GGGI Strategic Plan 2015 – 2020

Accelerating the Transition to a New Model of Growth

Final Draft
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I would like to take us through a journey in time, to the future we want in 2020. Eight years would have passed since the nascent Global Green Growth Institute (GGGI) was established under the auspices of Rio+20 United Nations Conference on Sustainable Development, an institution poised as a dynamic international organization representative of the 21st century, dedicated to pioneering and demonstrating a new model of growth, known as “green growth”. This bedrock vision continues to inform and inspire GGGI’s enduring commitment to the future - a resilient world where we envisage growth to be strong, inclusive, and sustainable.

Today with the world population rising and moving to cities at a staggering rate, this commitment remains more crucial than ever. A century ago, we were 1.7 billion where one in every 10 lived in urban areas. By 2050, the United Nations projects that global population will reach 9.6 billion where 70 percent will call urban areas home, placing unprecedented pressures on our planet’s resources to provide a sustainable future for its inhabitants.

"It is no use saying, 'We are doing our best.' You have got to succeed in doing what is necessary," Winston Churchill wrote. That is in short what GGGI is and what it is seeking to do, beginning with the development of this Strategic Plan 2015-2020 that sets out a trajectory of key milestones that are necessary in the near future. As a premier implementing organization that will focus on – but not exclusively to – developing and emerging economies, GGGI will continue to partner countries in pursuing green pathways that incorporate pro-poor, climate resilience, and social inclusion perspectives, and are contextualized within national priorities and sovereign rights. In shaping our shared response in solving 21st century challenges, GGGI will strengthen and catalyze high-level political dialogue to ignite action in the global green growth agenda by mobilizing our partners and leveraging our governance structure and membership. The demonstration and replication of green growth at scale will be abetted by North-South-North knowledge sharing and will feature a diverse ensemble of voices from around the world: governments, leaders in the public and private sectors, and civil society actors. We will demonstrate the GGGI value proposition through its integrated delivery model in exploring new approaches to drive private sector investment towards green growth.

At present, the organization is two years old and evolving. Professionalizing the organization will be of paramount importance for us to deliver tangible results. Our renewed ambition and objective, set together with our Members, will accelerate the transition to a new model of growth.

Yvo de Boer
Director General
Summary

Our Vision
A resilient world of strong, inclusive, and sustainable growth.

Our Objective
GGGI Member countries move towards a model of green growth.

While this will be differentiated for countries, at its core will be strategies that simultaneously achieve poverty reduction, social inclusion, environmental sustainability, and economic growth.
Working across the thematic priorities of energy, green city development, land-use, and water, we aim to do this through the realization of three strategic outcomes over the next six years:

1. Strengthened national, sub-national, 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.

These will in turn be achieved through six key outputs:

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.
We will enable strategic and organizational shifts to maximize our impact on the ground.

In recognizing the urgency of action on climate change, the growing importance of private finance in meeting global development challenges, and the interdependence of countries, systems, public/private actors, we will focus on the following two key cross cutting priorities:

1. Moving to Implementation: Integrated “ONE GGGI” Service Offerings aligned with the GGGI Green Growth Value Chain

2. Delivering More for Less: Demonstrating Results and Maximizing Impact

We will streamline our delivery model and place a strong focus on inclusive green growth in Least Developed Countries (LDCs) and Lower Middle Income Countries (LMICs); we will create an organizational structure and operationalize a theory of change that recognizes the need to combine in-country technical assistance with specialist knowledge development and tailored green investment advisory services.

We will use our direct in-country and global experience to influence the green growth policy agenda. We will leverage impact from the feedback cycle between our in-country work and global networks in order to enhance the global dialogue on green growth, maintain our relevance and facilitate the development of an enabling environment for green growth.

We will increase our focus on leveraging the influence of GGGI Members, maximizing the impact of partnerships and knowledge sharing, and driving change through a robust shared vision of green growth. Tapping on our Governance body and unique in-country experiences to generate tangible support for green growth policy agenda in-country and globally, we aim to influence, inspire, and inform on a shared journey towards green pathways.

Finally, we will reinforce our efforts to maximize organizational cost-efficiency through refining our management structure and implementing operational systems and processes across the organization that espouse “value for money”.

Economic growth is now recognized as the main engine for poverty reduction and human development; there has been no poverty reduction at scale without strong economic growth. The sustainability of this is a serious concern: economic growth relies on natural resources and services, current models of growth, however, often drive their depletion and destruction and lead to increased inequality.

The promise of Green Growth is thus a simultaneous advancement of economic growth, environmental sustainability, poverty reduction, and social inclusiveness.

Unsustainable growth can threaten the effectiveness of inclusiveness, interpreted here as poverty reduction and social inclusion. The poorest communities are generally more reliant on environmental capital for their livelihoods and hence suffer more directly; they are more vulnerable to, and least able to cope with, droughts and floods that are exacerbated by environmental degradation including climate change; they also benefit more when natural resources are available, well managed and used more productively.

With an estimated 9 billion people in the world by 2050, the threat of catastrophic climate change, and the increasing scarcity of natural resources, there is an urgent need to promote economic growth and social progress while successfully preventing environmental degradation, bio-diversity loss and unsustainable natural resource use. To achieve this, analytical evidence points to the need for a much faster transition to greener models of growth.
While substantial progress has been made in tackling global poverty, these advances are threatened by the lack of significant action to tackle immediate and long-term consequences of climate change and natural resource depletion.

We believe that Green Growth presents such an opportunity to accelerate this urgent transformation through a holistic approach:

1. Increases the quantity and quality of natural resources and environmental services. Given these are factors of production, their availability is critical to higher and long-run economic growth.

2. Increases the productivity of resources, i.e. it allows generating higher growth with fewer resources.

3. Drives new technologies or innovative application of existing technologies. Innovation is a key driver of economic growth, as previous industrial revolutions have shown.
focuses on removing the market failures present among economic, environmental, and social goals, contributing to more efficient allocation of resources in the economy.

pursues an inclusive and participatory approach, putting in place mechanisms for benefit sharing, in particular to benefit those who are dependent on natural resources and most vulnerable to climate change.
Towards a definition of Green Growth
It places an emphasis on economic growth as a driver of welfare improvements and poverty reduction.

It encompasses economics and political leadership, and considers the role of effective institutions and non-public actors (e.g. business and civil society).

It is context-specific. No particular green growth path will be best across all economic, environmental, and social dimensions, but green growth recognizes the strong interaction between them.

It recognizes the value of natural capital, improves resilience, and is inclusive and equitable.
The Global Green Growth Institute (GGGI) was established in 2010 as a Korean non-profit organization. GGGI Members have referred to the Institute as having gone through a double transition: the transition to an international organization in 2012 and the transition within GGGI’s top management team.

