



GGGI STRATEGY 2030

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

Table of Contents



iv

Preface &
Foreword



vii

Executive
Summary



1

I. Introduction



3

II. Green Growth Footprints
in Member Countries



6

III. Challenges and Changing Environment



14

IV. GGGI's Vision, Mission, Values and Positioning



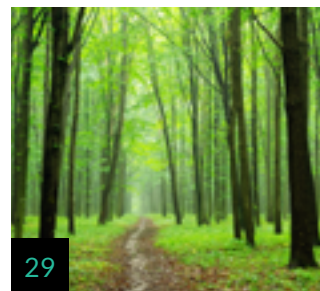
18

V. Strategic Goals



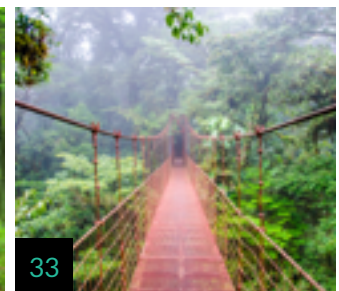
24

VI. Global Operational
Priorities



29

VII. Growth and
Expansion



33

VIII. Key 2030
Breakthrough



34

IX. GGGI as Learning Organization

List of Tables and Figures

Tables

Table 1: Strategy 2030 Operational and Programmatic Targets

Figures

Figure 1: GGGI's Value Chain

Figure 2: GGGI Member and Partner Countries

Figure 3: GGGI's Delivery Model

Figure 4: GGGI Organization Chart

Figure 5: Key Drivers

Figure 6: Linkage between Strategic Outcomes and Global Operational Priorities

Figure 7: GGGI's Theory of Change

Figure 8: Example of Global Operational Priority 1 with Geographical Targets (number of countries) per Programmatic Choices

Figure 9: Value Addition Diagram

Figure 10: Country Program Growth Scenario

Figure 11: Financial Resources for Operations Scenario

Figure 12: Financial Growth Scenario

Figure 13: Green Investment Mobilized Scenario

Figure 14: 2030 Key Breakthrough

Figure 15: GGGI's Integrated Knowledge Sharing Approach

Acronyms and Abbreviations

BRT	Bus Rapid Transit
CBP	Country Business Plans
CPF	Country Planning Framework
CRF	Corporate Results Framework
DFI	Development Finance Institution
GDP	Gross Domestic Product
GFV	Global Financing Vehicle
GGGI	Global Green Growth Institute
GGPA	Global Green Potential Assessment
GGPI	Green Growth Planning & Implementation
GHG	Greenhouse Gas
GIS	Green Investment Services
HQ	Headquarters
IATI	International Aid Transparency Initiative
IPBES	Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services
IPCC	Intergovernmental Panel on Climate Change
IPSD	Investment and Policies Solutions Division
ITMO	Internationally Transferred Mitigation Outcomes
LEDS	Low Emission Development Strategies
LDCs	Least Developed Countries
MICs	Middle Income Countries
MPSC	Management and Program Sub-Committee
MRV	Monitoring, Reporting and Verification
Mtons	Millions of tons
NDCs	Nationally Determined Contributions
NFV	National Financing Vehicles
NMT	Non-Motorized Transport
ODC	Other Developing Countries
PCM	Project Cycle Management
PV	Photovoltaic
RBM	Results Based Management
REDD	Reducing Emissions from Deforestation and Forest Degradation
SDGs	Sustainable Development Goals
SIDS	Small Island Developing States
SO	Strategic Outcomes
SPRSI	Safeguards, Poverty Reduction, Social Inclusion
SWOT	Strengths, Weaknesses, Opportunities and Threats
TOC	Theory of Change
UN	United Nations
WPB	Work Program and Budget

Preface

Message from the President of the Assembly and Chair of Council

Dear Members and Friends of the Global Green Growth Institute (GGGI),

The future undoubtedly looks bleak and uncertain if global development continues with the business as usual approach, without taking heed of all the warnings around us, that the traditional mode of development is unsustainable. The climate crisis has become a reality with record-setting temperatures, wildfires and the increasing frequency and severity of extreme weather events such as droughts, freezing winters, floods and super typhoons.

To address the climate emergency we face today, we must achieve the 2015 Paris Agreement commitments to ensure that the global temperature rise this century is kept well below 2°C above pre-industrial levels. If we do not take action, the impact of climate change will worsen in the future and may result in catastrophic events and irreversible systemic changes. As the impact of climate change increases and becomes more intense, we also have a window of opportunity to stabilize global average temperatures to safe levels, but we must act now. Now is the time to take action and we all have a collective responsibility and role to play at all levels.

There is increasing pressure on public and private decision makers to take climate actions, but in order to make climate-smart choices, we must first fully understand the major environmental challenges and trends that confront us. These include contextual trends such as the accelerating impact of climate change, air pollution reaching crises point and loss of biodiversity, economic development model trends for sustainability and inclusiveness, and enabling trends such as e-mobility, energy efficiency, sustainable infrastructure and climate smart regenerative agriculture.

Since its formation in 2012, GGGI as an international intergovernmental organization has made great strides in supporting the green growth ambitions of its Members, but it is still far from fulfilling its mission. In terms of planning its future, the year 2030 may seem like far away, but it is just around the corner and will arrive sooner than we expect. For GGGI to remain relevant and adaptable in a challenging and uncertain future global environment, it is imperative that we should plan ahead in order to be well positioned and capable to continue to effectively serve its mission and purpose. The new long-term corporate strategy to 2030 - Strategy 2030 - sets the course for GGGI's efforts to respond effectively to the changing environment and its Members needs and growing ambitions. It is designed to get GGGI to its destination.

Translating the Strategy 2030 vision of “A low-carbon, resilient world of strong, inclusive, and sustainable growth” into impacts, GGGI will target its interventions and investments in policy solutions, investments mobilized and institutional capacity development to enable Members to meet their green growth ambitions. To achieve this, GGGI will focus its operations primarily on two strategic goals:

- First, to support the transformation of Members toward low-carbon and resilient economies to maximize their green growth outcomes, Nationally Determined Contribution (NDC) implementation and Sustainable Development Goals (SDG) commitments.
- Second, to ensure that GGGI is well positioned as a sustainable and world class intergovernmental organization that is strong in delivering quality services and products.

This Strategy 2030 translates GGGI's mission and strategic goals into strategic choices and priority action at global, regional and national levels. The key priority is to support Members transform their economies towards a green growth model and achieve their NDCs implementation and SDG commitments. As GGGI's overall strategic framework, it will be implemented through strategic partnerships, an intelligent mix of core and earmarked funding, and innovative program design and business processes to generate evidence-based results and impacts that will be measured primarily through six Strategic Outcomes.

It is my honor to thank the numerous GGGI Members, donors, other partners and stakeholders who participated in the consultative process that enabled the development of this Strategy 2030. It lays out an ambitious way forward that will require a decisive and collaborative effort in the coming years between GGGI and its partners to deliver the transformative solutions that will contribute to a low carbon and, resilient world of strong, inclusive and sustainable

growth.

Strategy 2030 sets the directions for GGGI, but it is also an invitation to you, our partners, to join us in the endeavor to overcome the most defining development challenge of our time: to maintain global development to levels and forms that sustains the Earth's natural systems for the sake of our future generations' survival, security and prosperity.

We sincerely hope that with the guidance of Strategy 2030, GGGI will be able to generate results that demonstrate convincingly that its work to expand and scale-up green growth implementation and catalyze partnerships, is delivering impacts to the benefit of our Members and the global community.



A handwritten signature in black ink, reading "Ki Moon Ban".

Mr. Ban Ki-moon

President of the Assembly and Chair of the Council

Foreword

Message from the Director-General

Since its establishment as an intergovernmental organization in 2012, GGGI has grown to have over 30 Members with another 20 plus countries also on the path to membership. GGGI's most important asset, developed over the last 7 years, is its in-country presence, embedded in member governments, in over 30 countries – to proactively support countries in their transition to a green economic development model. In addition to supporting the development of green growth plans and policies in all these countries, GGGI has more recently been able to help its Members mobilize green and climate finance for their green growth projects. During the first two years of significant green investment services, in 2017 and 2018, GGGI helped to mobilize over US\$ 1 billion in green and climate finance commitments.

This Strategy 2030 lays out GGGI's vision and strategy to build on this foundation to support its Members achieve their green growth aspirations, particularly to set and achieve ambitious NDCs for the Paris Agreement and meet their SDG targets.

As set out in the words of our President and Chair, Mr. Ban Ki-moon, the challenges facing humankind have never been more urgent – but the opportunities to address these challenges are either right in front of us or beckoning right on the horizon. GGGI aims to remain dedicated to help its Members achieve a green

growth transformation, based on sustainable and inclusive economic growth.

GGGI will maintain its niche as a small and nimble intergovernmental organization, embedded in member governments, and working on both green growth policies and investment, prioritizing impactful results at country level.

The key scenario in Strategy 2030 sees GGGI's in country presence grow to at least 50 countries by 2030, if it can mobilize revenues on the order of USD 100-110M per annum at that time. At this scale GGGI targets to mobilize over USD 16 billion in green and climate finance commitments for its Members. Our ex-ante impact assessment shows that at this scale, GGGI would support its Members to reduce emissions by an estimated one Gigaton of CO₂e, generate 2 million green jobs and provide sustainable services to 100 million people.

GGGI will practice what it preaches to become the greenest possible organization it can be. This includes, but is not limited to, targeting to become a zero-carbon organization by 2050 or earlier. As a significant milestone to this ambition, GGGI targets to reduce its greenhouse gas emission per employee by 40% in 2030 over a 2015 baseline, both through targeting green office operations and lowering emissions through reduced GGGI's travel.



A handwritten signature in black ink, which appears to read 'Frank Rijsberman'.

Mr. Frank Rijsberman
GGGI Director-General

Executive Summary

The 2015 Paris Agreement calls for a strengthened global response to the threat of climate crisis and deteriorating environmental conditions, seeking to keep a global temperature rise this century to well below 2°C above pre-industrial levels. Additionally, the Paris Agreement aims to strengthen the ability of countries to deal with the impacts of climate change combined with their obligations under the 2030 Development Agenda's SDGs to promote sustainable and inclusive development. To reach these ambitious overarching goals, which are representative of green growth, countries will need to unleash appropriate climate actions and investments toward a low-carbon, resilient, and sustainable future, in line with their national objectives. To better support and serve its Members, GGGI is shaping its future through Strategy 2030 to remain relevant and adaptable to the changing and challenging future global environment.

Established as an intergovernmental treaty-based organization in 2012, GGGI will be characterized in 2020 by a budget of USD 55 million, 315 personnel, and operations in 33 countries that produce approximately 100 green growth policy advisory outputs, 35 adopted green growth policies, and 70 knowledge products as well as mobilizing approximately USD 600 million in committed green and climate finance per annum. GGGI estimates having 40 Members in 2020 with over 20 more countries on the path to accession. Strategy 2030 takes stock from the lessons learned and success to support Members advance their green growth ambitions.

