

Annex 1

Corporate Results Framework 2015-2020

The Corporate Results Framework approved by the GGGI Council in November, 2015 is presented below.

IMPACT LEVEL	GGGI Member countries move toward a model of green growth that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic growth	
Indicators	<p>Economic growth: GDP growth (annual %)</p> <p>Poverty reduction: % of population living below \$1.25 per-day</p> <p>Social inclusion: Gender Inequality Index score</p> <p>Climate change: Total GHG emissions per capita (including due to land-use changes)</p> <p>Green cities: % of population exposed to PM2.5 levels exceeding recommended levels</p>	<p>Energy: % of total electricity production from renewable sources</p> <p>Land-use: Forest area as a % of total land area</p> <p>Water: % of total internal renewable freshwater resources extracted</p> <p>Adaptation: Global adaptation index score</p> <p>Environmental policies: Environmental performance index score</p>
OUTCOME LEVEL	1. Strengthened national, sub-national, local green growth planning, financing, and institutional frameworks	2. Increased green investment flows
Indicators	<p>1.1 Number of green growth policies adopted by governments with GGGI's support</p> <p>Target (2015): 17 Target (2016): 25*</p> <p>1.2 Extend to which green growth is integrated into government policies and likely to lead transformational change</p> <p>1.3 Proportion of policies supported by GGGI that address three or more elements of green growth, namely economic growth, environmental sustainability, poverty reduction and social inclusion</p>	<p>2.1 Total volume of financing catalyzed with GGGI support (disaggregated by public and private)</p> <p>Target (2015): US \$0 Target (2016): US \$18 Target (2020): US \$30 (Source: Strategic Plan)</p> <p>2.1 Number of instances where Member countries successfully gain new access to financing sources (eg. Green Climate Fund) with GGGI support</p> <p>Target (2015): US \$0 Target (2016): US \$18</p> <p>2.3 Proportion of all investments supported by GGGI that address three or more elements of green growth, namely economic growth, environmental sustainability, poverty reduction and social inclusion</p>
OUTPUT LEVEL	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
Indicators	<p>1.1 Number of advisory outputs* that inform the development of government green growth policies (eg. studies, analytical tools, strategies, plans and roadmaps.)</p> <p>Target (2015): 33 Target (2016): 36*</p> <p>1.2/ 2.2/ 3.2 Outputs are developed in a way that seek to simultaneously address economic growth, environmental sustainability, poverty reduction and social inclusion.</p> <p>Target (2015): GGGI safeguard assessments and identification of opportunities to address PRSI are piloted in 5 countries and agreed recommendations implemented.</p> <p>Target (2016): Issues related to safeguards and opportunities to achieve PRSI are adequately identified and addressed in all new projects before approved for implementation.</p>	<p>2.1 Number of advisory outputs* that inform decisions on green growth investment (eg. investment proposals, bankable projects, financing mechanisms.)</p> <p>Target (2015): 12 Target (2016): 19 Target (2020): 30 bankable projects designed (Source: Strategic Plan)</p>
	6. Professionalism of the organization ensured	
	<p>6.1 % of core budget allocated to Member LDCs</p> <p>Baseline (2014): 14% Target (2020): 42% (Source: Strategic Plan)</p> <p>6.2 % of core budget allocated to Member LDCs and MICs combined</p> <p>Baseline (2014): 57% Target (2020): 87% (Source: Strategic Plan)</p>	<p>6.3 Increase in GGGI core and earmarked funding</p> <p>Baseline (2014): US \$29.8m in core funding and US \$ 12.1m in earmarked funding Target (2020): US \$40m in core and US \$40m in earmarked funding (Source: Strategic Plan)</p>
Note:	Some targets are derived from the logical frameworks of in-country and global projects and are based on the best available information at the time of preparing this Work Program and Budget. These logical frameworks may be subject to periodic revisions in response to changing circumstances.	

