives to generate, incubate, and support their development and roll-out in collaboration with appropriate GGGI implementation units and external networks. Capacity will be enhanced to close the loop between strategy development and implementation by identifying and addressing bottlenecks. This will require additional capacity to initiate, conceptualize, and materialize initiatives that will drive execution.
GGGI is working at multiple levels and with diverse approaches and themes, and communicating the organization's achievements, products and services through a variety of channels is a complex and demanding task. To increase capacity and delivery, the Communications Unit will focus on following key activities:

- Develop and implement an outreach strategy with support from an external communications consultant that targets GGGI's external – namely donors, in-country program stakeholders, and partner organizations - and internal audiences, strengthens the coordination and management of media interventions at all levels, and improves communication of GGGI's green growth results, products and services across platforms;
- Enhance the GGGI website which is often the first entry point for GGGI's public audience, and a key platform where the organization's thematic and knowledge products, workstreams, and media instances converge. This will require resources for a complete re-design and overhaul of the site's architecture;
- Package and showcase GGGI's policy-relevant knowledge outputs (e.g. case studies) of in-country work that would resonate with key target audiences while leveraging strategic partnerships (e.g. NCE, GGKP) to further enhance visibility of GGGI's impact.

The revised budget for 2016 therefore proposes a total investment of $3.6 million or $375,000 increase from the approved budget of 2016. This is primarily to increase human resources and strengthen GGGI's outreach and communications initiatives.

Table 8: Revised Budget Allocation for Strategy, Policy and Communication (SPC) 2015-2016

	Strategy, Work Program and Budget				Intergovernmental Relations and Resource Mobilization				Governance and Outreach				Office of the President of the Assembly and Chair of the Council			
	2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$463.000	$419.040	$476.890	$775.562	$505.000	$502.197	$490.000	$662.870	$445.000	$452.472	$358.350	$338.361	$93.000	$138.600	$95.790	$154.476
Outsourcing	$40.000	$60.160	$30.000	$30.000		$13.611		$90.000								
Travel	$90.000	$100.800	$70.000	$60.000	$285.000	$275.000	$150.000	$20.600				$558.000	$89.000	$89.000	$91.670	$70.000
Conference	$25.000	$38.000	$20.000	$15.000	$20.000	$20.000	$20.600		$596.000	$588.528	$570.000	$24.000				$24.000
Professional																
Supplies and Maintenance																
Information												$6.000				$1.776
Rental																
Acquisition																
Communication												$7.750				$1.000
Training												$6.000				
Others					$10.000	$9.192	$10.300					$3.240	$63.100	$17.500	$64.993	$1.200
Overhead																
Sub Total	**$618.000**	**$618.000**	**$596.890**	**$880.562**	**$820.000**	**$820.000**	**$670.900**	**$773.470**	**$1.041.000**	**$1.041.000**	**$928.350**	**$943.351**	**$245.100**	**$245.100**	**$252.453**	**$252.452**

*Budget for SPC does not include deferred legal commitments of $564 from 2014

*Green growth Ministerial is proposed to be moved to KS as part of ICD budget under component 1

*LDC expansion budget approved in 2015 under SPC is reflected under GGP&I budget for better comparison between LDCs and MICs

(continued) Table 8: Revised Budget Allocation for Strategy, Policy and Communication (SPC) 2015-2016

	Communications				Green Growth Ministerial				Total Core			
	2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$460.000	$438.936	$473.800	$517.271					$1.966.000	$1.951.245	$1.894.830	$2.448.539
Outsourcing	$50.000	$71.064	$46.000	$256.600		$170.000			$90.000	$314.835	$76.000	$376.600
Travel	$30.000	$30.000	$30.900	$17.000		$50.000			$494.000	$544.800	$342.570	$725.600
Conference	$50.000	$50.000	$40.000						$691.000	$696.528	$650.600	$63.000
Professional												
Supplies and Maintenance												
Information												$7.776
Rental												
Acquisition												
Communication												$8.750
Training												$6.000
Others									$73.100	$26.692	$75.293	$4.440
Overhead												
Sub Total	**$590.000**	**$590.000**	**$590.700**	**$790.871**		**$220.000**			**$3.314.100**	**$3.534.100**	**$3.039.293**	**$3.640.705**

5. Management and Administration (M&A)

5.1 Overview

M&A is responsible for managing the corporate functions and systems that support the overall running of GGGI, including: IT and facilities; finance; human resources; and legal counsel. Overall, M&A's budget will increase from $6.8 million in 2015 to $7.3 million in 2016. This 2016 figure includes Corporate Shared Costs[30], which in 2015 was included under M&A but from 2016 will be shown as a separate budget line item.