Over the past four years, GGGI has launched 32 projects across 22 countries. Successes in these programs have been recognized amongst GGGI Members and non-Member partners and governments. Reviews of GGGI’s country programs throughout 2013 demonstrate that GGGI, acting as a trusted partner to governments, has made significant achievements in its green growth planning and implementation work and that “GGGI’s efforts and advice are effectively playing a direct and important role for the content and direction of national or sector specific plans and processes. “GGGI’s ‘responsive and flexible’ approach has resulted in tangible outcomes and expectation of ongoing results and impact in the future. However there is more to be done, particularly in ensuring that our delivery model is systematic, long-term, and geared towards getting closer to implementation.

Beginning in 2015 with a new results-based management structure, a committed and experienced executive management team, application of lessons learned from our achievements and challenges to date, GGGI is in an ideal position to start implementing its new Strategic Plan 2015-2020 and to scale up solutions for lasting results and impact on the ground.

Focusing on the principles of consolidation and a strengthened focus on shared goals, priorities, and procedures, GGGI will continue to pursue its objective of bringing about transformational change through green growth which meets countries’ economic, social, and environmental development goals.

Seven Guiding Principles

GGGI’s added value and comparative advantages are based on the combined operationalization of seven distinctive guiding principles and approaches which sets it apart from other international organizations, consulting firms, and research institutions working in this field.

1 Focus on Delivery

GGGI works to bring about transformational change in its partner countries. Our approach is clearly focused on delivery, ensuring that green growth analysis leads to plans that can be financed and implemented.

2 Objectivity and Independence

Our key comparative advantage is our positioning as a trusted advisor to government. We are objective and independent, responding with customized solutions to the unique needs and demands of countries within the context of our own strategic framework and mandate.

3 Mission-led and demand-driven

GGGI has a shared mission across the organization which provides the framework for operating as “ONE GGGI”. This mission is based on and continues to be driven by the needs and demands of GGGI members. We aim to strike a balance between addressing gaps in skills and knowledge base and ensuring that we are not displacing government capacity.
4 Technical Grounding
Our capacity for success is grounded in our ability to attract and retain leading international talent across a diverse and networked skill set. Through teams that are tailor-made for each engagement across the institutional contexts of partner countries, we are able to combine highest quality evidence-based technical analysis with in-depth country knowledge. Our technical grounding is combined with solid multi-stakeholder relationships, and systematic local capacity development.

5 Networked
Combined with this, GGGI has a distinct advantage in its ability to leverage an international network of actors from the public and private sector on green growth. Our governance structure is set up to maximize this, facilitating the multi-directional and multi-sectoral sharing of knowledge and experience between South-South and South-North-South countries, while gathering global actors with the potential to set and drive the international agenda on green growth.

6 Innovation
Our lasting success is contingent upon an operating model designed to maximize flexibility, agility, and innovation. Innovation is a fundamental enabler for emerging economies to “leapfrog” to low-carbon models of growth that improve living conditions and manage the sustainable use of natural resources.

7 Environmental and Social Sustainability
Our approach across the organization is based on a firm commitment to ‘doing no harm’ through effective implementation of environmental and social safeguards, and to systematically identify opportunities for “doing good” to achieve poverty reduction, social inclusion, environmental sustainability, and resource security.
Based on the lessons instilled from our first strategic plan, an analysis of our successes and ongoing challenges, and a consideration of needs and demands of our Members and partners, we will focus on two broad cross cutting priorities from 2015-2020. We believe that an organizational focus on these will enhance our success in delivering our outputs. These are:

1. Moving to Implementation: Integrated “ONE GGGI” Service Offerings aligned with the GGGI Green Growth Value Chain

2. Delivering More for Less: Demonstrating Results and Maximizing Impact

We believe that if we are successful in delivering against these two priorities, we will significantly increase GGGI’s global impact and make a unique and lasting contribution in greening growth.

Moving to Implementation: Integrated ‘ONE’ GGGI Service Offerings aligned with the GGGI Green Growth Value Chain
We will measure success by our green growth projects and programs attracting investment and achieving impact.

While this has been a core element of our strategic vision from the outset, there is a recognition that now is the time for GGGI to make concerted efforts to move to implementation, and to make the necessary conceptual and organizational shifts.

We have demonstrated success in supporting governments to develop national, sub-national, and sectoral green growth plans. In some countries, we have provided analysis of cost and public-private investment requirements for action plans and are beginning to see success in terms of public and private financing flows towards green growth. However, we must now reinforce our efforts to ensure that GGGI interventions are part of a pathway towards green growth and long-term risk reduction, taking into account accelerated globalization, advances in technology, and complex climate change challenges.

Realizing this requires a steady shift in GGGI’s delivery model towards an integrated ‘ONE’ GGGI, which fully aligns service offerings from GGGI’s Green Growth Planning and Implementation (GGP&I) Division, and Knowledge Solutions Division (KSD), comprising Knowledge Management, Knowledge Development and Sharing, Capacity Development, and Green Investment Advisory Services.

Both divisions will provide the required skills, experience and networks at key intervention points along GGGI’s Value Chain (see Figure 2, page 28) to enable a process of diagnosis, assessment, and planning which ultimately leads to project design and preparation, financing, and implementation.

Supporting partner countries in moving towards implementation will also require a continual effort in developing our internal skill sets and capacities.

Delivering More for Less: Demonstrating Results and Maximizing Impact

a. Focus on Member countries
Our membership and governance structure is governed by an Assembly of 20 Member countries, representing diverse economies, societies, and geographies, and a Council comprising 5 contributing members, 5 participating members, 5 non-state actors, Republic of Korea as GGGI’s host country, and GGGI’s Director General.
Our governance structure provides the potential for multi-directional and multi-sectoral experience and knowledge sharing among Members, which in turn enables Members to set a global strategic direction on green growth, and to drive this through GGGI. We will use the convening power of our governance to bring more non-Member countries, particularly the BRICS economies, on board. We can maximize our impact by increasing focus on our programs within Member countries or prospective Member countries which demonstrate the political commitment to green growth and the interest in enabling GGGI’s success as ‘shareholders’ of the organization.

Building on the evident political will which accompanies membership, we will place a greater emphasis on responding primarily to the needs of our Member countries. A core element of our strategic approach will involve promoting and implementing greater multi-directional South-North-South knowledge sharing, country-to-country partnerships, and multi-stakeholder collaboration.

We will ensure that the expansion of new participating Member countries corresponds to increased resource mobilization from existing contributing Member, new contributing Member countries, or a combination of both.

b. Balance between LDCs and MICs
We view economic growth, poverty reduction, environmental sustainability, and social inclusion as mutually interdependent and that the simultaneous pursuit of these goals underlies the green growth model. GGGI’s country program portfolio reflects this interdependence while recognizing the need to work across both Least Developed Countries (LDCs) and Middle Income Countries (MICs).

In approaches to tackling poverty, we must consider that while two-thirds of the world’s extreme poor live in the 52 poorest countries², around 960 million poor people, or 72% of the world’s poor live in Middle Income Countries (MICS)³, while 25% reside in Low Income Countries.