GGGI Members' transformation to **"a low-carbon, resilient world of strong, inclusive, and sustainable growth"** requires significant investments in their policies, programs, and capacity development to meet their NDCs and SDGs ambitions. Members believe that the green growth model is the only viable development pathway that can combine economic growth to meet their development aspirations while solving the climate crisis and protecting natural capital, with a strong focus on nature-based solutions and reducing inequalities.

GGGI's value chain-based delivery model enables a systematic approach to green growth that is built on the imperative to not only increase green investments but also ensure strategically focused areas for better interventions and greater impacts. Through staff embedded in governments of the countries where it operates, GGGI provides support by placing green growth at the center of their economic development model to achieve sustainability and inclusiveness of

MISSION AND VISION



A LOW-CARBON, RESILIENT WORLD OF STRONG, INCLUSIVE, AND SUSTAINABLE GROWTH



GGGI SUPPORTS ITS MEMBER COUNTRIES IN THE TRANSFORMATION OF THEIR ECONOMIES TO A GREEN GROWTH ECONOMIC MODEL.

economic growth. ***The combination of policy advice and development of bankable projects to implement green policies that attract green and climate finance, though embedded country operations, gives GGGI a unique value proposition.*** The integrated and inclusive business models in policy and investment projects demonstrate that green growth is not only necessary but also affordable through the commercial investment opportunities offered by renewable energy and energy efficiency, electrification of transportation, green buildings and sustainable infrastructure, and climate-smart regenerative agriculture.

GGGI aims to help its Member and partner countries introduce new smart green solutions that open markets to innovative technologies that can achieve scale through private sector investments.

GGGI's Strategy 2030 reaffirms the strategic directions set by the Members. These directions require GGGI to ensure sustainable financing of its own operations and expansion of programming to meet a growing demand while focusing on strategically scalable priority actions and becoming a more effective and efficient organization.

GGGI will pursue two closely interlinked and mutually reinforcing strategic goals:

- **By 2030, the economies of its Members will have transformed into a low-carbon and resilient economic development model with GGGI's support to maximize their green growth outcomes and NDCs and SDGs implementation.**

- By 2030, GGGI will be well positioned as a world-class, effective, and agile intergovernmental organization that is respected, financially sustainable, efficient, transparent, accountable, and considerate of its people.

To achieve these goals, Strategy 2030 focuses on eight Global Operational Priorities:

1. Catalyzing and accelerating access to climate finance/green investments for Members' public and private sectors.
2. Supporting GGGI Members in strengthening policy planning, regulatory frameworks, and institutional capacity to achieve green growth outcomes.
3. Achieving a sustainable and circular bioeconomy while securing healthy natural systems.
4. Making cities and communities sustainable, livable, and resilient through supporting green jobs, services, and green infrastructures.
5. Accelerating progress in eradicating poverty and gender inequality through GGGI's country programs.
6. Developing a sustainable, stronger, and more diversified funding for GGGI operations.
7. Driving, growing, and empowering green growth communities through knowledge transfer.
8. Becoming an efficient, high-performing, and agile organization.

Strategic partnerships and alliances are crucial in creating synergies, avoiding duplications, and advancing the green growth ambitions of GGGI's Members.

The first five global operational priorities (1-5, referred to as Programmatic Operational Priorities) are delivered through strategically focused programmatic choices for specific geographical intervention areas. Through the green growth strategies and policies of Members, GGGI's operating model seeks to maximize the translation of these priorities into green investment plans, mobilizing the green finance needed to bolster support for low-carbon and climate-resilient economic development and strong institutional capacity development. The current geographical coverage will expand from 33 program countries to reach 50 under the optimum growth scenario. That will require growing GGGI's annual budget from USD 55 million to USD 110 million by 2030. The level of climate finance

mobilized will increase from USD 600 million at the beginning of the Strategy 2030 implementation period, reaching USD 2 billion per annum in 2030 for GGGI Members. Cumulatively, GGGI targets to mobilize USD 16 billion over the period 2017–2030. During that period, the cumulative resources mobilized will amount to USD 1.1 billion to cover the costs of GGGI's operation. This represents a 15:1 ratio of green investments mobilized for every USD spent on GGGI operations. The table below outlines the changes in GGGI's key indicators and impact estimates between 2020 and 2030.

Innovative program delivery and business processes are at the heart of Strategy 2030, for greater engagement of Member countries, increased green investments, and better interventions where impacts are needed.

Going forward GGGI will continue to green its operations. In line with initiatives that seek public and private sector organizations to make commitments in line with the 1.5°C target, GGGI targets to be a net-zero organization by 2050 or earlier. As a significant milestone towards this long-term target, GGGI's Strategy 2030 proposes to reduce its greenhouse gas emissions per staff member with 40% over a 2015 baseline by 2030. Emission reduction will target office operations, meetings and workshops and travels. GGGI will also work with its partner organizations to green all operations and projects GGGI is involved in.

The ambitions set in Strategy 2030 will be implemented in a results-orientated environment with a strong focus on outcomes and impacts, supported by robust systems and tools using accepted methodologies and best practices to report on GGGI's annual results and impacts.

Through GGGI's Theory of Change (TOC), the effective transformation of Members' economies toward a green growth development model that aligns with their NDC implementation and the relevant SDGs will be a reality. The publications on "green growth evidence" that demonstrate the benefits of low-carbon growth as the viable pathway, combined with the sharing of knowledge on best practices, are crucial in supporting the scaling up of efforts to transform the economies into a low-carbon development model.

GGGI has five core values that will shape the organization's culture and inspire its employees to work together toward GGGI's common goals and purpose. These core values are **Transformational**,

Boldness, Excellence, Inclusive, and Integrity. They are critical to enabling GGGI as a long-lasting, successful, and motivating place to work. GGGI will reinforce its ONE GGGI approach to unite knowledge, expertise, and effort across the organization for the effective implementation of Strategy 2030.

The main characteristics of success in the delivery of Strategy 2030 are defined by three key words: “**Adapt, Invest, Transform.**” They illustrate the key breakthrough that will determine and influence the level and quality of achievements of GGGI’s Strategy 2030. Members will adapt their development plans by demonstrating strong commitments to green growth development pathways. By the end of the Strategy 2030 implementation, Members will enjoy unprecedented levels of green investments, both from domestic public and private finance sources and international climate finance, to sustain the transformation of their economies, resulting in lasting impacts. An increasing number of Members will transform their economies into green growth models.

To achieve the 2030 ambitions and ensure greater engagement of Members in advancing the transformational green growth agenda of the organization, GGGI has designed four innovative programming in Strategy 2030: (i) the **Fellowship program for government expertise development** for long-term capacity development at national and sub-national levels; (ii) **universities’ network of competencies in green growth** to help unlock the potential of the universities and ensure that intelligent synergies and complementarities are developed through the innovative access and use of resources in the countries; (iii) **partnership awards for green growth transformation** to identify, award, and support the implementation of projects that will bring innovations in the programming content and delivery, paving the way for scaling up through innovative partnerships crucial to the success and sustainability of GGGI support to Members; and (iv) **GGGI’s Global Finance Vehicle (GFV)** to design and structure an innovative climate financing mechanism similar to National Financing Vehicles (NFVs) at a global level and establish funding from diverse climate finance sources interested in innovative initiatives.

IMPACTS		
Strategic Outcomes (SOs)	GGGI attributed outcomes 2017-2030	GGGI contributed outcomes 2017-2030
1. GHG Emissions Reduction (Million tonne CO ₂ e)	1,000	1,600
2. Direct Green jobs (Million jobs created)	2	4
3. Sustainable Services (millions of people)	200	500
• Energy access	30	90
• Sanitation	10	50
• Waste	80	400
• Transport	20	Not available
4. Air Quality Improvement	Not available	Not available
5. Natural Capital Protection (Millions of hectares)	0.5	20
6. Adaptation Services	8	16

I. Introduction

The 2015 Paris Agreement calls for a strengthened global response to the threat of climate crisis and deteriorating environmental conditions, seeking to keep global temperature rise this century to well below 2°C above pre-industrial levels. Additionally, the agreement aims to strengthen the ability of countries to deal with the impacts of climate change, combined with their obligations under the 2030 Development Agenda's SDGs, to promote sustainable and inclusive development. To reach these ambitious overarching goals, which are representative of green growth, countries will need to unleash appropriate climate actions and investments toward a low-carbon, resilient, and sustainable future, in line with their national objectives. To better support and serve its Members, GGGI is shaping its future through Strategy 2030 to remain relevant and adaptable to the changing and challenging future global environment.

Strategy 2030 sets the course for GGGI's long-term ambitions to help Members achieve transformational low-carbon economic development as the only viable development model. GGGI's support to its Members through the delivery of Strategy 2030 aims to strengthen various aspects of economic, environmental, and social policies, allowing countries to translate their green growth visions and strategies into green investment plans, and catalyze transformative green growth in both speed and scale.

GGGI's value chain-based delivery model (Figure 1) enables a systematic approach to green growth. Each component of its value chain is accompanied by a systematic appraisal process that captures the learning, sharing, and application of experience and knowledge from programs and ensures the robustness of GGGI's advice and assistance. GGGI's services are demand-driven, and the organization responds to in-country green growth potential assessment (GGPA) needs as a trusted and neutral advisor, in exploring the value of green growth opportunities to deliver the Paris Agreement and SDG commitments.

The purpose of GGGI's Strategy 2030 is to present an ambitious, robust, and clear 2030 vision and targets to help accelerate the success of the organization and its mandate to support Members achieve impacts by creating systemic change in the green growth landscape through low-carbon economic development. 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.



Figure 1: GGGI's Value Chain

Strategy 2030 development is built on the achievements and learnings from the six-year GGGI Strategic Plan 2015–2020 that has guided the organization's efforts in supporting its Members in their transition toward a model of green growth to date. Based on a set of guiding principles and thematic areas, its sphere of influence and programmatic interventions were designed around three Intermediate Outcomes: (i) strengthened national, sub-national, and local green growth policy planning, financing, and institutional frameworks; (ii) increased

green investment flows; and (iii) improved multi-directional knowledge sharing and learning between countries on green growth. The mid-term review in 2017 resulted in key lessons learned, which were translated into a "Refreshed" Strategic Plan 2015–2020 that articulates its impact level around six Strategic Outcomes (SO) to support GGGI Members in moving toward a green growth model that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic growth.

SO1 Green House Gas (GHG) emission reduction



SO2 Creation of green jobs



SO3 Increased access to sustainable services such as clean affordable energy, sustainable public transport, improved sanitation and sustainable waste management.