5.2 Moving Forward

Although increasing in absolute terms, M&A costs as a proportion of total core budget is reducing from 20% in 2015 to 19% in 2016. M&A's work program priorities in 2016 will continue to focus on this overarching objective of delivering value for money, and include:

- Enhancing managerial flexibility to adapt to unexpected changes to the budget, opportunities and cost variations whilst remaining within the decisions made by the Assembly and Council through approved Work Program and Budgets. This reform was supported and recommended by the recent Joint Donor Review of GGGI, which noted that such flexibility would enhance GGGI's efficiency and help mitigate against low disbursements by allowing reallocation of excess funds to other priority activities.

- Continued expansion of the new Enterprise Resource Planning system (ERP), which was introduced in 2015[31] with four basic modules for finance, budget, procurement and project monitoring. In 2016, the functionality of the ERP will continue to be strengthened, with the roll out of new modules in contract accounting, HR performance management, and resource planning and allocation. This is important to not only strengthen the integrity and performance of our corporate functions, but also in improving staff productivity by reducing administrative burdens and freeing staff to concentrate more on programmatic issues. The value of the ERP in generating such organizational efficiencies was affirmed in the recent Joint Donor Review of GGGI.

- Ongoing upgrading of GGGI's ICT infrastructure to accommodate the growth of the organization. This includes: (i) upgrade of hardware to support the ongoing roll out of the ERP system; (ii) purchase of additional computers and software licenses for new staff; and (iii) a revamp of GGGI's corporate website to address longstanding technical constraints and improve accessibility and user friendliness.

- Completing key HR initiatives including: (i) an analysis of skills gaps against the priorities of the Strategic Plan 2015-20; (ii) the staff regrading exercise; (iii) new learning and development programs; and (iv) progressing recruitment solutions to address the employment status of staff in countries of GGGI operations. Strengthening GGGI's ability to attract and retain the best talent available internationally as well as maximizing the use of existing talent is particularly important in light of efforts to reduce dependency on outsourcing and build up internal expertise and capacity.

- Although accounted for in the budget as a programmatic cost, ongoing efforts to enhance monitoring and evaluation (M&E) functions within GGGI will complement the above M&A priorities in delivering better value for money. Key priorities in 2016 include: (i) stepping up the delivery of M&E training to staff at both headquarters and in-country offices; (ii) commencement of project-level evaluations; and (iii) addressing recommendations made by the Joint Donor Review to continue improving the quality of results reporting at all levels. This will build on key achievements of 2015, including establishment of stable, reliable systems for project-level monitoring and reporting and finalization of GGGI's Corporate Results Framework (see Annex 2).

30 Corporate Shared Costs reflect costs that are attributable to GGGI as a whole, rather than M&A specifically. In 2016, these costs include: (i) contingent liabilities and forex translation/transaction losses; (ii) staff learning and development funds; (iii) additional ICT infrastructure costs arising from increased overall staffing.
31 Funded from the Capital budget.

Table 9: Revised Budget Allocation for Management and Administration 2015-2016

	IT & Facilities				Finance				Human Resources				Legal Counsel			
	2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$462.055	$462.055	$475.917	$423.711	$818.049	$858.819	$842.590	$1.204.246	$555.574	$555.574	$525.241	$719.022	$511.643	$511.643	$428.992	$748.106
Outsourcing		$360.648	$30.000	$178.200	$87.600	$170.600	$87.600	$98.400	$150.000	$162.000		$251.000	$75.000	$65.000		
Travel			$35.000		$30.000	$30.000	$20.000	$6.000	$80.000	$20.000	$30.000	$5.000	$74.000	$20.000		$14.000
Conference										$1.000		$400	$10.000	$10.000		
Professional					$69.000	$71.000	$50.000	$65.000		$30.000			$10.000	$10.000	$10.300	$9.000
Supplies and Maintenance	$405.000	$363.760	$417.150	$7.200	$8.000	$15.550	$8.240	$6.600		$2.000			$5.100	$100	$5.253	
Information			$0			$600								$5.000		$2.400
Rental	$1.530.000	$1.530.000	$1.575.900													
Acquisition	$120.000	$70.000														
Communication	$236.000	$236.000	$243.080		$13.700	$6.720	$14.111	$6.600	$27.000		$20.000	$2.000				
Training			$0		$18.400	$6.400	$18.952	$5.600	$88.000	$91.500	$95.000		$6.000		$6.180	
Others		$103.240	$0	$1.200	$252.000	$103.000	$80.000	$23.007	$180.000	$80.720	$80.000	$2.400	$10.000	$10.000		
Overhead																
Sub Total	**$2.753.055**	**$3.125.703**	**$2.777.047**	**$610.311**	**$1.296.749**	**$1.262.689**	**$1.121.493**	**$1.415.453**	**$1.080.574**	**$942.794**	**$750.241**	**$979.822**	**$701.743**	**$631.743**	**$450.725**	**$773.506**

