

GGGI STRATEGY 2030

OUR AMBITIONS & JOURNEY TO 2030



*'A Low-Carbon,
Resilient World of Strong,
Inclusive and Sustainable Growth'*

Eighth Session of the Assembly & Twelfth Session of the Council

October 24, 2019; Seoul



Strategy 2030 sets the course for GGGI's long-term ambitions to help Member Countries achieve transformational low-carbon economic development as the only viable economic development model.

- ✓ Green growth brings together **sustainability** and **inclusiveness** while gradually ensuring the decoupling of emissions from growth and increasing resilience to climate change.
- ✓ The comprehensive and integrated nature of GGGI's support to its members through the delivery of Strategy 2030 aims to **strengthen** various aspects of *economic, environmental, and social policies for countries* to translate their green growth visions and strategies into green investment plans.
- ✓ Through the implementation of Strategy 2030, GGGI intends to **catalyze transformative green growth** in both *speed* and *scale*.

GGGI Value Chain

Green Impact Assessment

Development,
economic growth
and sustainability
diagnosis

Sectoral
green impact
assessment and
prioritization

Macro
economic
impact
assessment

Sector/Sub-Sector Strategy & Planning

Policy and
institutions
analysis

Analysis of costs
and investment
requirements

Development
of sectoral/
sub-sectoral
investment plans
and selection

Design, Financing & Implementation

Design: Project
and policy
preparation

Financing:
Identification
of possible
financial
structure

Implementation

Strategy 2030 at a Glance



BY 2030



Strategic Outcomes (SOs)

- SO1**
Reduced GHG emission
- SO2**
Creation of green jobs
- SO3**
Increased access to sustainable services
- SO4**
Improved air quality
- SO5**
Adequate supply of ecosystem services ensured
- SO6**
Enhanced adaptation to climate change



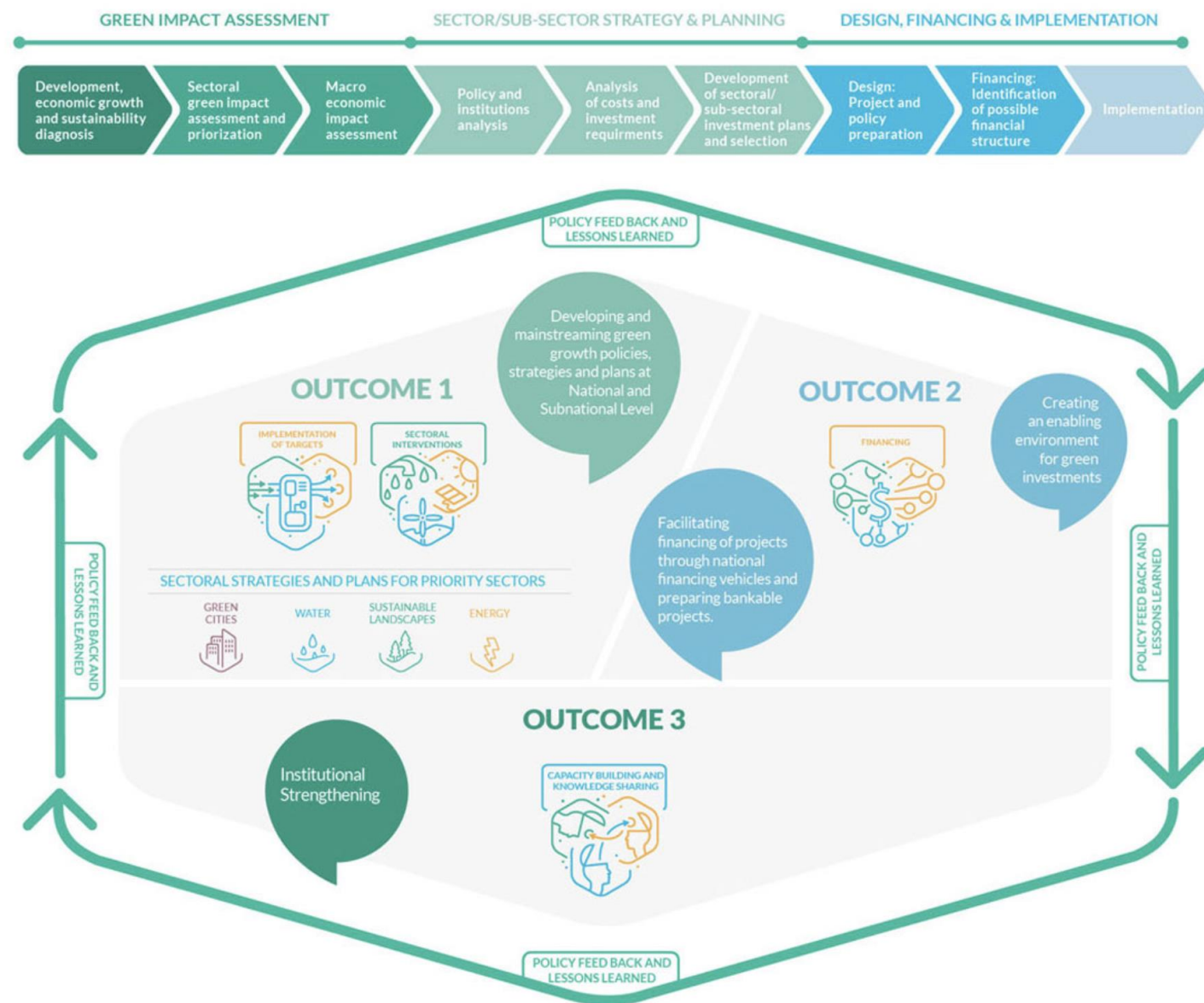
Ratio of **US\$15 for every US\$1** spent

Green Growth Footprint in Member Countries



Key Achievements

- During 2017-2018, GGGI operated on a budget of around **USD 50 million per annum** and continued to support governments in green growth, mobilizing green investments and capacity building and knowledge sharing.
- **More than 165 policy advisory** assignments were completed during the biennium, and governments adopted 49 policies with GGGI's support.
- **A total of USD 1 billion** in green investments that funded green growth projects was mobilized from the public (53%) and private (47%) sectors.