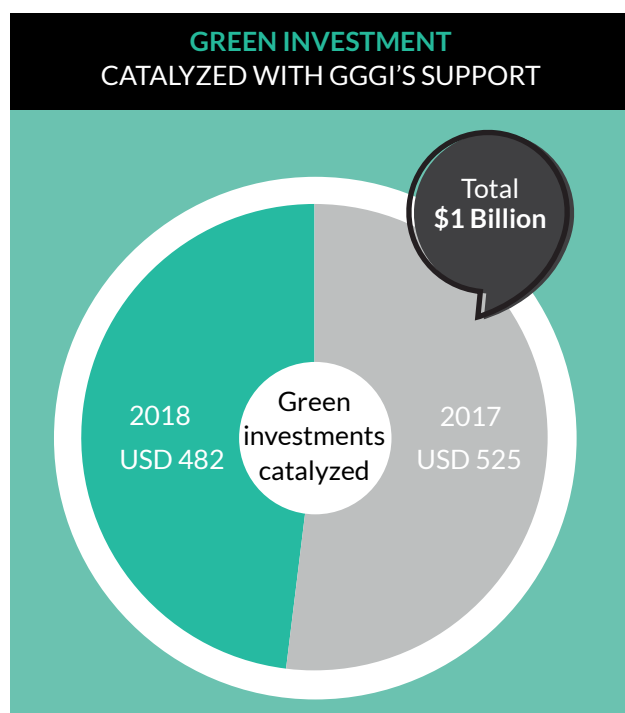
SO4 Improved air quality



SO5 Adequate supply of ecosystem services



SO6 Enhanced adaptation to climate change



Source: GGGI's 2018 End of Year Results Report

The green growth transformation of Members, built on smart policies and regulations that attract and accelerate access to green finance to enhance investments in green infrastructures, is crucial to generate millions of green jobs. The heart of GGGI's work with Members is the aim to initiate partnerships with public and private sectors to accelerate green growth and facilitate deep decarbonization, climate resilience, and effective climate change actions. From 2017 to 2018, GGGI mobilized green and climate finance commitments exceeding USD 1 billion for its members.

There is a clear expectation from both developing and developed Members of GGGI to place the implementation of SDGs and NDCs at the center of their economic development. That requires qualitative and quantitative investments in policy solutions, infrastructure, and human capital to deliver the scale and quality of green transformation expected in the countries. By linking global policy with in-country implementation using a systematic approach along the value chain (from diagnosis/ assessment and planning the implementation of green growth), GGGI supports its Members to develop and implement green growth plans and strategies adopted by governments, translated into green investment plans and financing vehicles aligned with national priorities and supported by knowledge sharing and best practices.

II. Green Growth Footprints in Member Countries

GGGI was established as a treaty-based international, intergovernmental organization on October 23, 2012. With an initial membership of 18 countries, GGGI has since grown to 33 Members, with country programs in 33 countries in September 2019 (Figure 2).

Since 2012, the green growth footprint in Members have been gaining strong and positive momentum due to GGGI's support in the transformation of their economies toward sustainable and climate-resilient development pathways. Most notably, GGGI has tailored its global green growth agenda to specific local circumstances and needs while also aligning it with the framework of the NDC and SDG commitments of its

Members. The successful delivery of GGGI's mandate to its Members has aided in achieving policy change, green investments, capacity development, knowledge sharing, and implementation at the country level, in coordination with external partners and donors.

To date, GGGI Members and partners with programs have been given various levels of support in transforming their national, sub-national, sectoral, and local green growth plans and legal frameworks complemented by a wide range of projects centered on the thematic areas of sustainable energy, water and sanitation, sustainable landscapes, and green cities.

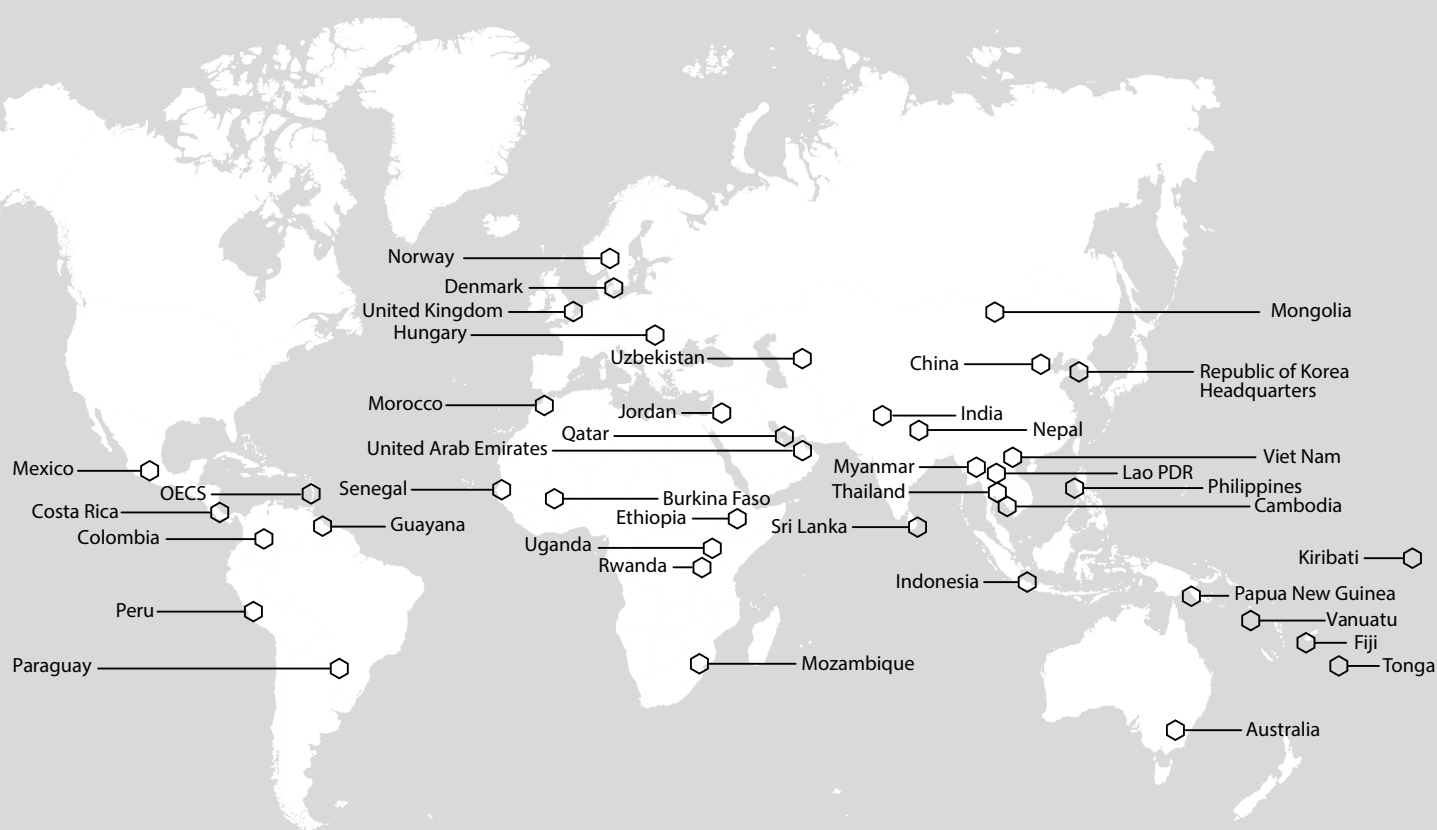


Figure 2: GGGI Member and Partner Countries

GGGI has been instrumental in catalyzing significant levels of green investments commitments from public and private sector sources, using a range of traditional and innovative financing instruments to fund these projects. Several of the key impacts include a reduction in GHGs, improved air quality, the development of green cities, better urban utility services, an

improvement in the state of natural capital, strong partnerships, and social inclusion.

GGGI has staked its future on its ability to prove that greener growth is possible. GGGI is organized around the pursuit of an alternative development solution, shaped on the premise that developing countries can

achieve broad-based economic growth while minimizing environmental damage and the depletion of natural capital. Shifting to a green growth approach and scaling up Members and partners transformation into low carbon economic development, is the only viable way to impact positively on climate change and ensure sustainable and inclusive development.

GGGI has not changed its overall strategic direction in the last four years but has maintained the key strategic choices made in Strategy 2015– 2020, which were refreshed in 2017. Its delivery model (illustrated in Figure 3 below), involves rigorous technical assistance to governments through embedded country teams, assistance in mobilizing finance into low-carbon and climate-resilient projects, and creating enabling national plans, policy, and legal frameworks. Together, with the commitment of its members, GGGI is leading the implementation of a new green growth development paradigm focused on a model of economic growth that is both environmentally sustainable and socially inclusive.

GGGI's interventions around the thematic areas (sustainable energy, water and sanitation, sustainable landscapes, and green cities) match the needs and priorities of Members as outlined in the Country Planning Frameworks (CPFs) and Country Business

Plans (CBPs). These interventions contribute to the achievement of three intermediate outcomes, which in turn support the delivery of GGGI's six SOs.

GGGI's RESULTS (2017–18)

GGGI has produced strong programmatic results to practically demonstrate the impacts of what it does. During the 2017–2018 biennium, GGGI operated on a budget of approximately USD 50 million per annum and continued to support governments in green growth planning and policy work, mobilizing green investments, capacity building, and knowledge sharing. More than 165 policy advisory assignments were completed during this biennium, and governments adopted 49 policies with GGGI's support. A total of USD 1 billion in green investments commitments to fund green growth projects was mobilized from the public (53%) and private (47%) sectors. GGGI also delivered 479 capacity building activities and 131 knowledge products.