MICs also carry far more weight in the context of climate change mitigation which, ultimately has the greatest impact on the lives of the poorest and most vulnerable. MICs are responsible for approximately 50% of global CO2 emissions, whereas LICs account for roughly 0.7%⁴.

GGGI Members will be supported in reaching out to additional Governments with a shared commitment in the pursuit of green growth.

At the same time, we perceive significant potential in working with Least Developed Countries and Lower Middle Income Countries to prevent lock-in to a high emissions trajectory of economic development that does not take into account externalities for sustained economic growth. The recent New Climate Economy Report pointed to the World Bank’s analysis in highlighting the issue of emerging economies ‘stuck in an outdated mode of economic development’: of over 100 countries labelled as “middle-income” half a century ago, only 13 have since achieved high-income status⁵.

GGGI therefore emphasizes the benefits of a balanced country program portfolio while pursuing an approach focused on the poor and most vulnerable. We will continue to pursue new Members from LDCs in East and West Africa, Pacific, and Asia and to integrate poverty reduction, social inclusion assessments, and objectives as a key strategic priority going forward.

We will implement a shift in our programming in order to strike a balance of resource between LDCs and MICs. In 2014, only 14% of GGGI’s country programs, funded by core budget, were in LDCs and the rest in Middle Income Countries (MICS). Going forward, GGGI has a clear priority of maximizing progress towards its strategic goals through an optimally balanced country portfolio.

GGGI has therefore set a new indicative target for resource allocation of core funding between LDC and MIC in-country programs from 2015 to 2020. The proposed allocation is based on past budgetary trend, emerging needs of Member countries, and GGGI’s key strategic directions going forward.

c. Focus on Partnerships
Effective partnerships underpin all of our efforts to promote green growth nationally and globally.

2. Based on those below $3500 per capita.
6. GGKP and GGBP are main knowledge activities in GGGI GGKP and GGBP are main knowledge activities in GGGI that aim to enhance understanding on green growth theory and practice by developing practitioner-oriented knowledge and tools in the form of reports, policy briefs, country case studies through a networked, knowledge-sharing environment.

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This Strategic Plan is based on an analysis of our comparative advantage, where we believe we can maximize results and impact, lead, and support others. In this regard, we will prioritize engagement with diverse international partners to leverage our experience and expertise, build on the strengths of others, and enhance synergies in joint initiatives. Furthermore, multi-stakeholder initiatives including the Green Growth Knowledge Platform (GGKP) and the Green Growth Best Practices (GGBP), RiskEx, 3GF, and the New Climate Economy (NCE) will remain central to GGGI’s approach.

One of GGGI’s greatest assets is its membership. Our governing bodies bring together a diverse group of countries that share a common commitment in pursuing green growth as an alternative development pathway. Building on GGGI’s new status as a UN observer, GGGI will seek to influence, at the global level, by facilitating substantive discussions that drive the global green growth agenda, and by leveraging Members in reaching out to additional governments and partners.

d. Reducing non-programmatic costs
Over the course of the strategic planning period, GGGI aims to reduce the percentage of spending on non-programmatic activities from 44% in 2015 to 30% in 2020.

We are streamlining our management structure, and introducing a new cost-efficient Enterprise Resource Planning (ERP) system. We will continue to ensure improved productivity through cost consolidation and cost saving efforts from travel, facilities, and communications.

Poverty Reduction and Green Growth
The poor are disproportionately affected by the impacts of climate change. The latest IPCC report (2014) on Impacts, Vulnerability and Adaptation shows that ‘people who are socially, economically, culturally, politically, institutionally or otherwise marginalised are especially vulnerable to climate change and also to some adaptation and mitigation responses’ (IPCC 2014). At the same time, unsustainable growth can threaten the effectiveness of inclusiveness, interpreted here as poverty reduction and social inclusion, since the poorest communities are more economically dependent on environmental resources and services, and are least able to cope with the consequences of resource degradation. Insufficient social progress can also lead to political action that inhibits economic growth. These negative feedback loops can be mitigated and often reversed through a green growth approach.

Gender and Green Growth
Gender equality in inclusive green growth is contingent upon women’s and men’s equal access to key resources such as land, water, and energy. Inclusive green growth will require addressing the specific needs of women to claim their rights and create an enabling environment where women participate and benefit from green growth.

7. RiskEx, Risk Mitigants Information Exchange for Private Sector Green Growth Project Developers/Investors, is GGGI’s in-house project aimed at creating a user-friendly web-based product that will facilitate informed decision making for project developers contemplating investment opportunities into green growth projects in developing countries.

8. 3GF, the Global Green Growth Forum convenes governments, businesses, investors and international organizations to act together for inclusive green growth.

9. NCE, The Global Commission on the Economy and Climate, is a major new international initiative to analyse and communicate the economic benefits and costs of acting on climate change. GGGI is a contributing research partner in the initiative.
Cross Cutting Priorities: Moving to Implementation and Delivering More for Less

25 million

Increased funding from core and earmarked sources

GGGI

42%

Amount of GGGI’s core resource for country programs that will go directly to Member Least Developed Countries

87%

Amount of GGGI’s core resources directed to Member Least Developed Countries and Middle Income Countries combined
17% Reduction in percentage of spending on Management and Administration

30% Reduction in percentage of spending on all non-programmatic activities

1 million Cost savings from its 2014 baseline due to GGGI-implemented efficiency measures

in 2020
We are committed to supporting partner countries in achieving maximum benefits from a green growth pathway and have designed our delivery model accordingly.

It is essential that national governments, in close cooperation with the private sector and civil society implement actions in support of a new global model of green economic growth.

At the same time, GGGI fully recognizes the need for progress in global debates around green growth and debates surrounding the international regulatory, financial, and policy environment. GGGI must also maintain that these respond to in-country needs and take account varying national circumstances.

In this regard, GGGI’s delivery model is focused heavily towards in-country delivery while ensuring the existence of a firm feedback loop between in-country experience and analysis and global products and services.

Delivering in-country – Green Growth Planning and Implementation (GGP&I)
Our Green Growth Planning and Implementation division leads in-country delivery with customized support from the Knowledge Solutions division. GGP&I is GGGI’s key interface with partner governments. They own the in-country relationships and the responsibility for overall delivery of results.

From 2015, GGGI will be operating in 10 LDCs and MICs across East Asia and the Pacific, North East and Central Asia, Sub-Saharan Africa, and Latin America through a combination of both core and earmarked funding. We will utilize earmarked funding to support 7 other countries, including countries in the Middle East and North Africa regions.
This strategic priority responds to our Members’ demands for consolidation, focusing on maximizing impact within a limited number of programs, and moving existing programs to implementation.

Through the 2015-2020 Strategic Plan implementation period, GGGI will aim to increase its presence particularly in least developed and lower middle income Member countries in line with the strategic priorities outlined above.