Challenges & Changing Environment



Major Trends and Challenges

Contextual Trends

- Accelerating impacts of climate change
- Air pollution reaching crisis point
- Loss of Biodiversity

Economic Development Models Trends

- Changing economic models for greater sustainability and inclusiveness: green growth, green economy, circular economy, bio-economy, low carbon development

Enabling/ Opportunity Trends

- Peer-to-peer distributed energy generation
- Autonomous vehicles in a sharing economy
- Green buildings and sustainable
- Climate-smart regenerative agriculture

These major trends require organizations, such as GGGI, to revisit their strategies and business models to remain relevant.

Key Strategic Issues to Address



No	Key Strategic Issues	
1	External multi-dimensional consequences on GGGI's mandate to deliver its commitments and be the 'go-to organization' on green growth matters	Catalyzing access to green and climate finance
2		Sustaining and restoring natural capital
3		Adequate investments in sustainable infrastructure
4		Unleashing the power of strategic partnerships
5		Governments' willingness and ability to achieve the Paris Agreement
6	Internal affecting GGGI's operations and ability to deliver its vision and mission	Sustainable financing of GGGI operations
7		Sustainable expansion of GGGI programming
8		Focusing GGGI programming on fewer scalable priority actions
9		Effective and efficient GGGI organization, tools and processes

Managing these issues will ensure GGGI's ability to strengthen its position, as well as its relevance, by navigating the major trends identified

What Goals to Achieve?



The way we run and manage our organization will be underscored by two key pillars that represent our two strategic goals ;



Vision 2030

A low carbon, resilient world of strong, inclusive, and sustainable growth



Mission

GGGI supports its member countries in the transformation of their economies into a green growth economic model

BY 2030

Programmatic Strategic Goal	"We ensure that the economies of our member countries are transformed into <i>low-carbon and resilient economic development</i> that maximizes their green growth outcomes, NDC implementation and SDG commitments."
Non-Programmatic Strategic Goal	"We are a world leading, effective and agile intergovernmental organization that is respected, <i>financially sustainable</i> , efficient, transparent, accountable and cares about its people."

Our 2030 Ambitions: IMPACT TARGETS



INDICATORS	2020	2030
Inputs		
Annual budget (USD million)	55	110
Staff	315	550
Country offices	33	50
Outputs per year per country office		
Policy advisories	3	4
Policies adopted	1	2
Knowledge products	2	4
Finance mobilized (USD million)	14	40
IMPACTS		
Strategic Outcomes (SOs)	GGGI Attributed Outcomes 2017-2030	GGGI Contributed Outcomes 2017-2030
1. GHG emissions reduction (millions of tons CO2e)	1,000	1600
2. Direct Green jobs (millions of jobs created)	2	4
3. Sustainable Services (millions of people)	200	500
• Energy access	30	90
• Sanitation	10	50
• Waste	80	400
• Transport	20	<i>Not available</i>
4. Air Quality Improvement	<i>Not Available</i>	<i>Not available</i>
5. Natural Capital Protection (millions of hectares)	0.5	20
6. Adaptation Services (millions of people)	8	16

BY 2030

Cumulative
total of green
Investments mobilized
US\$16 billion
over the period
2017-2030

Cumulative
US\$1.1 billion
of resources over the same
period to run the operations

Ratio of **US\$15 for**
every US\$1 spent

Estimation of Impacts for Strategy 2030



Types of Impact Measurement Based on Outcomes

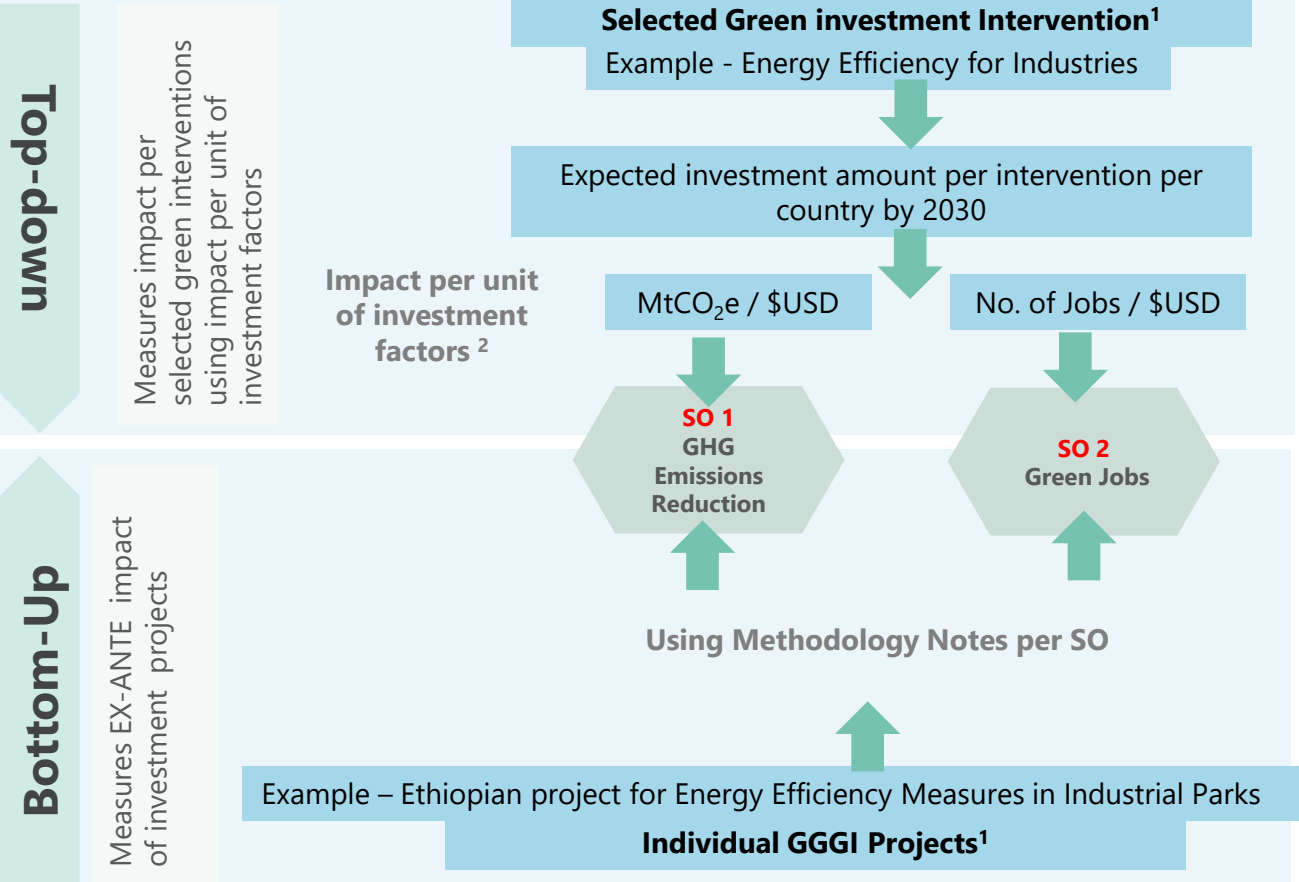
Attribution

Outcomes directly associated with investment projects for which GGGI mobilized investor commitment