3. Improved multi-directional knowledge sharing and learning between South-South and South-North-South countries on green growth			
3.1 Proportion of people participating in GGGI capacity development activities that gain improved knowledge and skills (disaggregated by men and women). Target (2015): 70% Target (2016): 70%			
3.2 Number of green growth policies adopted or investments made that benefited from experiences and lessons from other countries			
3.3 Number of countries where GGGI projects helped leaders to more effectively advocate for green growth by providing examples of success			
3. Support provided in creating an enabling environment for public and private sector investment green growth	4. Global institutional relationships, partnerships, and knowledge networks formed and leveraged	5. GGGI membership expanded	
3.1 Number of outputs* that aim to improve the enabling environment for green growth investments (eg. derisking instruments, supporting countries to gain access to new sources of financing) Target (2015): 6 Target (2016): 6	4.1 Proportion of capacity development activities that share experiences and lessons from gggi countries Target (2015): 39% Target (2016): 41%	5.1 Number of new countries joining GGGI as members Target (2015): 2 (source: Strategic Plan)	
	4.2 Number of projects where country needs are being met though partnerships brokered by GGGI Target (2015): 8 Target (2016): 4"		
6.4 Unqualified annual GGGI audit reports	6.5 Effective and timely communication of results Target (annual): GGGI Annual Report outlining progress against WPB and Corporate Results Framework is published by no later than end of June each year"	6.6 % of core budget spent on management and administration Baseline (2014): 22% Target (2020): 17% (source: Strategic Plan)	
		6.7 % of core budget spent on non-programmatic activities Baseline (2014): 45% Target (2020): 30%	
As a result, the final targets reported each year through GGGI's Annual Report may vary slightly from the ones presented here. To ensure full transparency, any variations to target and the reasons for them will be disclosed as part of the Annual Report.			

Annex 2

Refreshed Corporate Results Framework 2015-2020

IMPACT LEVEL	GGGI partner countries move toward a model of green growth that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic growth	
STRATEGIC OUTCOMES (SOS)	SO1 GHG emission reduction: GHG emissions reduction from BAU (MtCO ₂ e)	<p>This indicator measures the reduction of anthropogenic CO₂-equivalent emissions (CO₂-e) below business-as-usual (reference) level in a target year. Equivalent CO₂ (CO₂-e) is the concentration of CO₂ that would cause the same amount of radiative forcing as a given mixture of CO₂ and other greenhouse gases.</p> <p>Proposed basis for setting targets: Latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as Nationally Determined Contributions, Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.</p>
	SO2 Creation of green jobs: Number of green jobs created (in millions)	<p>This indicator refers to change in the number of full-time jobs (FTE) in a target year compared to base year value resulting from the green economy transition. The scope includes new jobs created (including from the formalization of informal sectors: e.g. informal waste-picking transformed into a recycling business) and existing jobs that are "greened" (e.g. as a result of moving from coal mining to renewable energy related work). Additional green jobs created over the base year are included. Current definitions by the ILO(2016) and UNEP (2008) are used to define the scope of this indicator. Green jobs are jobs that "contribute to preserve or restore the environment, be they in traditional sectors such as manufacturing and construction, or in new, emerging green sectors such as renewable energy and energy efficiency" (ILO, 2016). Green jobs include decent jobs with "work in agriculture, industry, services and administration that contribute to preserving or restoring the quality of the environment" (UNEP, 2008).</p> <p>Proposed basis for setting targets: Government targets, or reputable projections based on major methodologies, (such as inventories and surveys, employment factors, input-output analysis and computational general equilibrium methods).</p>
	SO3 Increased access to sustainable services: 3.1 Access to clean affordable energy: Number of people who gained access to electricity (millions) 3.2 Access to improved sanitation: Number of people who who gained access to improved sanitation (millions) 3.3 Access to sustainable waste management: Number of people who who gained access to waste management services (millions) 3.4 Access to sustainable public transport: Number of people who who gained access to public transport (millions)	<p>This indicator measures the change in the total number of people (in millions) gaining access to the following four sustainable services.</p> <p>Proposed basis for setting targets: Government targets in relevant SDGs.</p> <p><i>Access to clean affordable energy</i> refers to change in the national-level access to cleaner forms of energy sources in a target year compared to the base year value. The main indicator is access to electricity. Sub-indicators for this outcome are access to renewable electricity and access to clean fuels and technology for cooking.</p> <p><i>Access to improved sanitation</i> refers to change in access to improved sanitation facilities in a target year compared to the base year. Improved sanitation facilities refer to facilities that "are likely to ensure hygienic separation of human excreta from human contact. They include flush/pour flush (to piped sewer system, septic tank, pit latrine), ventilated improved pit latrine, pit latrine with slab, and composting toilet" (WHO/UNICEF).</p> <p><i>Access to sustainable waste management</i> refers to change in the access to solid waste management collection services in a target year compared to the base year. The scope is limited to urban areas.</p> <p><i>Access to sustainable public transport</i> refers to the change in the access to public transport services in a target year compared to the base year in urban areas or the cities. Public transport services are shared passenger-transport services used by the general public that operate in fixed routes and often at regular times, and include city buses, trolleybuses, trams, rapid transit (subway, metro etc.), passenger trains and ferries. Public transportation services can be operated by government or by private corporations. Private taxis are not included.</p>
	SO4 Improved air quality: Number of days above 'orange' Air Quality Index (in major cities, days)	<p>This indicator measures the improvement in the outdoor air pollution level in major urban areas or cities. Days above 'orange' Air Quality Index (AQI), calculated according to US Environmental Protection Agency and based on concentration of major pollutants, is used as indicator. Where AQI estimates are currently not available, 24-hour mean of PM_{2.5} above 35.5 µg/m³ is used as substitute to determine days above 'Orange' AQI level ('Orange' AQI corresponds to a 24-hour mean of PM_{2.5} in the range 35.5 - 55.4 µg/m³).</p> <p>Proposed basis for setting targets: the government target or standard for air quality.</p>
	SO5 Adequate supply of ecosystem services ensured: Area of deforestation avoided and/or reforested (million-ha)	<p>This indicator measures the area of deforestation avoided and/or re-forested in a target year compared to the base year. As a key supplier of number of terrestrial ecosystem services (and its close links to livelihoods in many developing nations), forests are used as the pragmatic proxy for providing adequate supply of ecosystem services. Ecosystem services range from providing necessities such as food, clean water and clean air, to regulating climate, diseases, and flood. Ensuring an adequate supply of ecosystem services requires that degraded ecosystems be restored and loss of intact ecosystems be prevented.</p> <p>Proposed basis for setting targets: Government targets and projections by reputable entities based on current/upcoming policies etc.</p>
	SO6 Enhanced adaptation to climate change: Number of people supported to cope with climate change (millions)	<p>The indicator measures the change in the number of people supported to cope with climate change related impacts in a target year compared to the base year. Support to cope with climate change related impacts includes adaptation measures in all economic sectors covering populations exposed to adverse impacts of climate change. Adverse impacts of climate change result from climate variability and extremes, and include droughts, floods, storm surge, heat waves, sea level rise etc. Examples of populations supported could include populations covered by early warning systems, farmers equipped with climate smart agriculture practices, populations covered by improved flood protection/prevention measures, and population covered with climate insurance etc.</p> <p>Proposed basis for setting targets: Government adaptation plans and targets could be basis for setting targets.</p>