The GGP&I division provides an in-country service aligned with our guiding principles of being objective, independent, and demand-driven. Focused on delivery, our GGP&I services are long-term and embedded within partner government departments. GGP&I will tap on internal expertise available in KSD; in the absence of required skills, we will leverage them through national and international partnerships.

From 2015, GGGI will operate, through core funding, in 10 Least Developed and Middle Income countries.

We will apply comprehensive country selection criteria before initiating a scoping phase. The selection criteria, amongst others, include countries’ alignment with GGGI’s mission, GGGI’s comparative advantage in relation to other players, and the overall potential for successful delivery of programs. We will conduct situation and stakeholder mapping and analysis, identify gaps, establish trust with in-country Government, negotiate, and sign an MoU with our main government counterparts.

Upon successful completion of the scoping phase and in preparation for the delivery phase, we offer a comprehensive set of services to both public and private sectors based on our Value Chain. The GGGI Value Chain, in form of a checklist, sets out a green growth planning and implementation approach from initial Diagnosis, Green Impact Assessment through Sector / Sub-Sector Strategy and Planning, and Project Design and Financing.

Our last component – Implementation - primarily refers to policy implementation and Monitoring and Evaluation (M&E) support of initiatives undertaken by the Government. Each component of the value chain is followed by a systematic appraisal process that captures learning, sharing, and application of experience and knowledge from programs, and ensures the robustness of GGGI advice and assistance.

While we consider the Value Chain to represent the most effective route towards a green economy, we recognize that partner countries will be at different points along this chain and will require different service packages within it. Transition from one component of the Value Chain to the other would depend on performance, actual in-country as reflected in GGGI’s Country Strategic Framework, and ongoing country dialogues with government counterparts and partners.

Our program interventions are therefore tailored entirely to the specific circumstances, demand and capacity of each country.

GGGI works with in-country Governments across Ministries and Departments as a trusted and neutral advisor to explore the value of green growth opportunities in the context of the country’s own growth and development goals. Our green growth planning work includes: providing sectoral and socio-economic impact assessments to understand benefits and potential trade-offs of a green growth approach; facilitating learning from others’ experience, developing and applying practical tools and case studies; developing green growth plans at national or sectoral level; assessing and designing legal and institutional frameworks; providing financial and investment analysis that looks at both investment requirements and potential sources; and developing sectoral and sub-sectoral investment plans and frameworks.

In every country program intervention, GGGI works to create sustainable and long lasting domestic technical and institutional capacity through tailored capacity development programs and working alongside government counterparts on a daily basis.

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**Figure 2 GGGI Value Chain**

<table>
<thead>
<tr>
<th>Diagnosis</th>
<th>Green impact assessment</th>
<th>Sector/Sub-sector strategy &amp; planning</th>
<th>Design, financing &amp; implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Development, economic growth and sustainability diagnosis</td>
<td>Sectoral green impact assessment and prioritization</td>
<td>Policy and institutions analysis</td>
<td>Analysis of costs and investment requirements</td>
</tr>
<tr>
<td>Development of sectoral/sub-sectoral investment plans and selection</td>
<td>Design: Project and policy preparation</td>
<td>Financing: Identification of possible financial structures</td>
<td>Implementation</td>
</tr>
</tbody>
</table>
In-country and Global Delivery - Knowledge Solutions Division

Our Knowledge Solutions Division is dedicated to producing cutting edge, policy relevant knowledge products and services and creating an enabling environment for making markets work for green growth.

In order to become a stronger knowledge institution, we will improve the quality and quantity of our knowledge capabilities and apply them in all areas of our operations. The Knowledge Solutions Division (KSD), based in Seoul headquarters, supports GGP&I in-country teams by providing technical and specialist know-how knowledge for country programs and global products and services. Our knowledge solutions services, although primarily geared towards Member countries will also consider engagement in BRICS and other countries based on expressed government interest, in order to maximize the potential for a demonstration effect.

KSD will focus on two closely integrated workstreams which underpin the relevance, efficiency, and effectiveness of our in-country delivery. These workstreams will provide a robust feedback loop between knowledge and investment services and global green growth products and services: (i) Knowledge Services – comprise knowledge management, development and sharing activities which build a strong theoretical and empirical base for green growth while providing concrete options, guidance, and capacity development for policymakers and investors that are tailored to the national context; (ii) Green Investment Advisory Services – identify innovative financing mechanisms and improve the conditions for public and private green investments.

Knowledge Services

Our Knowledge Services provide the technical analysis and socio-economic assessment, alongside the knowledge management and knowledge sharing across the value chain required by in-country actors to plan and implement transformative change towards green growth.

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**GGGI in 2020**

USD 30 million
Amount we aim to bring in new capital investment flowing into green growth opportunity in partner countries.

10
10 Flagship tools, methodologies, peer-reviewed research papers, and other knowledge products based on in-country experience that GGGI aims to have developed and published.

30
Bankable projects we aim to design.

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Our new Knowledge Solutions Division will provide context-specific technical and specialist support for country programs and global products and services.
Dedicated in-country support will be tailored to meet specific demands for in-country delivery of GGP&I and Green Investment Advisory Services. We will initially focus on energy planning and modelling, climate resilient green growth, poverty alleviation, and inclusive green growth. Knowledge Services will also aim to provide in-depth, specialist knowledge support across each of our four thematic areas (Energy, Green City Development, Land-Use and Water).

A dedicated knowledge management function will organize, consolidate, synthesize, and convert our knowledge assets into signature knowledge products accessible to GGGI colleagues, Members and external partners, connect GGGI to existing knowledge and assets and engender collaboration and cooperation across all major organizations working on green growth. Lessons from in-country programs will, in particular, be captured and incorporated within the development of methods and tools to meet needs identified across GGGI programs and will be fed back into the global debate to further advance theory and practice of green growth.

A Capacity Development Program (CDP), underpinning the Knowledge Services workstream, aims to build comprehensive and systematic capacity development modules for both generic and country-specific services. Utilizing our networks, we will offer CDP in both partner countries and in regional hubs.

**Green Investment Advisory Services**

We will measure the success of a country’s national or sectoral green growth plan by how effectively it translates into concrete investments.

Without taking into account the need for green investment, the global economy requires an estimated 89 trillion USD investment in infrastructure across cities, land-use, and energy systems by 2030. Recent analysis by the New Climate Economy Report suggests that improvements to the energy efficiency of buildings, industry, and transport could require an additional 8.8 trillion USD of incremental investment by 2030. While these are formidable numbers, such levels of investments are still within the capacity of capital markets given risk-adjusted returns. Our Green Investment Advisory Services, working closely with the private sector and government, will support countries in originating concrete green investment opportunities building on strategic recommendations developed under green growth plans. This requires an adequate enabling environment for green investments by:

- Building capacity to advise on developing and prioritizing green infrastructure project pipelines;
- Developing the conditions for transparent procurement and concessional approval processes;
• Ensuring rewards that commensurate with risks;
• Addressing non-project related risks, through the development of new, or deployment of available risk reducing instruments;
• Achieving financial closure.\textsuperscript{11}

As part of our in-country delivery service offering, we will support governments in developing sound policy and regulatory frameworks, designing sustainable incentive frameworks, and leveraging public balance sheets to crowd in private investments particularly through:

• Enhancing Governments’ ability to design commercially and technologically viable projects by applying the international norms and standards for infrastructure project design;
• Establishing transparent procurement, tendering, and approval procedures across ministries and supporting strategic prioritization of infrastructure projects.