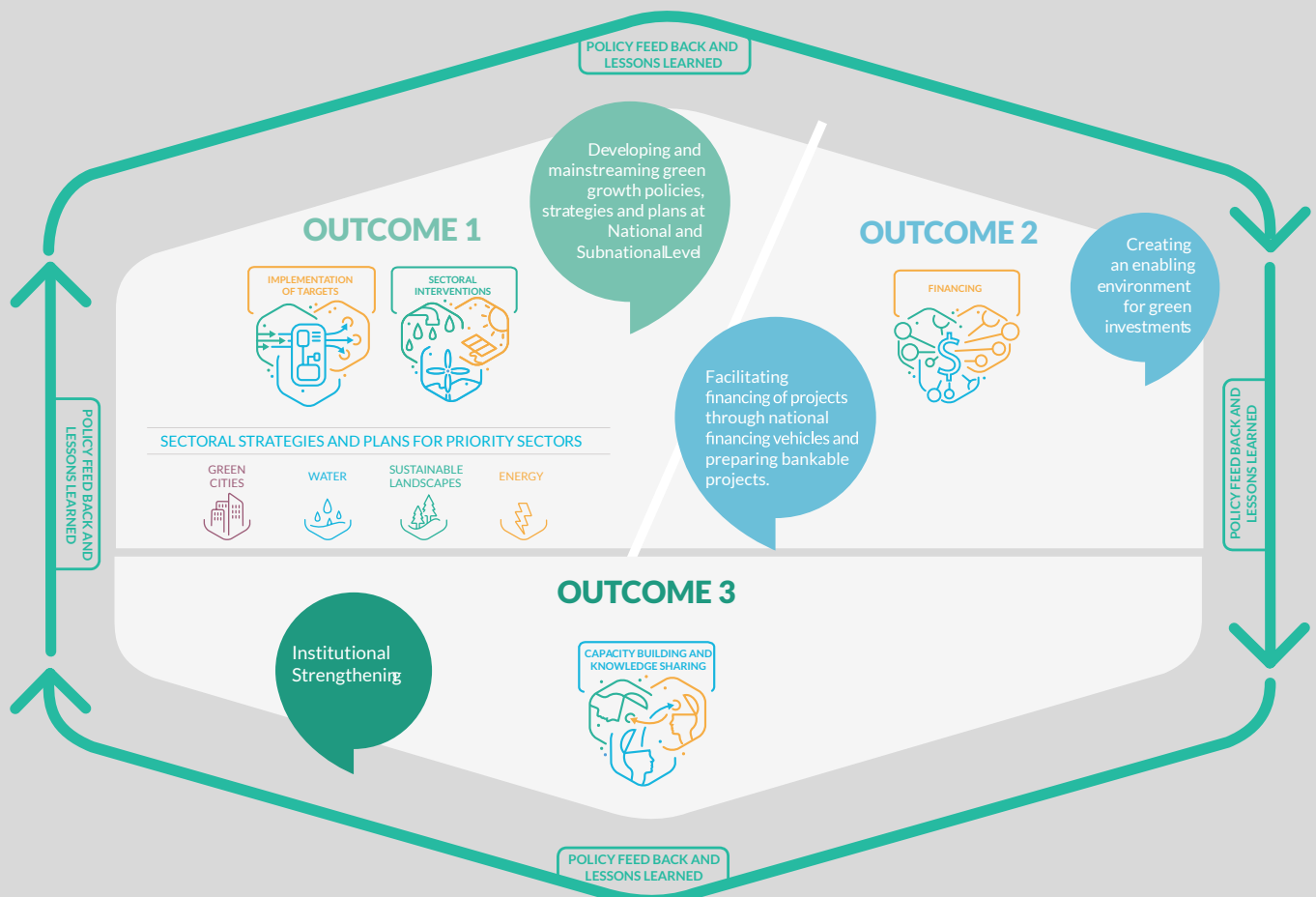


Figure 3: GGGI's Delivery Model

Looking ahead, the future global environment will be radically different in 2030. Halting the rise in global temperatures; addressing the impacts of climate change, the loss of biodiversity, and depletion of natural capital; and delivering the national development goals of countries worldwide under the pressure of growing populations, severe poverty and inequalities, financial capital constraints, and political instability all pose serious challenges. In order to achieve a paradigm shift toward green growth economies on a global scale, GGGI will work to maintain international political support, secure sustainable funding, and demonstrate with clear evidence that green growth is possible and effective.

III. Challenges and Changing Environment

The major trends in the external environment require organizations, such as GGGI, to revisit their strategies and business models to remain relevant. This chapter

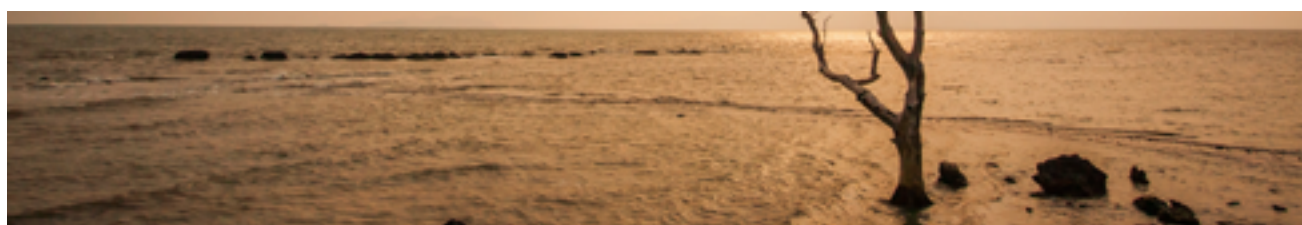
describes how the world is changing and will likely continue to change and the strategic issues that this raises for GGGI.

3.1. Major Trends and Challenges

The trends with the most significant implications for GGGI's forward strategy fall into three brackets: contextual trends that describe how the world is changing at a meta or landscape level; economic development model trends that set out the shifts in

mainstream pathways to development; and enabling trends (emerging or niche innovations at various stages of maturity and scale) that could enable the achievement of the Paris Agreement, green growth, and climate-smart development.

3.1.1. Contextual trends



3.1.1.1. Accelerating impacts of climate crisis

The world is currently experiencing climate crisis impacts. The Paris Agreement commitment¹ will require radical political and socioeconomic changes at individual and institutional levels to shift to a low-carbon economy and cut greenhouse gas emissions. At

the same time, a radical increase in action to adapt to unavoidable climate change is necessary. Consequently, the following GGGI actions regarding climate change are of utmost importance:



Supporting the development of more ambitious NDCs, NDC roadmaps and action plans, and 2050 Long Term Strategies or Low Emission Development Strategies (LEDS).



Strategic partnerships and alliances to drive evidence-based advocacy for increased climate finance to support countries' transitions to low-carbon economies.

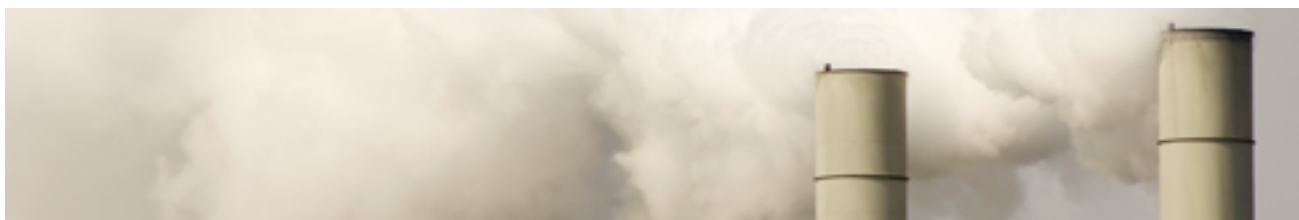


Further development and scaling up of GGGI's climate finance and investment work on business models, investment projects, and financial incentives and structures.



Building the adaptation capacities of Members.

¹ Paris Agreement: Essential Elements, <https://unfccc.int/process-and-meetings/the-paris-agreement/d2hhdC1pcy>



3.1.1.2. Air pollution reaching crisis point

One third of deaths from strokes, lung cancer, and heart disease are due to air pollution² — an equivalent effect to that of smoking tobacco — according to the World Health Organization. Primary causes of the most dangerous forms of ultra-fine particle pollution

(PM2.5) are coal-fired power plants and fossil fuel engines, particularly diesel buses and trucks.³

GGGI actions that are vital to mitigating air pollution include:



Harnessing air pollution as a powerful driver for investments, particularly in renewable energy and electric mobility.



Supporting regional and global initiatives that address cross-border air pollution.



Supporting modern scalable solutions for sustainable, clean cooking.



3.1.1.3. Loss of biodiversity

The 2019 Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) report states, “Nature is declining globally at rates unprecedented in human history and the rate of species extinctions is accelerating, with grave impacts on people around the world now likely.”⁴ The uncontrolled and excessive deforestation activities, land use changes, and loss of natural habitats have devastating environmental, socioeconomic, and health

consequences⁵. Whilst more than 15% of land and 7% of the world’s oceans now have protected status,⁶ enforcement remains a problem, and the protection of offshore oceans and freshwater ecoregions is desperately lagging.

GGGI will address the following actions regarding biodiversity:

² World Health Organization, How air pollution is destroying our health <https://www.who.int/air-pollution/news-and-events/how-air-pollution-is-destroying-our-health>

³ Defra, Public Health: sources and effects of PM 2.5 <https://laqm.defra.gov.uk/public-health/pm25.html>

⁴ UN Report: Nature’s Dangerous Decline ‘Unprecedented’; Species Extinction Rates ‘Accelerating’ May 2019 <https://www.un.org/sustainabledevelopment/blog/2019/05/naturedecline-unprecedented-report/>



Engaging in evidence-based advocacy for its Members to account for and conserve or restore its natural capital base, particularly natural forest, wetlands, rivers and ocean water systems, and marine resources.

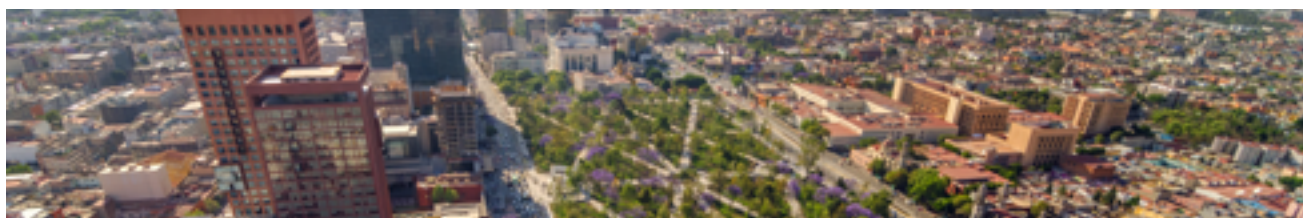


Taking an inclusive holistic approach that integrates local communities and knowledge to reduce degradation and recognizes the value of natural capital.



Proposing nature-based adaptation solutions to deliver multiple social, economic, environmental, and health benefits.

3.1.2. Economic development model trends



3.1.2.1. Changing economic models for greater sustainability and inclusiveness

Alternative economic development models have gained traction over the last decade. These include various concepts such as green growth (green economy, circular economy, blue economy, bioeconomy, and low-

carbon development), which have the common goal of driving prosperity in a way that is socially inclusive and within safe environmental limits.

GGGI actions will be structured around:



Evidence-based advocacy demonstrating that green growth is the only viable development opportunity in the twenty-first century and beyond.



Generating and sharing convincing evidence with policymakers, decision-makers, institutional investors, and private investors that demonstrates the possibility to scale up alternative economic growth models.

⁵ Carbon Action Tracker Analysis: We are already in the midst of a sixth mass extinction that will impact the sustainability of the planet's life-supporting cycles. The oceans have become – 30% more acidic in the past 200 years and faster than any known change in the past 50 billion years. With current pollution patterns, there could be more plastic than fish by weight in our oceans by year 2050. <https://bit.ly/2XfHxpO>

⁶ UNEP, 2018, With 15% of terrestrial and 7% of marine areas now protected, world on track to meet conservation targets: <https://www.unenvironment.org/news-and-stories/press-release/15-terrestrial-and-7-marine-areas-now-protected-world-track-meet>



Ensuring social inclusiveness of economic growth along with environmental protection.

3.1.3. Enabling trends



3.1.3.1. Peer-to-peer distributed energy generation

The great energy transition has begun and is going to accelerate as governments and investors recognize that switching to more sustainable energy is not only essential to tackle climate change, but to bring economic benefits. With renewables becoming competitive — even coal — dominated economies are striving for new energy solutions. Experts are advocating systems that encourage decentralized energy production in mini-grids and on rooftops. Combined with distributed battery-based storage systems in residences and businesses and smart

grids with high levels of artificial intelligence that can integrate distributed production, energy systems are expected to fundamentally transform in the future. Distributed energy systems will change the way energy is produced, traded, and consumed, causing conventional power plants to become obsolete and stranded assets. They can also bring energy to those left behind by the centralized systems — including most of the population in many developing countries — providing sustainable energy for all.