* Deferred commitment is reflected

continued) Table 9: Revised Budget Allocation for Management and Administration 2015-2016

	Conference and Protocol				Office of the DDG				European Presence				Total Core			
	2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$171.680	$166.680	$176.830	$157.689	$475.000	$475.000	$522.500	$508.329					$2.994.001	$3.029.771	$2.972.071	$3.761.103
Outsourcing										$50.000			$312.600	$808.248	$117.600	$527.600
Travel	$20.000	$5.660	$20.600	$9.600	$40.000	$30.000	$35.000	$18.000					$244.000	$105.660	$140.600	$52.600
Conference	$95.000	$20.000	$90.000	$42.000		$10.000		$15.000					$105.000	$41.000	$90.000	$57.400
Professional													$79.000	$111.000	$60.300	$74.000
Supplies and Maintenance		$500							$18.000	$14.000	$19.800		$436.100	$395.910	$450.443	$13.800
Information	$5.000	$5.000	$5.150										$5.000	$10.600	$5.150	$2.400
Rental						$500		$1.000	$80.000	$27.000	$88.000		$1.610.000	$1.557.500	$1.663.900	$1.000
Acquisition													$120.000	$70.000	$0	$0
Communication	$5.000	$3.000	$5.150	$10.000				$600	$15.000	$21.000	$16.500		$296.700	$266.720	$298.841	$19.200
Training	$6.000		$6.180			$24.000		$54.000					$118.400	$121.900	$126.312	$59.600
Others		$1.000			$23.000	$500	$15.000	$18.200	$7.000		$7.700		$472.000	$298.460	$182.700	$44.807
Overhead										$8.000			$0	$8.000		
Sub Total	**$302.680**	**$201.840**	**$303.910**	**$219.289**	**$538.000**	**$540.000**	**$572.500**	**$615.129**	**$120.000**	**$120.000**	**$132.000**		**$6.792.801**	**$6.824.769**	**$6.107.917**	**$4.613.510**

* Deferred commitment is reflected

(continued) Table 9: Revised Budget Allocation for Capital, Corporate Shared Cost 2015-2016

	UAE Office (UAE)				Songdo Office				Total Core				Corporate Shared Costs			
	2015		2016		2015		2016		2015		2016		2015		2016	
	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised	Approved	Revised
Personnel	$103.608	$103.609	$106.716						$278.433	$247.883	$286.786	$203.805				
Outsourcing									$506.200	$219.124	$521.386	$206.000				$196.800
Travel	$10.000	$10.000	$10.300							$39.000		$45.000				
Conference																
Professional																
Supplies and Maintenance	$71.000	$71.000	$73.130						$111.800		$115.154					$382.700
Information	$20.000	$20.000	$20.600													
Rental	$364.000	$364.000	$374.920													$1.418.400
Acquisition						$79.897			$75.000	$613.447	$77.250	$1.139.995				
Communication	$30.000	$30.000	$30.900													$228.000
Training	$16.000	$16.000	$16.480									$4.000				
Others	$15.000	$15.000	$15.450							$1.000		$1.200				$505.055
Overhead	$81.849	$81.848	$84.304													
Sub Total	**$711.457**	**$711.457**	**$732.801**			**$79.897**			**$971.433**	**$1.120.454**	**$1.000.576**	**$1.600.000**				**$2.730.955**

*Reflects deferred commitments

Table 10: Revised Budget Allocation for OIAI 2015-2016

	OIAI			
	2015		2016	
	Approved	Revised	Approved	Revised
Personnel	$319.738	$269.417	$329.330	$314.497
Outsourcing	$150.000	$170.000	$95.000	$100.000
Travel	$6.000	$10.000	$6.180	$16.000
Conference				
Professional				
Supplies and Maintenance				
Information				
Rental				
Acquisition		$26.321		
Communication				
Training	$4.000	$4.000	$4.120	$4.000
Others				
Overhead				
Sub Total	**$479.738**	**$479.738**	**$434.630**	**$434.497**

*OIAI is not part of M&A. It is reflected under M&A for presentational purposes.