Inadequate risk/return profiles seriously affect the bankability of projects. Both non-project and project-related risks affect the commercial viability of projects, while the absence of a level playing field for green technologies further inhibits investments and will continue to lock countries into carbon-intensive infrastructure. In addressing this, GGGI will provide advice to the private sector and government on mitigating non-project related risks by enhancing the coherence in accessing domestic/global climate and infrastructure finance facilities and mechanisms, while providing objective and robust data on investment potentials. Through our European presence, we will continue to find synergies between GGP&I and KSD workstreams in engaging the private sector and attracting green financing.

We will further provide advice on desirability of establishing one-stop institutions to efficiently deploy all green growth related incentives and de-risking instruments for the private sector. Our efforts to realign the risk and reward profile of green investment projects will be supported by the development of domestic information exchanges on project developer risk mitigant coverage and investment conditions.

**Global Products and Services**

We understand the value of capturing, applying, and sharing knowledge, data and analysis from in-country programs on green growth using multi-sectoral and multidisciplinary approaches. As such, both Knowledge Services and Green Investment Advisory Services play an essential role in Global Delivery, e.g. bridging the gap between country demands, needs and contexts, and the global policy and regulatory agenda.

We will amplify our in-country and global experiences to convene international forums and to influence the green growth policy agenda. Our global delivery will be partnership-based and will be open to both Member and non-Member countries. We will leverage mutual partnerships to accelerate world class knowledge solutions for green growth and to influence policies and capacity development through the sharing of methods, tools, and in-country knowledge.

**Strategic Engagement on Green Growth**

We are committed to building the momentum which will drive the concept and application of green growth till it reaches a ‘tipping point’. Our strategic engagement is geared towards ensuring a policy shift towards low carbon pathways. We aim to achieve this through following measures:

Firstly, we will foster strategic engagement among ministries, private sector, development partners, Non-Government Organizations (NGOs), and Civil Society Organizations (CSOs) on key green growth issues. We will use global products such as New Climate Economy (NCE), Green Growth Best Practices (GGBP), and the Green Growth New Industrial Revolution to inspire, inform, and improve new ways of “green growth thinking” in our partner countries.

Secondly, we will work closely with Member countries to ensure legitimacy, effectiveness, and credibility of in-country green growth experiences by incorporating them into the policy arenas of international and regional forums such as the Organisation of Economic Cooperation and Development (OECD), Nordic Council, African Union (AU), and the Association of Southeast Asian Nations (ASEAN).

Lastly, we will leverage the convening authority of the President of the Assembly and Chair of the Council to engage at the highest political levels to generate tangible support for green growth action, both in Member countries and globally, particularly within the framework of the Sustainable Development Goals (SDGs) of Post-2015 Development Agenda.

11. Projects are bankable when they have secured investments from public, private, or a combination of both sources.
12. Resource efficient, low carbon and climate resilient investments that may include public transportation systems, renewable energy, water conservation and utilization and other small or large scale projects that have the potential to drive green growth.
Our interventions emphasize change in four themes which we consider to be key to transforming countries’ economies. These are the thematic areas in which our Member countries have highlighted gaps and where we have demonstrated success. The thematic areas are:

- Energy
- Green City Development
- Land-Use
- Water
- Multi-Sectoral

While this does not limit GGGI’s interventions in other areas, we will continue to build on core skills and upgrade in-house capacity across these thematic priorities for change.
World energy demand is growing at an unprecedented rate. The New Climate Economy report indicates projections of the increase in global energy demand varying from 20% to 35% over the next 15 years (Better Growth, Better Climate: The New Climate Economy Synthesis Report, 2014, p.37). Based on a projection of current demand trends, the vast majority of need will be in developing and emerging economies. Given that energy production already accounts for an estimated two-thirds of global GHG emissions, failing to change the current trajectory will have a catastrophic impact on global climate change.

At the same time, an estimated 1.3 billion people (1 in 5) live without access to modern energy services. This is evident in Least Developed Countries where an estimated 4 out of 5 people have no electricity connection in their home and 9 out of 10 people have no access to modern fuels for cooking.

**Energy and Green Growth**

GGGI sees a fundamental transformation in the global energy sector as a key to driving economic growth, meeting growing demand, reducing energy poverty, and addressing future climate risk. The energy systems of the future must ensure appropriate energy pricing, increased resource efficiency, and productivity and technological innovation which further support the adoption of renewable energy technologies. In order to create sustainable growth, meeting the world’s energy demand will require substantial investments in green energy infrastructure that avoids locking in harmful effects for the long term. Innovative technologies and approaches must address the issues of energy security, energy poverty, high or fluctuating energy prices, unsustainable use of natural resources, climate change, and other immediate environmental impacts such as air pollution.

This will require innovative approaches to business models, financing systems, and regulatory and policy frameworks.

**GGGI Energy Interventions**

In Mongolia, we are working with the Government in the implementation of the National Green Development Strategy (NGDS) through actions related to energy systems and the construction sector. As Mongolia continues to urbanize, meeting the goals of the NGDS will require well developed green energy strategies, more green technology and effective energy efficiency plans supported by strong regulatory frameworks, and financing. If these needs are successfully met, the building sector alone can potentially save energy (30%), reduce GHG emissions (35%), conserve water (40-50%), and recycle waste (30-90%) – all of which contribute to national priorities of protecting the natural environment and human health, and boosting economic growth.

In Indonesia, our support to the Government of Indonesia (GoI) is increasingly focused on achieving green growth through greater investment in renewable energy. Our intervention began with the ‘Green Industry Mapping Strategy’ program, which produced a business case for solar PV in East Kalimantan, one of GGGI’s priority provinces in Indonesia. We are now moving to implementation by developing a pre-feasibility study to assess the deployment potential across the province. We are also using a green growth assessment tool, developed as part of the GoI-GGGI Green Growth Program, to analyze the economic, social, and environmental costs and benefits of renewable energy deployment across Central Kalimantan in relation to the baseline scenario of diesel generators.

City Development Context
Over half of today’s global population live in urban areas and urbanization is increasing exponentially, with the world’s urban population forecast to almost double by 2050. The implications of this phenomenon are significant; studies show that cities consume 70% of global energy and produce between 60% and 80% of all global greenhouse gas emissions.