Contribution

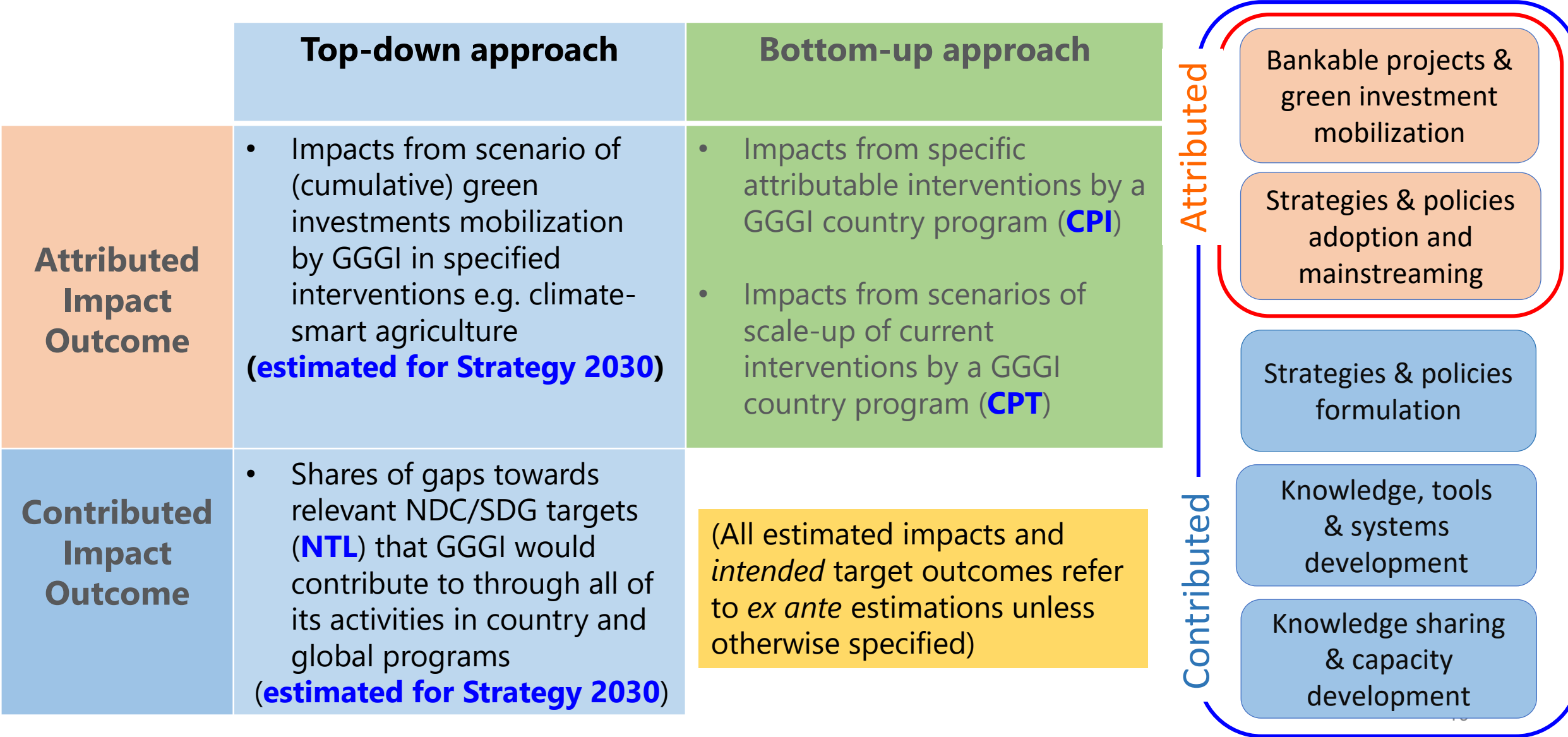
Outcomes associated with the achievement of NDCs and SDGs targets for which GGGI credibly contributed to, through policy work and catalytic investment projects.

Two Calculation Approaches



1. Solar PV Utility-Scale, Solar PV Off-Grid, EE for Industries, EE for buildings, E-mobility & Sustainable Transport Infra, Municipal Waste Mgmt.. Waste Mgmt.. for Agri & Industry, Sanitation, Climate Smart Agri & Agri Value Chains, and Solar Pumping For Irrigation2. Estimated based on project benchmarks and literature review

GGGI Strategic Outcome Impact Estimation



Our Journey to 2030

Global Operational Priorities



Programmatic

1



Catalyzing and accelerating access to climate finance/green investments for members' public and private sectors

2



Achieving a sustainable and circular bio-economy while securing healthy natural systems

3



Making cities and communities sustainable, livable and resilient, supported through green jobs, services and green infrastructure.

4



Accelerating progress in our country programs in poverty eradication and gender equality through our operations

5



Strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes.