Annex 1
Financial Planning for 2015/16 Work Program & Budgets

CLASSIFICATION	2015	2016			
	$ millions	$ millions			
	Forecast	Forecast			
	Jan-Dec	Q1	Q2	Q3	Q4
C/F	15,43	11,22	16,39	18,73	18,97
Projected Income	39,65	15,36	12,15	10,00	2,89
Total Projected Income	55,08	26,58	28,54	28,73	21,86
Less : Working Capital Fund (WCF)	5,00	0,00	0,00	0,00	5,00
Cum WCF	5,00	5,00	5,00	5,00	10,00
Net Income after WCF	50,08	26,58	28,54	28,73	16,86
Less : Fixed Costs	14,27	6,25	5,47	5,60	5,64
Residual Income	35,81	20,32	23,08	23,13	11,22
Less : Outsourcing + Discretionary	12,59	3,93	4,35	4,16	4,25
Projected Surplus /	23,22	16,39	18,73	18,97	6,97
Less : Short-term Investment - 3 months*	12,00	-	-	-	12,00
Add : Investment returns**	-	0,01	0,02	0,01	0,02
Projected Carry-over	11,22	16,40	18,75	18,98	18,97
Status on Working Capital Fund					
Working Capital Fund	5,00	-	5,00	-	10,00
Less : Short term investment - 6 months***	5,00	-	5,00	-	-

Notes :

1. The 40.40m USD contributions anticipated for 2016 include 5.6m USD projected performance payment by DFID for establishing an operational presence in 4 LDC countries. This is primarily the reason why the 2016 budget is slightly lower than the anticipated contribution.
2. The forecast for 2015 include the actual disbursements up to Aug and forecast from Sept to Dec 2015.
3. For cashflow purpose, the 2016 budget submissions are assumed to equal the cash outflow. It is estimated that 58% of the costs are fixed in nature.
4. The set-aside funds for working capital is in-accordance with the Working Capital Guidelines approved by Director General and notified to Council on 7th July.
5. The short-term investments are in accordance to Investment Criteria approved by Council through written procedure on 7th September 2015.

6*. Short-term investment is planned to be reinvested after every 3 months if there is no cashflow shortfall anticipated. For the purpose of the presentation, the 12m USD is maturing in Dec 2016.

7**. Investment returns include the interest earned from both General and Working capital fund.

8***. Working Capital is invested on a 6 monthly basis as there is no forecasted cashflow shortfall. For the purpose of the presentation, the 5m USD is maturing in Dec 2016.

	2015	2016
	$ millions	$ millions
Australia	4,75	4,76
Denmark	4,35	4,26
Korea	10,00	10,00
Norway	4,94	5,00
DFID - UK	7,72	2,89
DFID - UK - Performance Payment	-	5,60
DFID - UK	2,89	2,89
Indonesia	5,00	5,00
Mexico	-	-
Qatar	-	-
Total	**39,65**	**40,40**

All shaded are contributions projected

Annex 2
Corporate Results Framework - Introduction

This Annex presents GGGI's Corporate Results Framework (CRF). The purpose of the CRF is to provide a tool to support the tracking and reporting of progress in implementing GGGI's Strategic Plan.

As part of the finalization of the CRF in 2015, internal and external stakeholders were consulted including members of the Assembly. The final CRF has benefited from feedback provided by a number of Member countries and GGGI has endeavored to incorporate suggestions to the extent possible.

The CRF is structured around the strategic outputs, outcomes and impact of GGGI outlined in the Strategic Plan , as outlined in the following table.

Results level	Description
Impact	**Helping GGGI member countries move towards green growth**
Outcomes	1. Strengthened national, subnational and local green growth planning, financing and institutional frameworks 2. Increased green investment flows 3. Improved multi-directional knowledge sharing and learning between South-South and South-North-South countries on green growth
Output	1. Demand-driven technical advisory, knowledge development and private sector solutions offered on the ground for pro-poor green growth interventions 2. Inclusive green growth plans, strategies and investment plans are converted into implementable actions 3. Support provided in creating an enabling environment for public and private sector investment in green growth 4. Global institutional relationships, partnerships and knowledge networks formed and leveraged 5. GGGI membership expanded 6. Professionalism of the organization ensured

Where possible, targets against these results have been included. In many cases, the targets are derived by aggregating relevant outputs from the logical frameworks of in-country and global projects. GGGI is only able to forecast these on a rolling 2-year basis as they are linked to funding availability and work priorities which are determined through the biennial Work Program and Budget process. These targets will be refreshed on an annual basis through future Work Program and Budgets to reflect routine and periodic changes in project logical frameworks.

The Strategic Plan also sets corporate targets across a range of areas – particularly relating to organizational effectiveness and efficiency - to be reached by 2020. These have been included in the CRF to ensure progress is tracked and reported systematically.

The primary vehicle for reporting against the CRF will be GGGI's Annual Report, starting with the 2015 Annual Report which will cover the first year of implementation of GGGI's Strategic Plan 2015-20. Under the CRF, GGGI has committed to ensuring this is published by no later than June each year.

Global
Green Growth
Institute

Follow our activities
on Facebook and Twitter

www.gggi.org