3.1.3.2. Autonomous vehicles in a sharing economy

The electrification of transportation — cars, buses, motorbikes, and outboard engines — has begun to displace the internal combustion engine. Many countries have established targets to ban the sales of conventional cars as early as 2030. Driverless autonomous vehicles are being tested and piloted in hundreds of cities around the world. Furthermore,

ride-hailing companies have disrupted markets around the globe. Estimates are that shared electric autonomous vehicles can cut the number of cars. This would contribute to solving congestion and parking problems and enable a drastic, low-carbon reorganization of urban systems.



3.1.3.3. Green buildings and sustainable infrastructure

Passive houses that are built according to rigorous standards and decrease the buildings' energy use by 90% or more are technically feasible and exist. When combined with localized renewable energy, buildings can become net-zero or even net-positive energy users and producers. Green building materials generate lower energy needs for construction. Major

infrastructure, such as industrial parks, can be zero-emission and zero-waste. While the adoption rate of green buildings and infrastructure has been low to date, rapidly rising pressure to cut greenhouse gas emissions and transition to a low-emission economy is expected to change this.



3.1.3.4. Climate-smart regenerative agriculture

Current food systems provide a dual challenge of contributing significantly to climate change and being highly vulnerable to its physical impacts, such as floods, rising sea level, droughts, and heatwaves. Climate-resilient or climate-smart regenerative agriculture promotes low-carbon solutions and reduces the loss of biodiversity and depletion of natural capital. This type of agriculture includes intercropping, agroforestry,

drought-resistant varieties, use of renewable energy, sequestering carbon in soils and the use of compost and biochar. Modern bioeconomy approaches can cut biomass waste and replace the use of fossil fuels in a wide range of industrial applications.

The above enabling trends are waves that GGGI can ride to achieve the vital actions including:



Providing a platform for its Members to take advantage of key enabling green technologies and share such knowledge.



Advising on enabling policy, developing investment projects, and seeking financing for such projects to catalyze the development of such initiatives with Members.

3.2. Key Strategic Issues

Following the in-depth analysis of trends, social and economic dimensions and their implications, and the consultations held in the process of formulating this strategy, key strategic issues have emerged for GGGI that will guide the choices, decisions, and responses within Strategy 2030. The selected strategic issues all

have multi-dimensional consequences and will highly affect GGGI's ability to deliver on its vision and mission in the future. Managing these issues will ensure the organization's ability to strengthen its position, value offering as well as its relevance, by navigating the major trends identified above.

3.2.1. *Catalyzing access to green and climate finance*

A key strategic issue identified for the previous GGGI strategy is still valid: access to green and climate finance remains a high priority for GGGI Members. GGGI is aware that there is ample finance available, particularly from banks and institutional investors. The main bottleneck is in demonstrating the economic case and financial viability of green and inclusive business models and bankable projects and programs that can help transition a country from brown growth to green growth. Bridging the finance gap with mainstream green and inclusive sectors and supporting favorable economic policies sustained by financing vehicles and financial instruments that reduce investment risks is critical.

Once Article 6 of the Paris Agreement has been finalized, there will be a new global carbon market,

bringing opportunities for carbon finance for many GGGI Members. Taking advantage of such a market is a challenge for many developing countries. In-country institutional arrangements to implement NDCs and government capacity to manage Internationally Transferred Mitigation Outcomes (ITMOs) — as well as a sound system for Monitoring, Reporting and Verification (MRV) of GHG emissions — creates a major issue regarding the quality of reporting and data to substantiate the progress. Carbon pricing measures can be technology-neutral and is important for countries to reduce their emissions in a cost-effective manner. In addition, carbon pricing is key to meeting the renewable energy investment needs, and it is necessary in most countries to make renewable energy cost-effective, compared to fossil fuel energy sources.

3.2.2. *Sustaining and restoring natural capital*

Similar to financial capital, economic sectors are dependent on natural capital in healthy organic systems and biological diversity, providing natural assets and the flow of ecosystem services (e.g., biomass, water, clean air and fiber) to support the economy. The capacity to seize major economic and climate action opportunities in holistic landscape or system approaches that focus on the restoration of natural capital and adoption of sustainable and climate-resilient forms of agriculture supported by technological innovations cannot be underestimated. Natural capital is undervalued because it is an unpriced, common public good not accounted for in the current economy. Accounting for changes in natural capital through green growth interventions and monetizing these changes to the highest extent possible, without losing environmental and social integrity, can help generate new innovative markets that support the economic and financial case of green growth⁷. Other strategies — including effective climate regulation and mitigation policies, such as flood protection and responsible industry and agricultural standards and practices — have proven successful in various countries and will also be explored.

In many countries worldwide, value chains for goods are still heavily dependent on deforestation to expand land for economic activities. Optimizing land use and identifying economic opportunities that can simultaneously increase income and livelihoods can result in the sustainable use of natural capital and resource-efficient economic growth. Adopting smarter

and more climate-resilient agriculture supports climate change mitigation and adaptation and builds resilient natural systems through restored natural capital, among others. Harnessing the potential of renewable energy integrated into agriculture and water/waste to resources (*Waste2Resources*) remains limited in most countries that GGGI supports. However, there is strong recognition of the need and rationale to embrace it. Restoration of degraded lands is known to have major economic returns while helping these countries demonstrate climate actions and meet their international commitments. The coherent and well-planned access to and use of natural capital is crucial for countries to enjoy its economic and socially inclusive benefits.

In addition to economic opportunities as part of the solutions, GGGI's support to Members will include other strategies. One of the most important approaches is the inclusive and integrated nature-based solutions for collectively managed, undervalued common goods, such as indigenous peoples' and local communities' rights to management of tropical forest. Accordingly, through strategic partnerships with other organizations, GGGI's support in this area will be crucial to ensure that indigenous peoples' and local communities' rights to management of tropical forest continue to represent a key part of the remaining potential for reversing biodiversity loss, preserving natural resources, biodiversity and increasing carbon storage. The potential and opportunity for impacts are significant in addressing this strategic issue.

3.2.3. Adequate investments in sustainable infrastructure

Encouraging progress has taken place in recent years with regard to urban development initiatives that integrate the notion of green and smart cities, addressing both the consumptive and productive sides of the economy (access to services, such as energy, water, transportation, and waste management as well as industries, infrastructure, etc.). The population's increasing demand for better air quality; cleaner, cheaper, and reliable energy; energy-efficient buildings; green transportation; and the availability of technological innovations are encouraging many countries to undertake climate action that will result in major economic benefits, including green jobs.

To address climate change and sustainable development targets requires investments in sustainable infrastructure of USD 6 trillion per year (an increase from current investments of USD 3.4 trillion per year) according to the 2018 *New Climate Economy Report*.⁸ The World Bank's *Beyond the Gap*⁹ report, which maintains that sustainable infrastructure investments pathways compatible with decarbonization need not cost more than "dirty" and more-polluting alternatives, illustrates well the need to focus on spending better and on the right development objectives.

3.2.4. Governments' willingness and ability to achieve the Paris Agreement

Achieving the Paris Agreement depends on governments' willingness and ability to work with stakeholders at national and subnational levels on green growth ambitions/targets that can be translated into effective and funded strategies and programs supported by smart policies and strong public-private partnership engagement. Progress to date, despite challenging regulatory and legal frameworks in many countries, is a sign that greater achievements are

possible with the appropriate enabling environment. The private sector is not yet fully engaged to help drive innovation and increase the level of investment because of underdeveloped capital markets in developing economies. The need for more ambitious NDC targets and the link between green growth and higher productivity and socioeconomic benefits are still not understood widely.

3.2.5. Unleashing the power of strategic partnerships

A deep green growth transformation at national and subnational levels requires GGGI's partnerships with institutions that share the same vision of a sustainable and inclusive green growth model. It also indicates the importance of creating synergies and complementarity to advance the green growth agenda at regional and global stages; building consistency in the messaging and advocacy to policymakers, financiers, and

stakeholders; and demonstrating the efficiency in the use of resources to support countries and initiatives at national and subnational levels. Key partnerships for GGGI will be with multilateral partnership platforms, as well as new and existing standalone initiatives, with an important emphasis on the private sector.

⁷ About 90% of the world's population lives in conditions that exceed WHO Guideline for healthy air. Outdoor air pollution is found to be responsible for 4 million annual premature deaths and this could double by 2050 with current economic growth models. Deterioration in air quality increases the burden on diseases, poor health, premature deaths and loss of economic productivity of the population, reducing the competitiveness of economies. American Public Transport Association: <https://bit.ly/2KkO3SB>

⁸ New Climate Economy, 2016, The Sustainable Infrastructure Imperative <https://newclimateeconomy.report/2016/>

⁹ World Bank, 2019, Beyond the Gap – How countries can afford the infrastructure they need while protecting the planet, <https://www.worldbank.org/en/topic/publicprivatepartnerships/publication/beyond-the-gap>

3.2.6. Sustainable financing of GGGI operations

As of the Work Program and Budget (WPB) 2019–20 biennium, there is a nearly equal balance between core and earmarked resources. To grow from its current USD 50 million per year and scale to USD 110 million

in 2030, GGGI will be developing strong mechanisms that ensure financial sustainability, with an intelligent mix of core resources, earmarked resources, and “fee for services.”

3.2.7. Sustainable expansion of GGGI programming

A key asset of GGGI is its government-embedded country operations. However, if GGGI membership continues to expand at the current pace (or new membership accelerates), it may not be possible to meet the expectations of all new members to have

the same level and quality of in-country programming. GGGI will have to generate criteria to reprioritize country investments and possibly define when and how to exit as well as other benefits to membership other than country programming alone.

3.2.8. Focusing GGGI programming on fewer priority actions that are more scalable

While GGGI has sub-thematic priorities identified in its Refreshed strategic Plan 2015-2020, these are still very broad. For GGGI to take fewer high-priority issues to scale, it will give priority to a smaller number of

high-value, high-yielding “products” and will reject requests for support in new low-priority and low-value areas.

3.2.9 Effective and efficient GGGI organization, tools, and processes

GGGI has recently invested in online business tools to support a decentralized operation for country programs and newly established regional offices for Africa, Latin America, and the Caribbean. Presuming GGGI membership and operations continue to

grow at the current pace, the most effective form of organization in the coming 10 years and the required business tools and processes to support this organization will need to be analyzed.

IV. GGGI's Vision, Mission, Values, and Positioning

4.1. Vision



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

4.2. Mission



To Support Our Member Countries in the Transformation of Their Economies into a Green Growth Economic Model.

To deliver on its vision and mission, GGGI will support its Member countries to implement eight Global Operational Priorities underpinning the achievement of the following six Strategic Outcomes (SOs):

- i. Significant GHG emissions reduction in line with the Paris Agreement.
- ii. Creation of green jobs.
- iii. Increased access to sustainable services, such as clean affordable energy, sustainable public transport, improved sanitation, and sustainable waste management.

- iv. Improved air quality.
- iv. Sustained natural capital for adequate supply of ecosystem services.
- iv. Enhanced adaptation to climate change.

These SOs are the priority impact areas of GGGI's assistance in supporting the transformation of Member countries toward a green growth economic development model.