Non-Programmatic

6

Developing a sustainable, stronger and more diversified funding for our operations

7

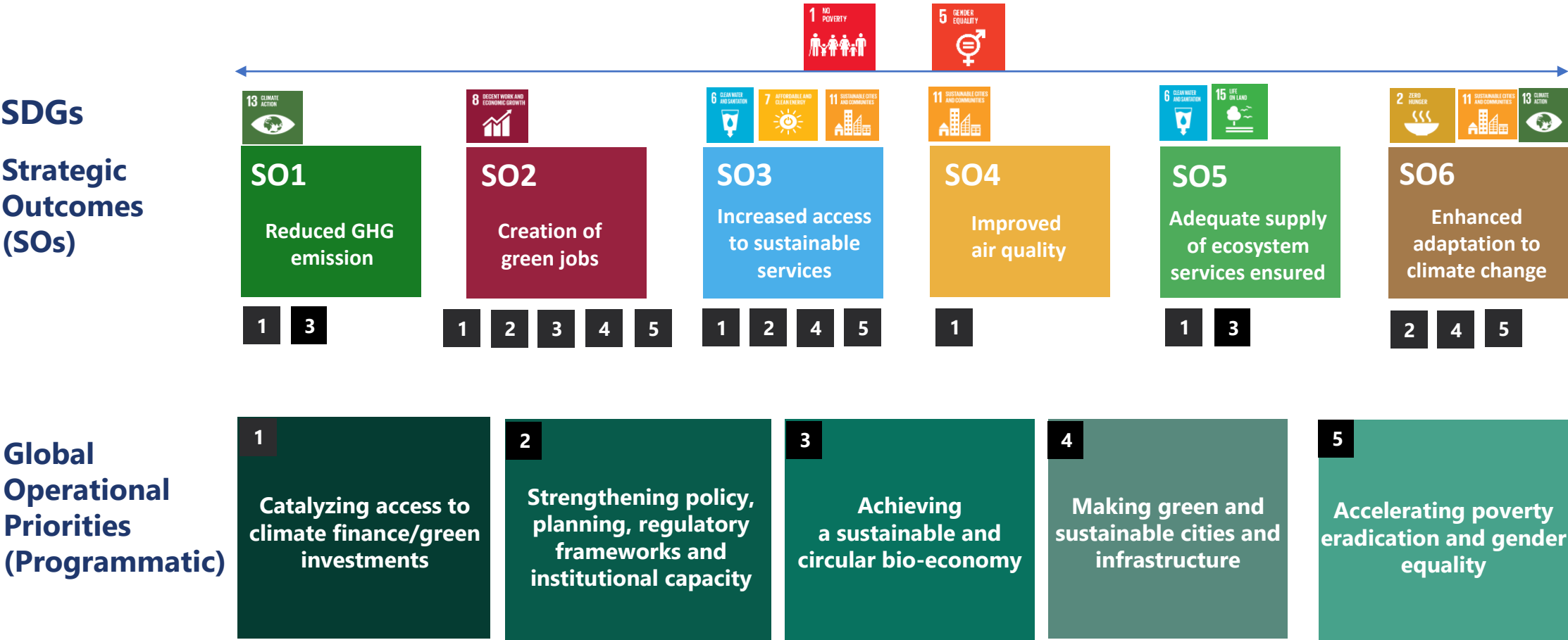
Driving, growing and empowering green growth communities through knowledge transfer

8

Maintaining an efficient, high performing and agile organization

Linkage: Operational Priorities, SOs & SDGs

The eight Global Operational Priorities cover 13 out of the 17 SDGs, as illustrated in the diagram below;

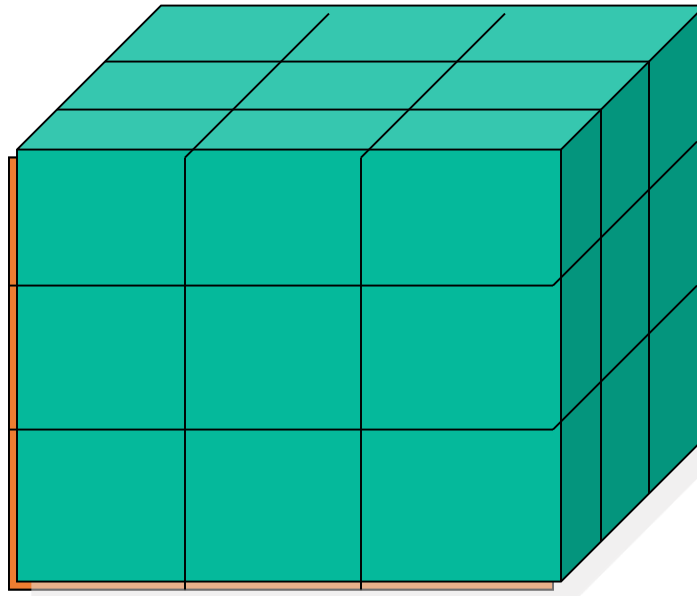


Strategy 2030 Dimensions

(The Four Dimensions)



**GEOGRAPHICAL
COVERAGE**



**PROGRAMMATIC
CHOICES**

**GLOBAL
OPERATIONAL
PRIORITIES**

**INITIATIVES at GLOBAL &
REGIONAL LEVELS**

Dimension #1

Dimension #3 - GEOGRAPHICAL CHOICES



Global Operational Priorities 1	Asia	Pacific	Middle East	LatAm & Caribbean	Africa & Europe	E-Mobility
	Nepal, Laos	Fiji	(Jordan)	Mexico		Waste Management
	Nepal, Vietnam, Cambodia, Laos, Indonesia, Thailand			Colombia	Senegal, Uganda	Solar PV
	Vietnam	Fiji , PNG		Guyana	Ethiopia, Rwanda	Sustainable Landscape
	Indonesia, Myanmar			Colombia	Ethiopia, Rwanda, Mozambique	Financial Instrument
	Mongolia, India, Philippines	Vanuatu			Ethiopia, Rwanda, Hungary	Energy Efficiency
	Thailand, Mongolia, Cambodia, India					
Global Operational Priorities 2	Mongolia, Laos, Cambodia, Myanmar, Indo			Peru, Mexico, Colombia	Senegal, Uganda, Ethiopia	Waste Management
						E-mobility
						Green Infrastructure:
Global Operational Priorities 3				Peru, Mexico, Colombia		Renewable energy :
	Indo, Myanmar, Vietnam, Cambodia			Colombia	Ethiopia, Burkina Faso, Senegal	Climate Smart Services
	Indonesia			Colombia, Peru, Guyana		Climate resilient agriculture
Global Operational Priorities 4				Peru, Colombia	Ethiopia	Forestry bio-economy
						Natural capital markets innovation
Global Operational Priorities 5	All GGGI Countries					
	Thailand, Lao PDR, India, Nepal, Vietnam, Cambodia, Uzbekistan, Sri Lanka, Philippines, Indo, Myanmar, Mongolia	Kiribati, Papua New Guinea, Tonga, Fiji, Vanuatu, Kiribati, Solomon Island)	UAE, Qatar, Jordan	Peru, Colombia, Mexico, Caribbean, Guyana	Ethiopia, Uganda, Rwanda, Burkina Faso, Mozambique	Mainstreaming green growth,
	India, Myanmar, Mongolia	Fiji, Solomon Island	Jordan		Ethiopia, Uganda, Rwanda, Senegal, Burkina Faso, Mozambique, Morocco, Hungary	NDC, Green growth Strategy Planning
	Lao PDR, Nepal, Cambodia, Sri Lanka, Myanmar, Mongolia	Papua New Guinea, Fiji, Vanuatu		Guyana	Ethiopia, Senegal, Burkina Faso	Develop MRV System
Global Operational Priorities 6					Ethiopia, Uganda, Rwanda, Senegal, Burkina Faso, Mozambique	Climate diplomacy