Further, rapid and poorly planned urbanization, combined with increasing energy demands is placing unmanageable pressure on water supplies, waste management systems, and public health and bringing with it a host of challenges around social inclusion, and long-term environmental and economic sustainability. In the least developed and middle income countries in particular, rapid urbanization has resulted in a spread of informal settlements, which are highly vulnerable to extreme weather events exacerbated by climate change and other risks.

Green City Development and Green Growth
While there are recognized opportunities for cities to increase resource productivity and reduce GHG emissions through attractive investment opportunities in buildings, transport, and waste, these need to be accompanied by structural shifts in urban planning in order to have lasting impact. In this regard the recent New Climate Economy Report promotes a systemic shift to ‘more compact urban growth, connected infrastructure and coordinated governance,’ estimating that this could reduce urban infrastructure capital requirements by more than 3 trillion USD over the next 15 years and reduce GHG emissions by up to 1.5 billion tonnes of CO2 annually by 2030.14

GGGI Green City Development Interventions
We consider it a priority to work with developing and emerging countries, and the least developed in particular, to ensure that these countries avoid lock-in to low-density and inefficient cities. A green growth approach can provide the necessary analytical, institutional, and financial capacity to plan green cities that are compact, connected, and coordinated. Examples of GGGI’s work on urban development are outlined below:

Managing urbanization in the context of economic development is one of the major challenges facing the Vietnamese Government. GGGI’s program in Vietnam will provide support to cities and provinces for sustainable urban development including through impact assessment and project design and financing.

In Rwanda, we are working to support the government in the implementation of the Second Economic Development and Poverty Reduction Strategy (EDPRS2 2013-2018) through a program on the development of ‘green cities’ (cities that are climate resilient, resource efficient and low carbon). EDPRS2 aims to accelerate Rwanda’s progress to middle income status and achieve a better quality of life for all Rwandans through sustained growth of 11.5% and accelerated poverty reduction to less than 30% of the population. The Government aims to increase the urbanization rate from the current 18% to 35% by 2020 in order to shift large parts of its population off subsistence, intensive agriculture. EDPRS2 sees growing urbanization, as a key driver for green economic transformation of the country. In this regard, GGGI is working to provide strategic and technical advice to the Government to develop secondary cities as poles of job-creation and green infrastructure investments anchored on low-carbon and climate resilient urban planning.

According to the latest IPCC report (2014), agriculture, forestry, and other land-use account for a quarter of global GHG emissions. At the same time, agriculture and forests are key to many developing economies. World Bank statistics show that in countries with a GDP range between 400 USD–1800 USD per capita, agriculture constitutes on average 20% of GDP. In sub-Saharan Africa this number increases to 34%.

Given that the poor heavily depend on natural resources, land-use and land degradation have a direct impact on their welfare and pose a significant challenge to efforts aimed at reducing poverty and enhancing food security. Forests are a direct source of food, energy and income for more than a billion of the world’s poorest people. However, through poor management, the area of forested land is rapidly declining (the world’s total forest land decreased by an average of 5.2 million ha per year over 2000-2010) with forests being lost or degraded due to agricultural expansion, timber harvesting, extraction for fuel wood or charcoal, mining and roads.

In Ethiopia, we are working in partnership with the government to implement their Climate Resilient Green Economy (CRGE) initiative - an ambitious target of reaching middle income status by 2025 with a zero net increase in carbon emissions from 2010 levels and building climate resilience. A key component of this development will be delivered through the agriculture sector, which is also the highest emitting sector - currently accounting for 51% of emissions. If the government hopes to realize these targets, it will require emissions reductions of 90 MtCO2e from the business as usual case by 2030 while also building resilience through improved sustainable land management and irrigation techniques. GGGI has also worked with the government to design a green financing mechanism, the CRGE Facility, as well as a mechanism to develop and appraise bankable projects. This has so far leveraged around USD 25 million from Austria and the United Kingdom (with Denmark and Norway set to support); of which USD 7 million has been disbursed to agriculture sector, being a crucial input into Ethiopia’s development.

In Colombia, GGGI is supporting the Government of Colombia in working towards a net zero deforestation goal for Colombia’s Amazon Region by 2020 by securing international climate financing and building institutional capacity to ensure implementation. Under the REDD+ Early Movers program led by the KfW, GGGI will facilitate an agreement between Colombia and the governments of Germany and Norway, and support the preparation of investment plans by mobilizing public and private financing.
Water

Water Context
According to OECD analysis (Environment Outlook to 2050: The Consequences of Inaction), global water demand is projected to increase by 55% between 2000 and 2050. Currently, over 700 million people lack access to clean drinking water; 2.6 billion lack access to improved sanitation services (WHO/UNICEF 2010); and 1.4 million children under five die every year as a result of lack of access to clean water and adequate sanitation services.

Water and Green Growth
The water sector is difficult to define as it is a complex resource with diverse social and economic impacts. While access to clean water is essential for drinking, cooking, and washing, water is also a vital resource for agricultural, industrial, and energy production. Insufficient, unreliable, or poor quality water can act as a limiting factor across agricultural, industrial, and energy production with almost all goods and products dependent on water to a certain extent. Water is a fundamental and potential driver of green growth. This must be done avoiding economic drag and making water available and affordable to all, while leaving sufficient quantities to sustain water resources in the long run. Green growth approaches will address issues impacting water availability and use through encouraging water-related innovation in industries and investment in green urban infrastructure, and through integration with policies on water allocation in economic sectors.

GGGI Water Interventions
In Vietnam, GGGI is working with the Government on improving water resource management in the Mekong Delta in the context of the National Green Growth Strategy of Vietnam. Rapid economic development and urbanization in Vietnam is resulting in environmental losses which impact the natural resources on which 70% of the population rely for their livelihoods, deteriorating ecosystems and biodiversity loss, and urban and industrial pollution which has negatively impacted adjacent water sources. Working with the Viet Nam National Mekong Committee (VNMC), GGGI is providing support to promote green development through the modernization of agricultural production.
GGGI’s Theory of Change (ToC) reflects our organizational objective to support partner governments in pursuit of systemic change towards green growth. As outlined in our ToC, our desired strategic impact is that GGGI Member countries move towards a model of green growth that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic growth. In order to contribute to the strategic impact, our green growth approach is firmly predicated on the involvement of a diverse set of key actors including governments, private sector, international development partners, and green growth practitioners.

Our sphere of influence and programmatic interventions target following three major strategic outcomes.

**Outcome 1**

**Strengthened national, sub-national, local green growth policy planning, financing, and institutional frameworks.** GGGI recognizes that a transition to green growth must be driven through effective national planning. This in turn must be accompanied by effective financial and institutional frameworks in order to be translated into tangible and implementable actions on the ground.

To deliver on Outcome 1, we will focus on achieving the following outputs in particular across four prioritized sectoral and thematic areas; Green Cities, Land-use, Energy, and Water.