IMPACT LEVEL	GGGI partner countries move toward a model of green growth that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic growth				
INTERMEDIATE OUTCOMES (IOS)	1. Strengthened national, sub-national, local green growth planning, financing, and institutional frameworks	2. Increased green investment flows			
Indicators	<p>1.1 Number of green growth policies adopted by governments with GGGI's support</p> <p>Target(2015):17 Target(2016):25 Target (2017): 1 Target (2018): 38</p>	<p>2.1 Total volume of financing catalyzed with GGGI support (disaggregated by public and private)</p> <p>Target (2015): US\$0 Target(2016):US\$18m Target(2017):US\$64m¹ Target (2018): US\$100m¹</p>		<p>3.1 Proportion of people participating in GGGI capacity development activities that gain improved knowledge and skills (disaggregated by men and women).</p> <p>Target(2015):70%(average) Target(2016):70%(average) Target(2017):70%(average) Target(2018):70%(average)</p>	
	<p>1.2 Extent to which green growth is integrated into government policies and likely to lead to transformational change</p>	<p>2.2 Number of instances where Member countries successfully gain new access to financing sources (eg: Green Climate Fund) with GGGI support.</p> <p>Target (2015):0 Target (2016):1 Target (2017):42 Target (2018):42</p>		<p>3.2 Number of green growth policies adopted or investments made that benefited from experiences and lessons from other countries</p>	
	<p>1.3 Proportion of policies supported by GGGI that address three or more elements of green growth, namely economic growth, environmental sustainability, poverty reduction and social inclusion</p>	<p>2.3 Proportion of all investments supported by GGGI that address three or more elements of green growth, namely economic growth, environmental sustainability, poverty reduction and social inclusion</p>		<p>3.3 Number of countries where GGGI projects helped leaders to more effectively advocate for green growth by providing examples of success.</p>	
OUTPUT LEVEL	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
Indicators	<p>1.1 Number of advisory outputs* that inform the development of government green growth policies. (* Eg: studies, analytical tools, strategies, plans and roadmaps.)</p> <p>Target(2015):33 Target(2016):36 Target(2017):33 Target(2018):58</p>	<p>2.1 Number of advisory outputs* that inform decisions on green growth investment. (* Eg: investment proposals, bankable projects, financing mechanisms.)</p> <p>Target(2015):12 Target(2016):19 Target(2017):12 Target(2018):48</p>	<p>3.1 Number of outputs* that aim to improve the enabling environment for green growth investments (* Eg: derisking instruments, supporting countries to gain access to new sources of financing)</p> <p>Target (2015):6 Target (2016):6 Target (2017):6 Target (2018): 14</p>	<p>4.1 Proportion of capacity development activities that share experiences and lessons from GGGI countries.</p> <p>Target (2015): 39% (average) Target (2016): 41% (average) Target (2017): 55% (average) Target (2018): 55% (average)</p>	<p>5.1 Number of new countries joining GGGI as members</p> <p>Target (2015): 2 (Source: Strategic Plan)</p>
	<p>1.2 / 2.2 / 3.2 Outputs are developed in a way that seek to simultaneously address economic growth, environmental sustainability, poverty reduction and social inclusion.</p> <p>Target (2015): GGGI safeguard assessments and identification of opportunities to address PRSI are piloted in 5 countries and agreed recommendations implemented. Target (2016): Issues related to safeguards and opportunities to achieve PRSI are adequately identified and addressed in all new projects before being approved for implementation. Target (2017-18): Issues related to safeguards and opportunities to achieve PRSI are adequately identified and addressed in all new projects before being approved for implementation.</p>			<p>4.2 Number of projects where country needs are being met through partnerships brokered by GGGI.</p> <p>Target (2015):8 Target (2016):4 Target (2017):5 Target (2018):6</p>	