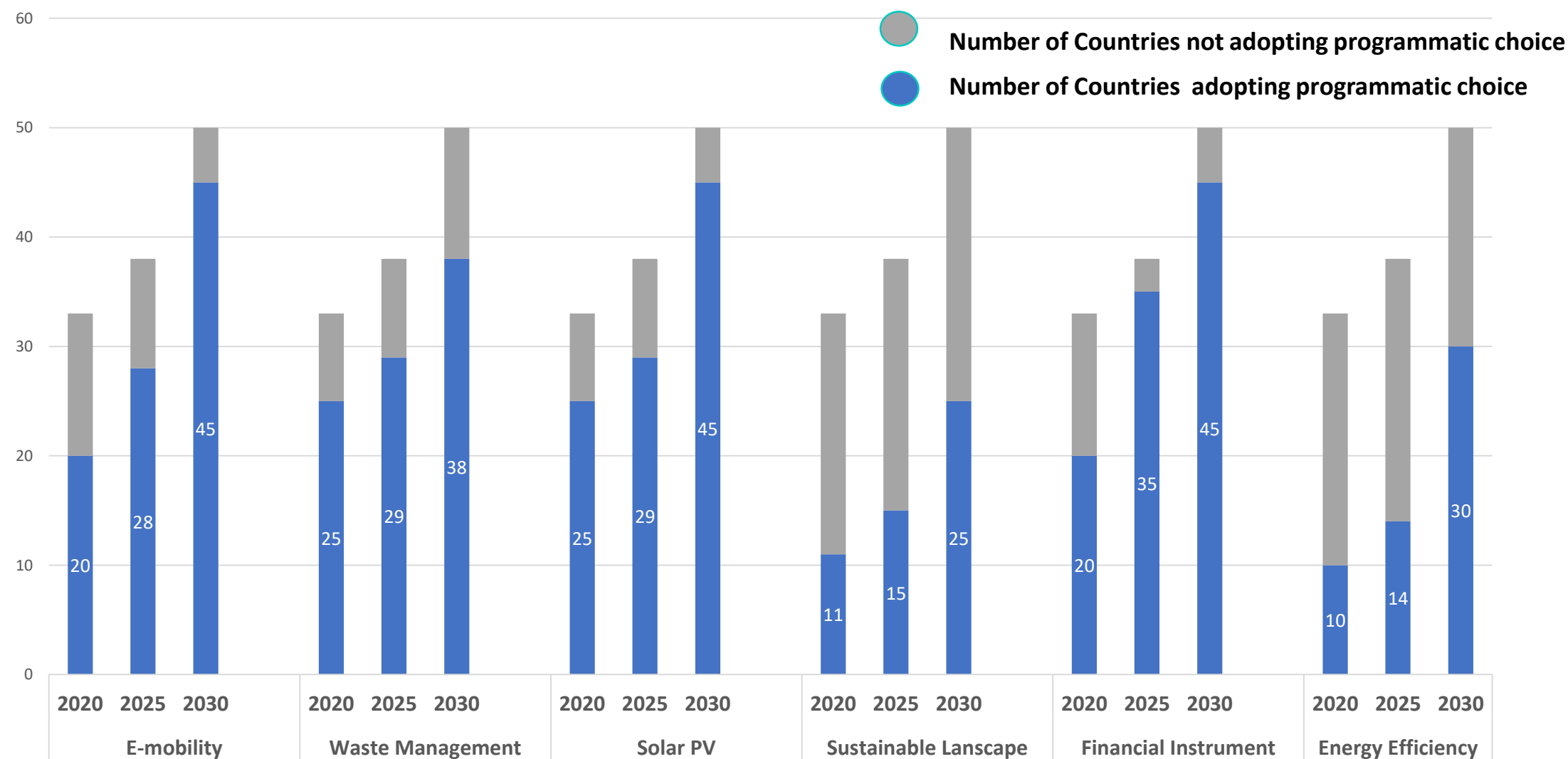
Dimension #2 - PROGRAMMATIC CHOICES

Dimension #4 – INITIATIVES AT GLOBAL & REGIONAL LEVELS

Global Operational Priorities



Global Operational Priority 1: Geographical Targets based on Programmatic Choices



- ***Different Phases of Country Program Development***

- Phase-IN stage

- Maturation phase: "Stabilize & Strengthen" phase

- Expansion phase: "Consolidation & Scale-up" phase

- ***Geographical expansion model: Country program growth and phase out***

- Exclude the BASE (no-Growth) Scenario

- Re-modeling with an optimum around 50 Country Programs (current 60 set as Max and 40 set as Min)

- ***Financial growth model***

- Re-modeling with optimum at \$110mn

- Simulation with SLOW GROWTH Rate in first 5 years and optimum growth rate between 2025-2030

- Simulation of number of Country Offices (COs) in the 3 categories of phases of program development and fit into the budget envelopes using BASE and PLUS scenarios budgets

- Include GLOBAL PROGRAMS in the scenario simulation for an average of \$5m per year