Demand-driven technical advisory, knowledge development, and private sector related solutions are offered on the ground for pro-poor green growth interventions. This necessitates a blended approach of GGP&I’s in-country delivery supported by knowledge and green investment advisory services. Through each tailor made engagement, we will combine high quality technical analysis with in-depth country knowledge, multi-stakeholder engagement and systematic local capacity development. Our programmatic divisions will leverage the required skills, experience and networks to customize interventions in the context of our green growth value chain. At the same time, our in-country teams will create domestic technical and institutional capacity and ensure national ownership by working in full cooperation and collaboration with government counterparts.

Our ToC in relation to this outcome – provided assumptions hold true – is that successful demonstration of inclusive green growth in a range of like-minded Member countries will lend credibility to the economic, social, and political case for inclusive green growth and will outgrow old models. The assumptions in this regard are that political will to pursue and adopt green growth solutions exists or can be generated, and that donors will continue to support our mission in catalyzing green growth.

**Outcome 2**

**Increased green investment flows.**

The efficacy of Green Growth planning will ultimately be measured by the extent to which it can attract public and private financing for investment into green infrastructure. It is therefore essential that green growth plans are eventually translated into concrete bankable projects focusing on both mitigation and adaptation, and that their financial closure can be achieved through the mobilization of public and private sector investments.

Projections by the IPCC in 2013 show that to keep consistent with a 2 degree Celsius pathway, average incremental investment needed in key mitigation sectors would be around 350 billion USD per annum from 2010 until 2029. Adaptation, on the other hand, would require 70-100 billion USD per annum by 2050 financing, according to World Bank estimates in 2010. This finance will have to be mobilized from multiple sources: public donors, partner governments, UN agencies, multilateral/regional development banks and investment agencies, and private investors; in the form of equity, debt and mezzanine.

Creating the ability to increase green investment flows from multiple sources, through effective planning, policy and regulation is therefore central to our green growth approach.

To achieve Outcome 2, we would target the following outputs:

1. Inclusive green growth plans, strategies and investment plans are converted into implementable actions; and,
Our Theory of Change

1. Strengthened national, sub-national, 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

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

Donors continue to support the case for green growth. Political will exists or can be generated to pursue green growth strategies. Member states are willing to adopt technical advice and solutions in their decision making. GGGI Members are willing and have influence to support outreach to new member countries. GGGI is well positioned to convince, mobilize, and convene key players. Policy makers and decision makers in public and private sector demonstrate intentions to take up new concepts and knowledge on low carbon development pathways. The private sector is able and willing to mobilize the required level of investment if risk and market failures can be offset. Green growth interventions have the potential to generate a return for the private sector.

Organizational efficiencies and cost effectiveness, strategic staffing, and robust management creates conditions to drive change. Sufficient funding can be mobilized to support operations. Colleagues with sufficient skills and experience to deliver strategic outputs can be recruited.

Outputs...delivered within...Given Assumptions...observe...outcomes...which initiate the...Process of Change...contributing to the desired...impact

4. Cross cutting

3. Impact

2. Outcome

1. Assumption

6. Organization of the

5. GGGI membership expanded

4. Cross cutting

3. Impact

2. Outcome

1. Assumption

6. Organization of the
2. An enabling environment for public and private sector investment in green growth is created.

In this regard, we are putting an emphasis on origination of bankable projects within the context of green growth strategies and plans. This requires the engagement of the private sector, development banks, and government from the outset in the process of developing sectoral and sub-sectoral investment plans and frameworks, leading to establishing conditions for the development of commercially viable projects.

Our green investment advisory services will also offer in-country support to create an effective enabling environment for green investment to take place. As project origination is typically a key barrier, processes leading to the origination of investment opportunities will be supported, including launching pre-feasibility and subsequently feasibility studies that meet internationally recognised standards in green infrastructure project design. If needed, country’s ability to develop project pipelines and prioritise individual investments will also be strengthened. Procurement, tendering and concessional approval processes have to be transparent and predictable in order to attract private investors.

The assumptions that have to be upheld for our ToC - that successful implementation of green plans across sectors and countries will fill evidence gaps and encourage scale up and replication in other countries - would be that sufficient financing is available internationally and can be mobilized given the development of attractive project proposals, with appropriate risk and reward profiles and an enabling policy and regulatory environment.

**Outcome 3**

**Improved multi-directional knowledge sharing and learning between countries on green growth.**

For the global green growth agenda to achieve optimal momentum, it requires high level political buy-in on mainstreaming green growth into national and sub-national planning and the development and sharing of data and analysis on green growth best practices and methodologies.

It is therefore essential that institutional relationships, partnerships and knowledge networks are formed and leveraged, in order to deliver on Outcome 3.

In this regard we will reinforce our efforts across our operations to leverage a strong international network of green growth actors from both public and private sectors. We will maximize opportunities for our colleagues and Members, convened through our governing Council and Assembly, to actively participate in national, regional, and global platforms aimed at influencing bold thinking and raising ambition on green growth. We will also leverage the influence of our core membership to reach out to additional governments to share in an inclusive green growth vision built upon national priorities.

The multi-directional and multi-sectoral sharing of knowledge and experience between South-South and South-North-South countries will be delivered in addition through capacity development programs to equip government counterparts with green growth planning processes and mechanisms.

We will continue to engage with international and local partners, including private sector and civil society, to identify synergies and maximize effectiveness of resources through multi-stakeholder initiatives.

By ensuring a firm feedback loop that captures and communicates in-country experience and reflecting it in our global products and services, we will systematically identify strategic areas for support and mobilize the expertise and partnerships required to address context-specific needs. In doing so, we will also raise the level of capacity internally.

Our theory of change in relation to Outcome 3 is that the sharing of knowledge and experience through institutional relationships, partnerships and knowledge networks will drive learning, understanding, fill up knowledge gaps and ultimately action on green growth. The corresponding assumption would be that we are well-positioned to influence, convince and convene key stakeholders.

A concerted effort to professionalize the organization underlies all of GGGI outcomes and cuts across all programmatic and administrative areas. In order to deliver on the Strategic Plan 2015 – 2020, we will continue to maximize efficiency and cost-effectiveness, streamline management, and develop, attract, and retain staff with the necessary skills to deliver against a renewed emphasis on implementation and value for money.

Through these processes of change, we will, as a mission-led organization, be able to support the development of evidence-based green growth plans, strategies and investment plans, the deployment of green financing and innovative solutions, the sharing of knowledge, and to ultimately demonstrate that green growth at scale is both feasible and desirable.

Through enhancing the capacity of our partner countries to implement and deliver inclusive green growth programs we will make significant progress towards our intended strategic impact - that countries move towards a model of green growth model which simultaneously tackles poverty reduction, social inclusion, environmental sustainability, and economic growth.
Maximizing Institutional Effectiveness

Over the next 5 years, we will make concerted efforts to maximize organizational efficiency and cost-effectiveness. We will design our institutional structure to appropriately match our overall resource envelope, to deliver quality programs, and to ensure financial and legal integrity and accountability.