4.3. Values

As shown below, GGGI has five core values that will shape the organization's culture and inspire its employees to work together toward GGGI's common goals and purpose. These core values are **Transformational**, **Boldness**, **Excellence**, **Inclusive**, and **Integrity**, which are critical in enabling GGGI to be a

long-lasting, successful, and motivating place to work. GGGI will continually engage its people to uphold its values in order to embed an organizational culture that is innovative, collaborative, and client-focused on delivering results efficiently and effectively according to its mission as "ONE GGGI."



INTEGRITY

- We uphold high accountability and transparency standards;
- We are objective and independent;
- We prioritize social and environmental responsibility.



EXCELLENCE

- We apply technical rigor;
- We demonstrate thought leadership;
- We drive continuous improvement.



TRANSFORMATIONAL

- We aim for catalytic outcomes serving country needs;
- We balance short term results with a long-term outlook;
- We leverage our outcomes through partnership.



BOLDNESS

- We solve problems with optimism;
- We continuously learn and adapt;
- We seek and scale up creative new solutions.



INCLUSIVE

- We champion diversity;
- We engage widely in decision-making;
- We provide equal opportunity.

4.4. Positioning

GGGI has a unique in-country presence and prominent role as a neutral, trusted advisor and strategic development partner embedded in Member and partner governments. This special arrangement or positioning sets GGGI apart from other international development and environmental organizations and multilateral development banks that collectively serve the agenda of green growth and conservation. GGGI serves the role of an enabler and facilitator of Members' transition into a low-carbon green economy, providing policy advice and technical support in the development of green growth plans, policies and regulations, mobilization of green investments, implementation of green growth projects, and development of local capacities and knowledge sharing.

GGGI's business operating model is spread across the globe in Africa and Europe, Middle East, Asia-Pacific, and Latin America and the Caribbean regions, consisting of a total of 33 country offices as of September 2019. These country offices are directly engaged with national governments in setting the strategic direction for national program development through the CPF. The CPF is aligned with the individual countries' national development policies and priorities and GGGI's Strategic Plan. The implementation of the CPF is operationalized through

the CBP. The current organizational chart of GGGI is shown below (figure 4), which indicates how the organization is set up to serve its Members at the national level through the establishment of country offices.

This operating model maximizes the potential to translate green growth strategies and policies (especially economic policies) into green investment plans, mobilizing green finance commitments needed to bolster support for low-carbon and climate-resilient economic development and strong institutional capacity development. Public finance is used to leverage the large pools of institutional investor capital — including development finance institutions (DFIs) and private sources, such as long-term debt finance — large enough to fill the climate finance gap. GGGI's expertise and experience in supporting investor engagement in emerging and developing countries to deliver the scale and quality of investment needed will be a critical component to achieve green growth and the Paris Agreement. GGGI promotes strategic partnerships and collaboration with key partners and stakeholders at the national and international levels, including the public and private sectors, regional bodies, bilateral development partners, international financial institutions, foundations, and civil society organizations.

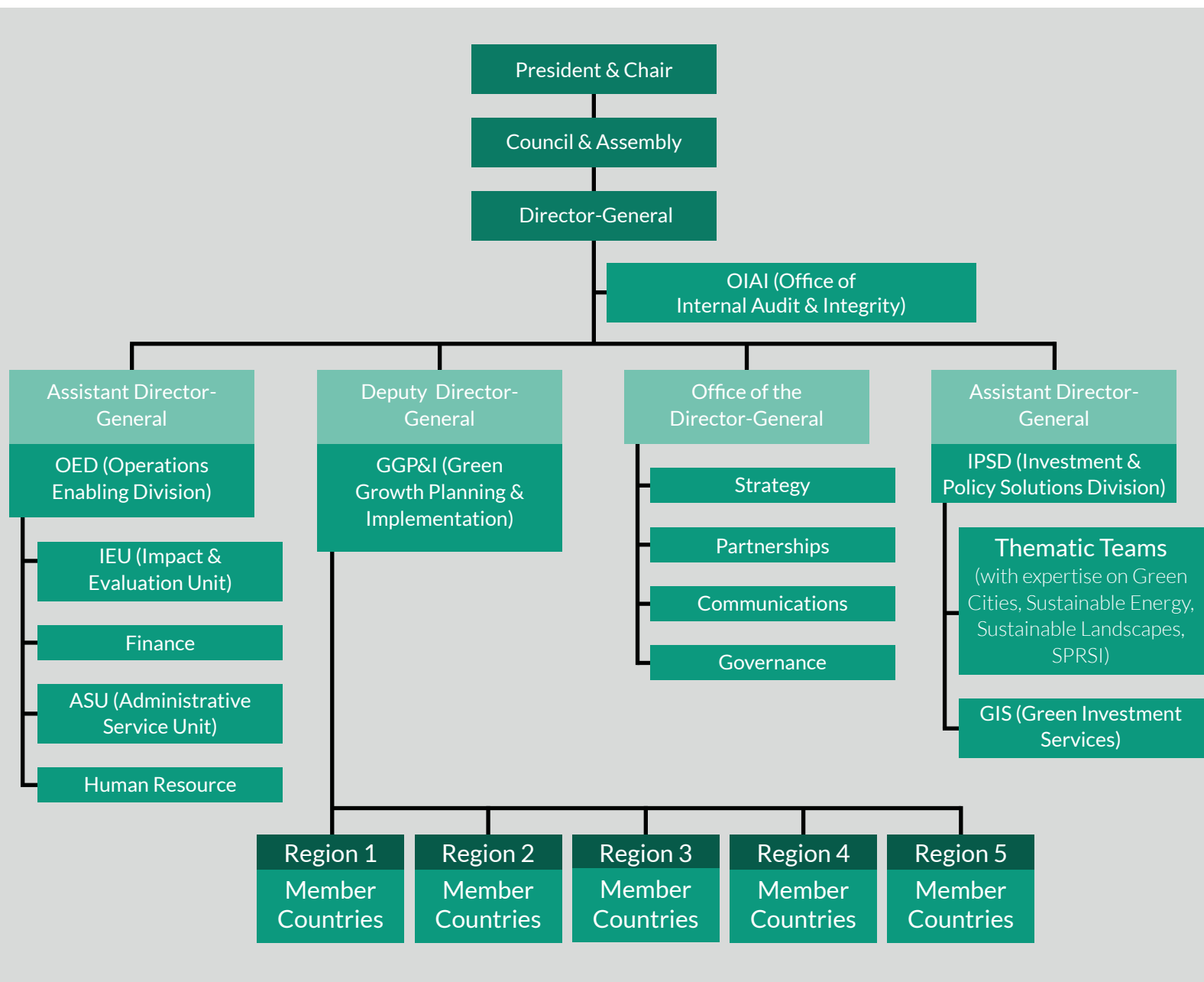


Figure 4: GGGI Organization Chart

4.5. Key Drivers

Given the nature of GGGI's business in providing technical assistance in support of Members' transformation toward a green growth model,

the five key drivers of its operational results are illustrated in Figure 5.

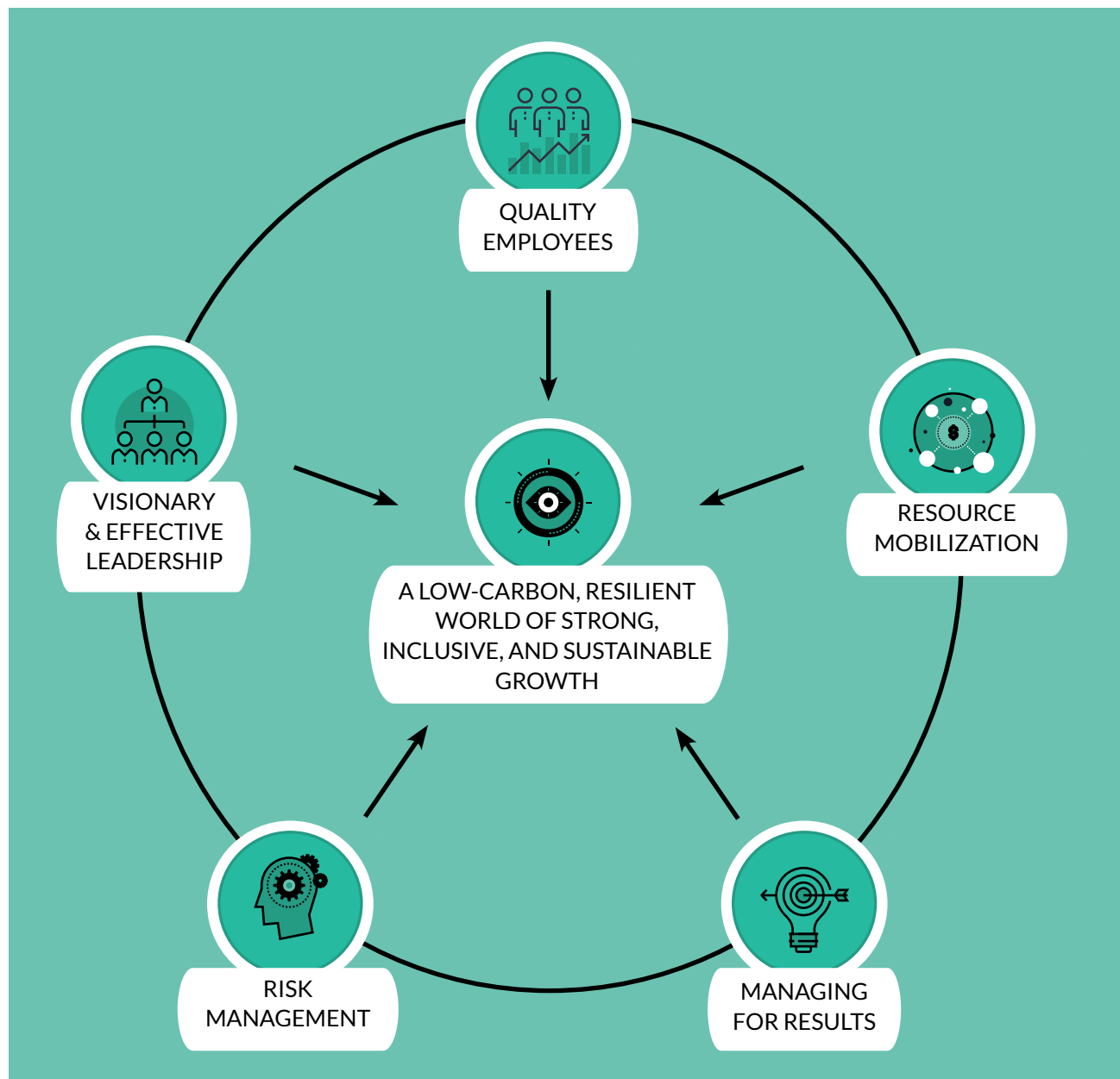


Figure 5: Key Drivers

V. Strategic Goals

In aspiring to achieve its mission and vision, GGGI's efforts in delivering its products and services to clients and the way it runs and manages the organization

will be underscored by two key pillars that represent GGGI's two strategic goals.

5.1. Strategic Goal One (Programmatic)

By 2030, the economies of GGGI's Member countries will have transformed into a low-carbon and resilient economic development model with

GGGI's support to maximize their green growth outcomes and NDC and SDGs commitments and implementation.