IMPACT LEVEL	GGGI partner countries move toward a model of green growth that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic growth				
Indicators	6. Professionalism of the organization ensured				
	<p>6.1 % of core budget allocated to Member LDCs</p> <p>Baseline (2014): 14% Target (2020): 42% (Source: Strategic Plan)</p> <p>6.2 % of core budget allocated to member LDCs and MICs combined</p> <p>Baseline (2014): 57% Target (2020): 87% (Source: Strategic Plan)</p>	<p>6.3 Increase in GGGI core and earmarked funding</p> <p>Baseline (2014): US\$29.8m in core funding and US\$12.1m in earmarked funding Target (2020): US\$30m in core and US\$20m in earmarked funding. (Source: Strategic Plan)³</p>	<p>6.4 Unqualified annual GGGI audit reports</p>	<p>6.5 Effective and timely communication of results</p> <p>Target (annual): GGGI Annual Report outlining progress against WPB and Corporate Results Framework is published by no later than end of June each year</p>	<p>6.6 % of core budget spent on management and administration</p> <p>Baseline (2014): 22% Target (2020): 17% (Source: Strategic Plan)</p> <p>6.7 % of core budget spent on non-programmatic activities</p> <p>Baseline (2014): 45% Target (2020): 30%</p>
<p>Note:: Where technically feasible to do so, targets have been included based on the logframes of in-country and global projects. These are based on the best available information at the time of preparing the Refreshed Strategic Plan. Logframes may be subject to periodic revisions in response to changing circumstances over the course of the strategic planning timeframe. As a result, reporting on the Corporate Results Framework in GGGI's Annual Report may vary slightly from the information presented here due to changes in country conditions or funding arrangements, among others. For example, earmarked funding for the Ethiopia program has at August 2017, not yet been secured as expected. To ensure transparency, any significant variations in planned results and the reasons for them will be disclosed in the Annual Report. All indicators presented here, regardless of whether they include targets here or not, will be reported on in GGGI's Annual Report.</p> <p>¹ At the time of revision of this document GGGI results have exceeded the targets on this indicator. Since the installation of the Green Investment Services team, the pipeline of projects, instruments and national financing vehicles has grown rapidly. Therefore the targets in 2017 and 2018 increase substantially from the original targets set for 2015 and 2016.</p> <p>² 2017 and 2018 targets for the number of instances of successful access to financing were previously set as 'tbd' (to be decided). In the interim it has been possible to establish targets due to the development of a pipeline of projects.</p> <p>³ The resource mobilization target has been revised downward compared to the original target of US\$40mn core and US\$40mn earmarked. This has been agreed in consultation with Members in order to chart a more sustainable rate of growth for GGGI.</p>					