Managing for Results
GGGI will continue to build institutional capacity for improved Results Based Management (RBM). RBM provides GGGI with a coherent framework for strategic planning and management based on learning and accountability. RBM will be embedded across the organization through the articulation of SMART performance indicators, clear standards, minimum quality criteria for projects and strengthened quality assurance processes at all stages of our project cycle. Our M&E system will be fully equipped to collect and assess data and report on performance in achieving our desired results. Our corporate results will be linked to individual staff goals, as part of our corporate accountability framework. We will institutionalize risk management practices to identify and address potential blockages in achieving our objectives. Further, we will put in place measures that will reduce impact, probability, or prevent the risk from the outset, and set up a contingency plan for implementation should the risk occur.

Through the implementation and rollout of the Enterprise Resource Planning (ERP) system, we will maximize efficiencies in the use of information and communications technology solutions to enhance business analytics, increase productivity, reduce transaction costs, and enhance program and project support. The ERP system will automate the following business modules: Finance, Budget, Procurement, Grants and Projects, Human Resources, Asset Management, Travel, and Expense Claims.

Ensuring Sustainability and Safeguards
GGGI is committed to safeguarding the planet and people through avoidance, minimization, and mitigation of potentially adverse environmental and social impacts in our programs, projects, and operations. By applying our Sustainability and Safeguards Policy, our objective is to systematically identify and manage our environmental and social risks, and simultaneously look for opportunities that enhance social equity and promote environmental sustainability. As an organization that is committed to gender equality, we will ensure that gender is mainstreamed in all areas of our work.

Driving the Global Agenda
One of GGGI’s greatest assets is its membership. Our governing bodies bring together countries committed to pursuing green growth as an alternative development model and to sharing experience and knowledge to this end.

One of GGGI’s priorities is to create a level of debate amongst our Council and Assembly members to drive the theory and practice of green growth internationally.
Going forwards, GGGI Council and Assembly meetings will facilitate substantive debate among Members, who are leading the way globally on green growth and who see GGGI as an effective vehicle for delivery of the green growth agenda. Council and Assembly members will also be encouraged to play an active role in influencing new membership and enhancing GGGI’s international visibility.

Investing in our Human Resources
Our lasting success will be predicated on our ability to attract and retain highly-skilled international staff.

We will need to ensure that we have an appropriate mix of skills and experience to meet the demands of our new direction and at the same time, ensure that we retain the flexibility to address changing priorities and demands over time. We will undertake strategic staffing exercises to identify future gaps in skills set against biennium operational plans. We will rationalize internal and external recruitment, redefine the role of senior management, consolidate and redeploy staff to amplify our capabilities, and achieve cost-effective allocation of in-house expertise across and within divisions. Throughout this strategic planning period, GGGI will aim to create an agile, mobile, and responsive workforce which maximizing knowledge, experience sharing across divisions, departments, programs and countries and builds synergies across our program portfolio.

We will invest in staff skills development to upgrade existing capacity and provide staff members with the opportunity to learn and grow. On-going training will be used as a key tool for retention. In the absence of in-house capacity, we will rely on our “roster of experts”. These experts are carefully chosen based on a rigorous procurement process and retained on a long-term basis to ensure continuity and commitment.

We will install new technology to ensure cost effective connectivity and collaboration among staff members, creating virtual knowledge communities. We will create a more demanding and favourable organizational environment whereby we will initiate a staff rotation scheme, short term staff swap program across our countries of operations, training and continuous professional development, apply corporate social responsibility principles in ensuring workforce diversity and gender balance, and a comprehensive talent management system.

We believe that having in-country presence with a client-oriented workforce is a key determining factor in effective engagement of country stakeholders.

Strengthening our Funding Model
A sustainable resource mobilization strategy is integral to our long-term financial viability and will enhance our ability to fulfil our ambitions, obligations, and to deliver on results. In order to ensure a prudent and robust financial model, we will strengthen our “working capital” to avoid any temporary liquidity shortfalls. On the revenue side, our resource mobilization strategy will target the following objectives: immediate action vis-à-vis core funding, earmarked funding, and possibly private funding.

By 2020, we aim to achieve the goal of 40 million USD in core contributions and 40 million USD in earmarked contributions. The goal would require an expansion of membership, raising the qualifying level of core contribution for members, and soliciting earmarked funding at project level based on a thorough mapping of donor priorities and available funds that would be in line with our key principles of green growth achieved simultaneously through economic growth, poverty reduction, social inclusion, and environmental sustainability.

In the short-term, we will focus efforts on maintaining and strengthening our core donor base. Our core donors - from the inception of GGGI - are our longstanding supporters whom we will continually seek strategic engagement with on the issues of green growth and to broaden the understanding of the relevance of green growth.

Specifically in the short-term, we are reinforcing efforts now to bring on board two additional countries, the United Kingdom and another additional country by the end of 2015. We will tap on the geographical reach of existing contributing members across Asia, Europe, and the Middle East, Africa, and Latin America to reach out to counterpart governments within their respective regions to mobilize more resources for GGGI.

In terms of earmarked funding, we will reinforce our efforts to mobilize additional resources by tapping into climate financing facilities through the design of
bankable project proposals. This will be done by mapping of country/climate facilities of interest as potential sources of funding to identify donor priorities and establish relevant points of contact in the relationship management process. Further, we will map GGGI project level activities that can be promoted to potential donors; this will be done by defining a set of proposals for which funding will be sought and an individual engagement plan demonstrating how GGGI can coordinate and manage across the organization.

Communicating for Change
We have received attention as a new international organization, in particular one that is dedicated to green growth and the first to be headquartered in the Republic of Korea. We have received high-level political endorsements from a number of countries and for our unique governance structure that brings together contributing countries, participating countries, and non-state actors.

Over the next 5 years, it is imperative that we communicate our successes, our tangible results, and impact on the ground.

A strong communications and outreach effort is key to bringing about transformational change towards green growth by consolidating and strengthening a focus on shared goals, priorities, and procedures. As such, we target three priority outcomes:

1. GGGI’s international profile will be enhanced; we will be recognized as the go-to organization for green growth globally.

2. GGGI donor and participating countries will be equipped with the necessary resources and knowledge of GGGI’s portfolio of work and operations.

3. GGGI staff will be provided with the resources necessary to share knowledge and experience across programs, locally and internationally, and to retain a comprehensive understanding of GGGI’s goals and mission.

Measuring our Success
We believe we can accelerate the transition to a new model of growth. Our green growth vision and strategic priorities will ensure cross-organizational coherence with our shared outcomes and guide our engagement with Member and partner countries.

In order to ensure that our organizational strategy is alive and sensitive to the evolving needs of in-country stakeholders, we will regularly review our structure and procedures to ensure efficiency and effectiveness. This will involve measuring our performance against our results framework.

We will assess progress on a regular basis to report back to our staff, Members, and donors in order to evaluate how we can continually learn and improve on delivering towards our shared goals.