To achieve Strategic Goal One, GGGI support will focus on the delivery of the following five programmatic Global Operational Priorities:

1. Catalyzing and accelerating access to climate finance/green investments for members' public and private sectors.
2. Supporting GGGI members in strengthening policy planning, regulatory frameworks, and institutional capacity to achieve green growth outcomes.
3. Achieving a sustainable and circular bioeconomy while securing healthy natural systems.

4. Making cities and communities sustainable, livable, and resilient through supporting green jobs, services, and green infrastructure.
5. Accelerating progress in GGGI's country programs for poverty eradication and gender equality through the organization's operations.

5.2. Strategic Goal Two (Non-Programmatic)

By 2030, GGGI will be a world-leading, effective, and agile intergovernmental organization that is respected, financially sustainable, efficient,

transparent, accountable, and considerate of its people.

To achieve Strategic Goal Two, GGGI support will focus on the delivery of the following three non-programmatic Global Operational Priorities:

6. Developing sustainable, stronger, and more diversified funding for GGGI operations.

7. Driving, growing, and empowering green growth communities through knowledge transfer.
8. Becoming an efficient, high-performing, and agile organization.

These eight Global Operational Priorities directly and indirectly support the delivery of 16 out of the 17 SDGs (all except SDG 16), as illustrated in Figure 6 below.

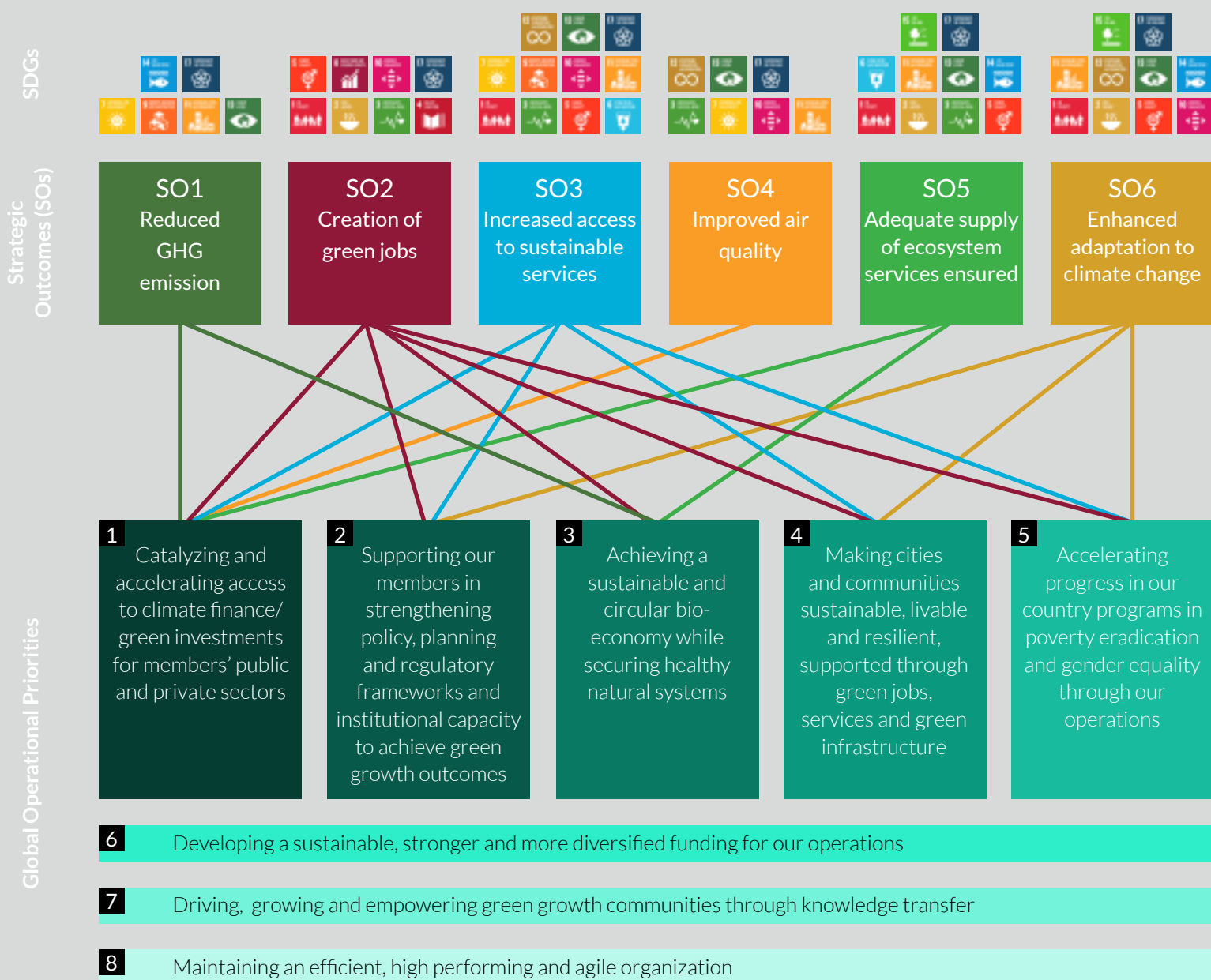
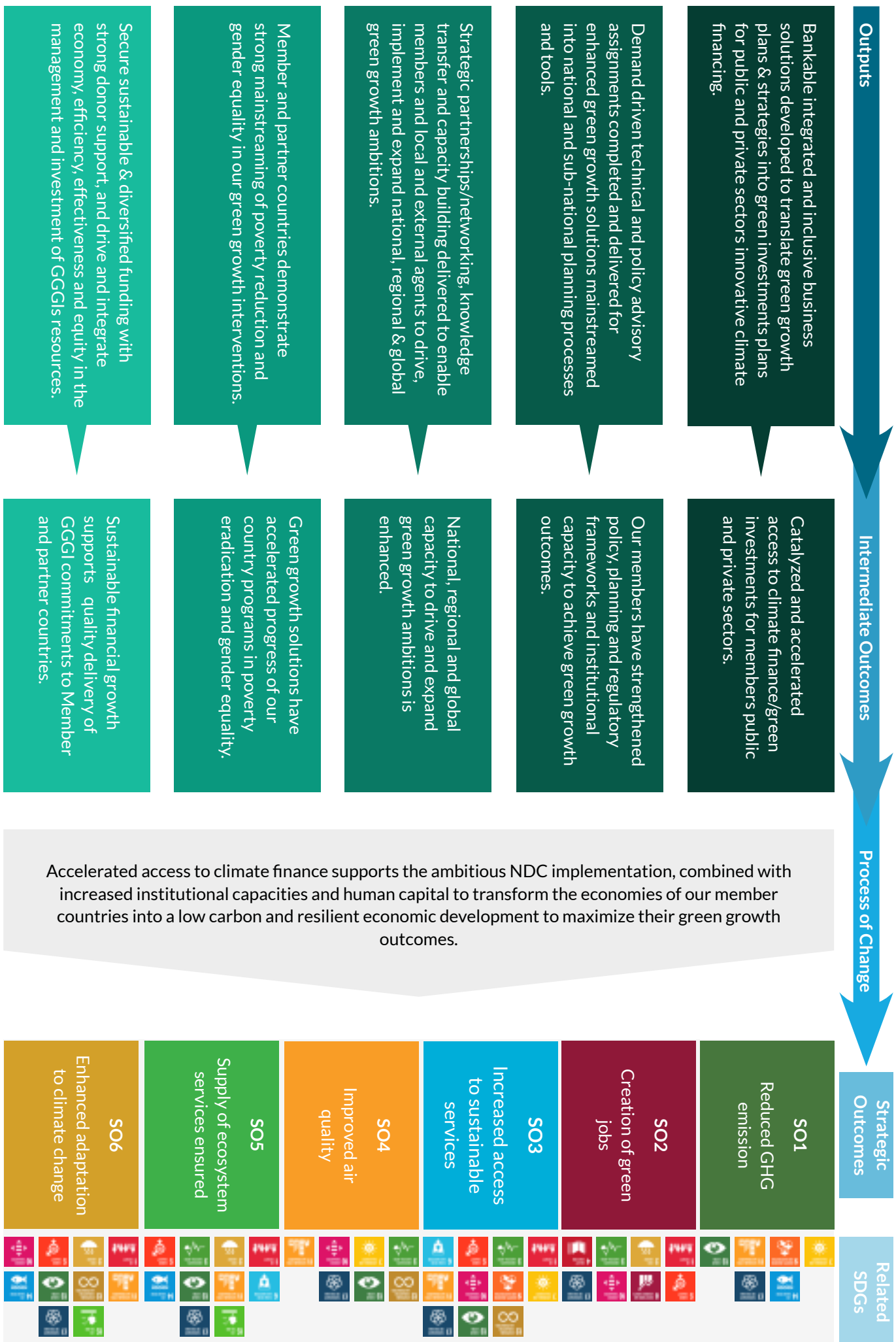


Figure 6: Linkage between Strategic Outcomes and Global Operational Priorities

5.3. Theory of Change

Through its TOC, GGGI's interventions are premised on the promise of green growth benefits — a simultaneous advancement of economic growth, environmental sustainability, climate resilience, poverty reduction, and social inclusiveness.

This TOC and vision will always guide the way GGGI supports the transformation of Members toward a green growth development model that aligns with their NDCs and SDGs commitments and implementation, as presented below (Figure 7).



5.4. 2030 Targets

The 2030 targets derive from the geographical choices reflected in Members’ priorities to ensure that the implementation of Strategy 2030 will result in meaningful impacts. Choosing a limited number of programmatic choices for each country program will ensure greater focus and demonstrated results by

maximizing the impacts of limited resources. Figure 8 below indicates the number of countries projected to be involved in each of the programmatic choices. The full geographical coverage will be in the five-year roadmap to implement Strategy 2030.