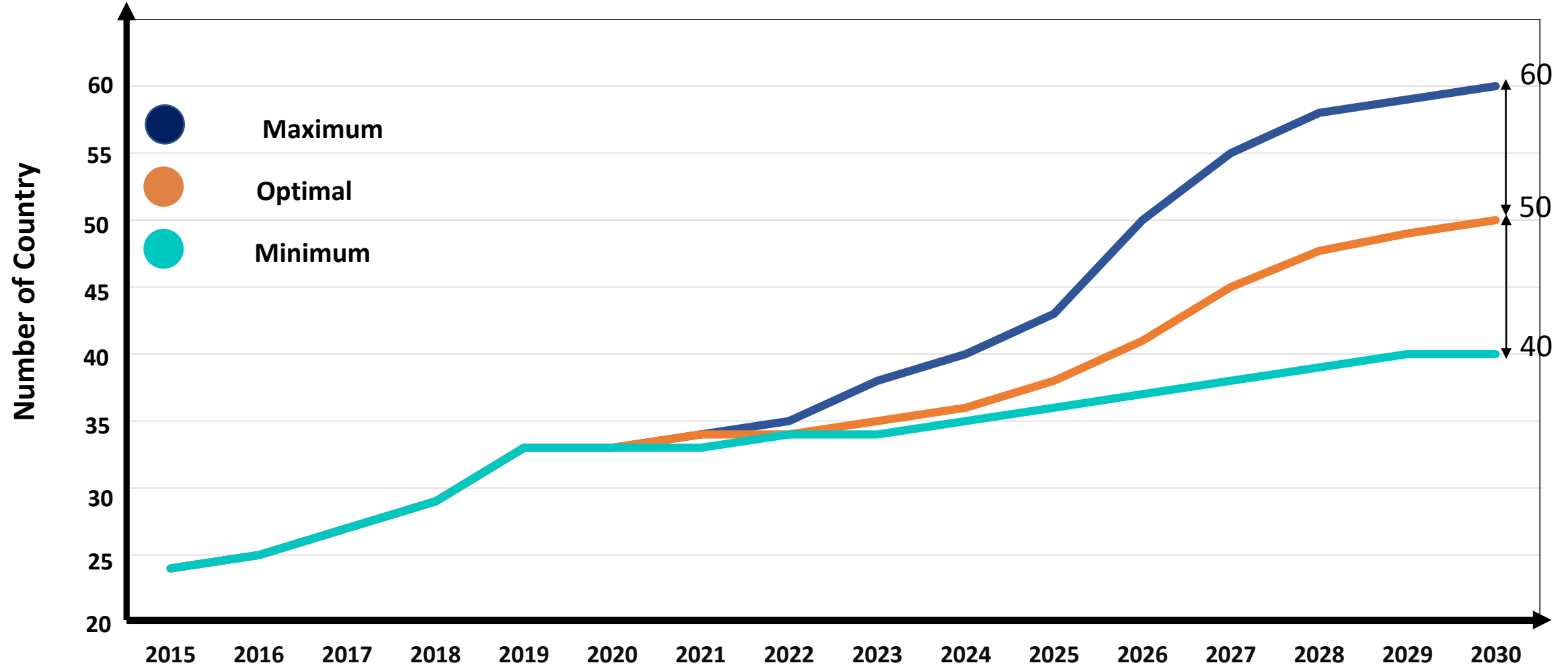
- ***Green investments growth model***

- Re-modeling with optimum at \$2B in 2030

SCENARIO: Country Program Growth



This scenario estimates the net growth in the number of country programs that GGGI will serve up to 2030 (taking into account the estimated phasing out of two country programs every biennium, totaling 10 country programs phased out over the decade).

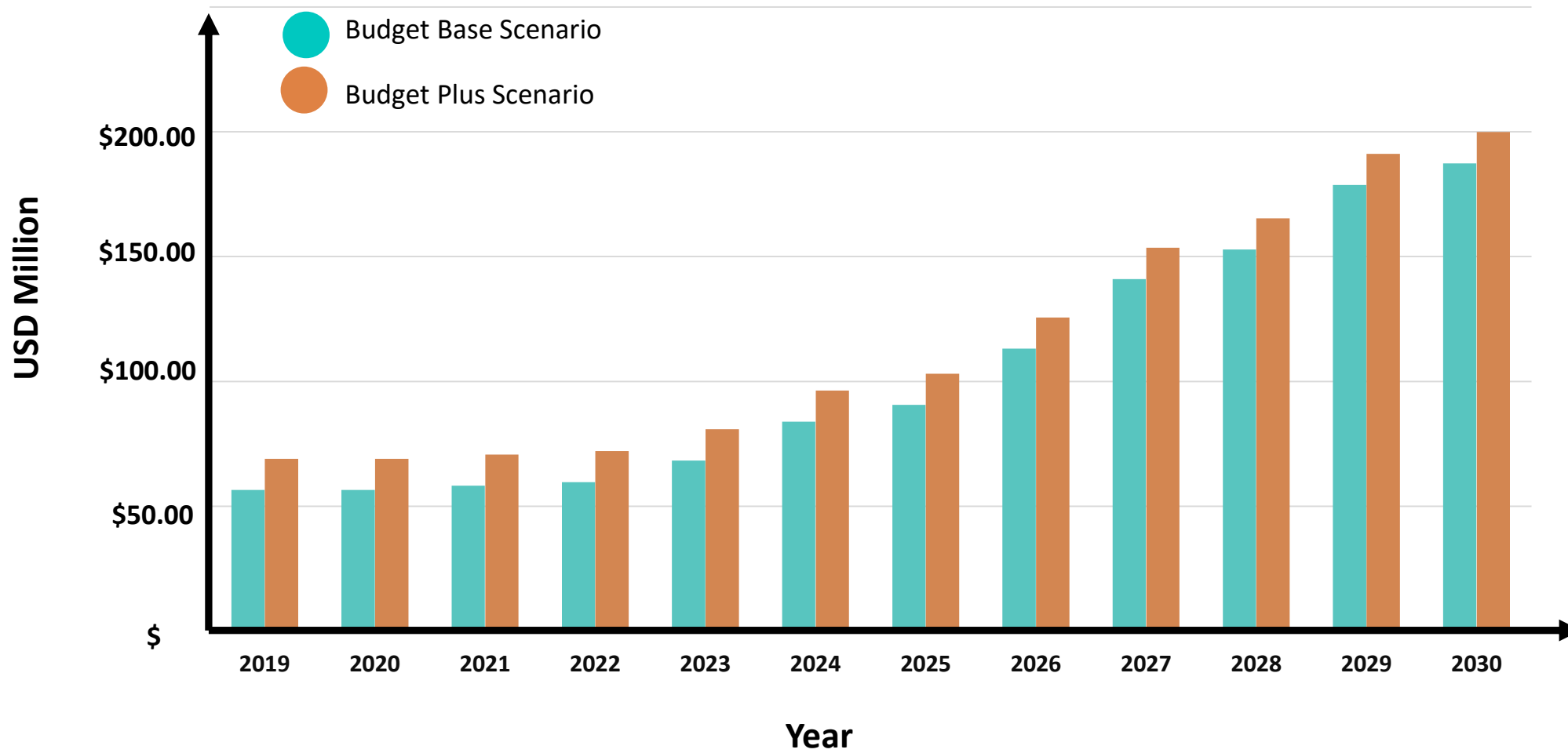


SCENARIO: Resources for Operation



With a baseline estimated resource budget of USD 56.5 million in 2021, it is projected to grow to **USD 110 million in 2030**, representing a 95% increase over 10 years

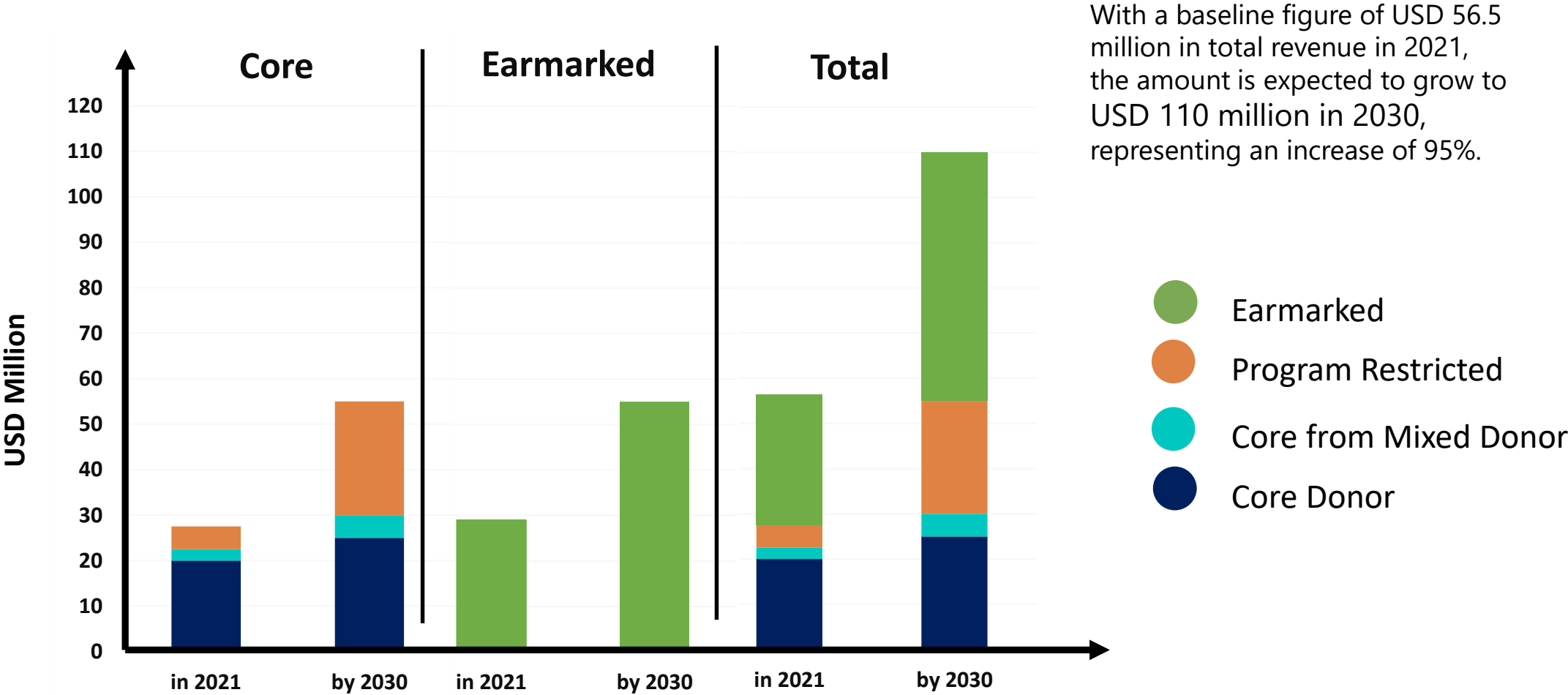
This scenario demonstrates the budget resources required for GGGI's operation on the assumption that its membership grows to 50 countries by 2030.



SCENARIO: Financial Growth



This scenario estimates the financial revenue that GGGI will earn from core, core from mixed donors, program restricted and earmarked funding in the 10 years up to 2030.

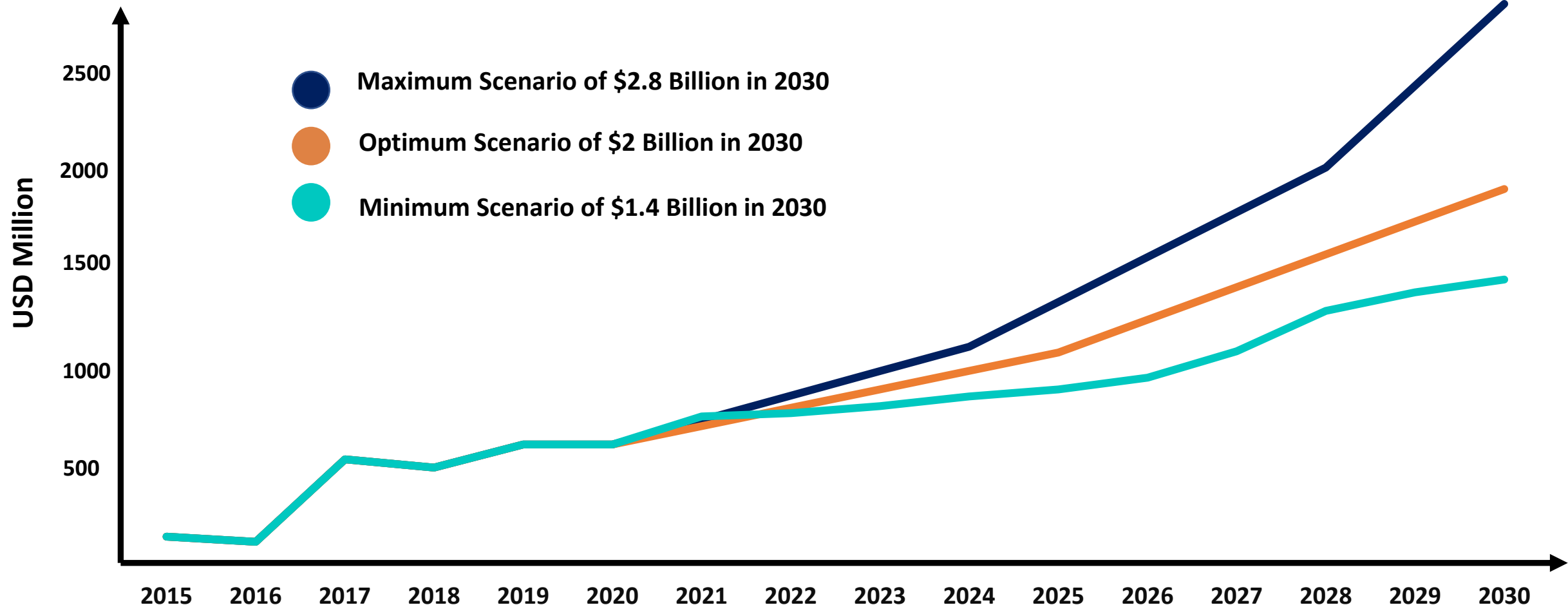


SCENARIO: Committed Green Investment

This scenario estimates the scale of green growth investments that GGGI could catalyze if it follows its optimal country program growth scenario.

Using the historical growth scenario over five, four, and two years, the growth rate translated into projections of green investment to mobilize will reach an optimal level of **USD 2 billion per year by 2030.**

The USD 600 million target for 2020 represents a 233% growth. This fluctuates in a bandwidth with a minimum growth of USD 1.4 billion and a **maximum of USD 2.8 billion a year in 2030.**



Innovations in Programming & Business Processes



GLOBAL PROGRAMS

Specific time-bound, tailored interventions that are designed, implemented, and managed to address the needs of some countries

GOVERNMENT FELLOWSHIP PROGRAM

Each year a cohort of staff eligible to benefit from this program at HQ, regional offices, and country offices based on the needs and interests of the parties

UNIVERSITIES NETWORK OF COMPETENCIES

Unlocking the potential of universities for intelligent synergies & complementarities developed through the innovative access and use of resources in the countries

PARTNERSHIP AWARDS FOR GREEN GROWTH

Awarding funding to the ***most innovative green growth transformation projects &*** strategic partnership with like-minded organizations

GLOBAL FINANCE VEHICLE

Global finance vehicle initiative to channel funding from diverse climate finance sources with an interest in innovative initiatives

Key 2030 Breakthroughs



Governments now need to implement their **Nationally Determined Contributions (NDCs)** and need to take action to meet their **Sustainable Development Goals (SDGs)**

GGGI 2030 Breakthrough



Through Green Growth model, countries can seek economic growth that is:
low-carbon and economic resilient;
prevent or remediate pollution;
maintain healthy and productive ecosystems;
and create green jobs, reduce poverty and enhance social inclusion

Supported by Key drivers & Guiding principles

Scaling up Green Investment for infrastructure is a key to developing and emerging economies.



What does this mean for us & Next Steps



Shared understanding and commitments around our 2030 ambitions and Journey to 2030

GGGI's management entrusted with mandate to conduct the "strategic & aggressive" resource mobilization for financial sustainability ambition laid out in Strategy 2030

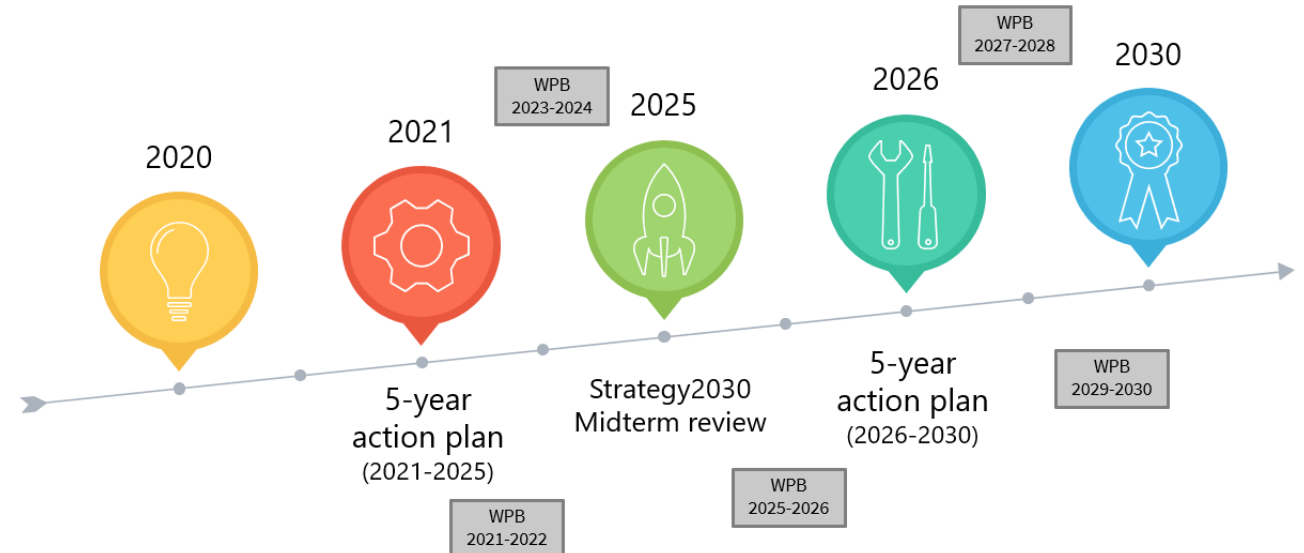
Mandate to GGGI's management to operationalize the direction and Orientations taken in Strategy 2030

GGGI's management given the freedom to adopt a "dual programming approach" combining country programs where we've country offices, with global programs that address the programming needs of other Member Countries

GGGI's management entrusted with the responsibility to expansion of GGGI's operations

ROADMAP

The implementation of the first five years will be guided by a roadmap to articulate the strategic focus, operational and programmatic priorities, and necessary support requirements to deliver it.



Thank You

Strategy Team