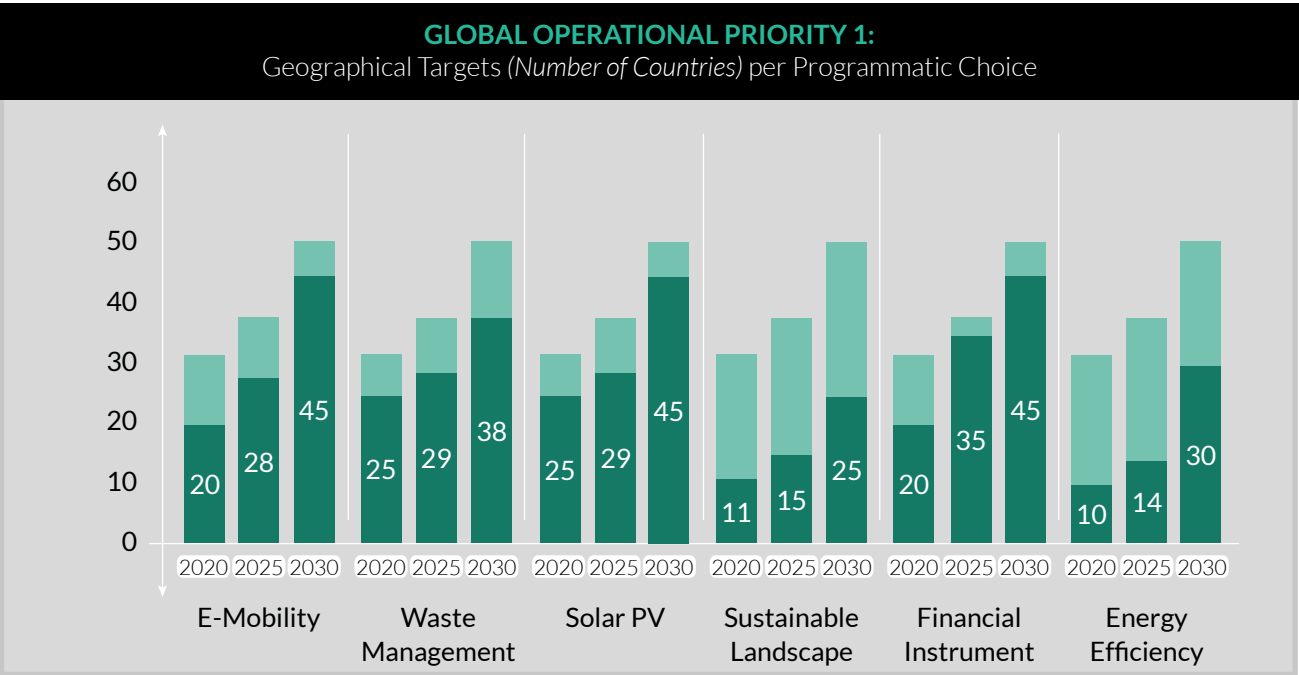


Figure 8: Example of Global Operational Priority 1 with Geographical Targets (number of countries) per Programmatic Choices

The Strategic Outcome targets in Strategy 2030 are formed at two levels:

- 1. **Attribution:** Outcomes directly associated with investment projects for which GGGI mobilized investor commitments.
- 2. **Contribution:** Outcomes associated with the achievement of those parts of national level NDCs and SDGs of GGGI Members that GGGI credibly contributed to, through both its policy work and catalytic investment projects.

The table 1 below presents the inputs, outputs, and impacts projected for GGGI’s work. These targets are the result of a thorough exercise of analysis and estimations using a robust set of methodologies designed to assess and measure the interventions in the six impact areas. The methodologies are compiled into the Technical Guidelines for Strategic Outcomes Assessment. Timely and quality delivery of the programs are at the heart of the change management initiatives undertaken by GGGI on the business processes and development of in-house expertise. The innovative programming and business processes designed in Strategy 2030 will help to ensure success is achieved, replicated, and scaled up.

Table 1: Strategy 2030 Operational and Programmatic 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) (numbers are rounded off)	GGGI attributed outcomes 2017-2030	GGGI contributed outcomes 2017-2030
1. GHG emissions reduction (millions of tons CO ₂ e)	1,000	1,600
2. Direct Green jobs (millions of jobs created)	2	4
3. Sustainable Services (millions of people)	100	500
• Energy access	30	90
• Sanitation	10	50
• Waste	80	400
• Transport	20	Not available
4. Air Quality Improvement	Not available	Not available
5. Natural Capital Protection (millions of hectare)	0.5	20
6. Adaptation Services (millions of people)	8	16

The ambitions set in Strategy 2030 will be implemented in a results-orientated environment with a strong focus on outcomes and impacts, supported by robust systems and tools using accepted methodologies and best practices to report on GGGI's annual results and impacts. GGGI's results will continue to be reported annually against its Corporate Results Framework (CRF) indicators, which measure quantitatively and qualitatively the delivery of key outputs and outcomes in Strategy 2030. GGGI's project impacts will be measured through dual methods. First, independent project evaluations will play an important role in assessing and reporting the scale of GGGI's projects at the project and program levels. Second, at the outcome level, the project impacts ex-ante and ex-post will be measured using methodologies developed by GGGI and supported by technical guidelines.

The Green Growth publications seek to demonstrate the economic foundations of green growth and the benefits of low-carbon growth as the viable pathway, combined with the sharing of knowledge on best practices, which are crucial in helping decision makers better understand the principles of green growth and supporting the scaling up of efforts to transform the economies into a low-carbon development model. These reports will outline the actions needed for countries to transition to a green growth model of development based on the direct and growing experiences of developing countries and emerging economies around with the support of GGGI and its partners. The launch of a new platform for measuring and tracking the green growth performance of countries worldwide through the Green Growth Index will contribute to the publication. GGGI's Green Growth Index is a new global composite index covering 115 countries in the first publication. As data becomes available for more countries, the number of countries covered will increase.

GGGI's GREENHOUSE GAS EMISSION REDUCTION TARGET

To walk the talk, GGGI also targets to be a green organization. A key step was taken in 2018 with the refurbishment of the new HQ (3rd floor) to LEED Gold Standard. In 2018 and 2019 GGGI organized Green Office Month in which all GGGI country offices as well as HQ considered actions to green our operations. This includes the greening of meetings GGGI organizes and hosts that minimize waste and emphasize plan-based catering. GGGI has also monitored and reported emissions from its operations and its travel in the GGGI Annual Report.

Going forward GGGI will continue to green its operations. In line with initiatives that ask public and private sector organizations to make commitments in line with the 1.5-degree Celsius target, GGGI targets to be a net-zero organization by 2050 or earlier. ***As a significant milestone towards this long-term target, GGGI proposes in this Strategy 2030 to reduce its greenhouse gas emissions per staff member with 40% over a 2015 baseline by 2030.*** Emission reduction will target office operations, meetings and workshops and travels. GGGI also will work with its partner organizations to green all operations and projects GGGI is involved in.

GGGI management will develop a roadmap to achieve emission reduction targeting real changes in its operations and behavior, with travel as the key component. This will include flying less, and using videoconferencing more, as well as reducing the use of business class travel. GGGI will seek guidance from its Council and particularly its contributing members whether the use of carbon offsets would be acceptable to reach the target, once the organization has demonstrated a best-of-class effort to change its operations and change behavior to meet or exceed best practice standards.

VI. Global Operational Priorities

GGGI's two strategic goals will be achieved through the implementation of its eight Global Operational Priorities. The Global Operational Priorities will be supported by a choice of programs for GGGI interventions as well as for internally managing the business. These programmatic choices will determine GGGI's interventions through the programs, projects, policies, regulations, and all other initiatives and actions. These choices will guide the allocation and

prioritization of GGGI's human, technical, and financial resources and budget. They also allow the organization to focus on a limited number of interventions to generate the most effective impacts and demonstrate added value as described in figure 9. This chapter presents the Global Operational Priorities and their related programmatic priorities under the category of programmatic and non-programmatic functions. The programmatic priorities are presented below.



Figure 9: Value Addition Diagram

6.1. Programmatic Global Operational Priorities



Global Operational Priorities 1: Catalyzing and accelerating access to climate finance/ green investments for Members' public and private sectors

In order to ultimately increase public and private sector capital flows toward the development of green investment projects that enhance Members green growth transformation, GGGI will give priority to the following programs:

- i. Develop **e-Mobility business solutions** to make investment-ready projects that will support the sustainable development of urban centers that highly depend on viable electric mobility solutions.
- ii. Develop business models that **convert waste to valuable resources**, alongside the minimization and recycling of waste, which will attract public and private green investments.
- iii. Make available to public and private sector investors a portfolio of bankable projects in **solar Photovoltaic (PV)**, focusing on **rooftop and solar home systems, energy storage, renewable energy for cooling and heating mini grids, and utility scale** to address some of access issues.
- iv. Open and promote opportunities for **green investments for integrated agriculture, solar irrigation, and sustainable landscapes** with increased engagement with the private sector.
- v. Support the development of **innovative financing mechanisms** to raise additional non-traditional funds for green investments, such as NFVs, **bankable projects, carbon markets, green bonds, public-private partnerships, and de-risking instruments**.
- vi. Explore the investment opportunities in promoting **energy efficiency**, particularly at the commercial level, to scale up green investments through both public and private investments.

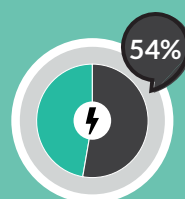
ELECTRICITY ACCESS RATE¹⁰



62% OF PEOPLE LIVING IN LDCs HAVE NO ACCESS TO ELECTRICITY



COMPARED WITH 10% IN ODCs



54% OF PEOPLE WITHOUT ACCESS TO ELECTRICITY WORLDWIDE LIVE IN LDCs



82% OF PEOPLE IN RURAL AREAS IN LDCs HAVE NO ACCESS TO ELECTRICITY



Global Operational Priorities 2: Supporting GGGI members in strengthening policy planning, regulatory frameworks, and institutional capacity to achieve green growth outcomes

¹⁰ UNCTAD, 2017, The Least Developed Countries Report 2017
https://unctad.org/en/PublicationsLibrary/ldcr2017_en.pdf

A fundamental step in transforming economies toward a green growth development is to have governments adopt and implement the right policies, propelling GGGI to give priority to the following programs:

- i. **Mainstream green growth and low-emission development strategies** into national, sub-national, regional, local, and sectoral policies and development plans to create the enabling policy and regulatory environment for green growth implementation.
- ii. **Strengthen and support NDC planning, modeling, and implementation** and capacity development of Members.
- iii. **Develop MRV systems and build related capacity** of Members to effectively report their actions to the UNFCCC secretariat at the Conference of the Parties and enhance action at the international and national levels to mitigate climate change.
- iv. **Strengthen the climate action ability** of Members to raise their ambitions in supporting and advocating climate change and actions, including support for carbon market development and capacity building for local governments.



Global Operational Priorities 3: Achieving a sustainable and circular bioeconomy while securing healthy natural systems

To protect countries' natural capital while also enhancing their economic and green investment potential, all interventions will contribute to global emissions reduction, adaptation, restoration, and biodiversity goals:

- i. **Strengthen climate-resilient agribusiness with a specific emphasis on food, health, and economic security**, through designing investments with green and inclusive business models, optimizing value chain efficiency, and incentivizing integrated cultivation practices, green technologies, and circularity, supported by policy and financial solutions.
- ii. **Develop forest bioeconomy in forested landscapes**, through designing investments with green and inclusive business models, optimizing value chain efficiency, and incentivizing sustainable forest and land management, including agroforestry and restoration interventions and enhancing green technologies and circularity, supported by policy and financial solutions.
- iii. **Support blue economy in coastal and wetland landscapes**, through designing investments with green and inclusive business models, optimizing value chain efficiency, and incentivizing integrated coastal, wetland, and water management, restoration of natural capital, enhancing green technologies and circularity, supported by policy and financial solutions.



Global Operational Priorities 4: Making cities and communities sustainable, livable, and resilient, through supporting green jobs, services, and green infrastructure

GGGI seeks to support the development of smart, inclusive, and sustainable green cities and communities and will prioritize the following programs:

- i. **Improve urban waste management** to enhance human living standards, ensure cleaner cities, and create income and employment through the adoption of new regulations and appropriate technology for better **waste collection, recycling, waste-to-energy, e-waste revenue collection, social inclusion, and sanitation** as well as strengthened capacity of municipalities.
- ii. **Promote e-mobility transport options** in urban and rural areas — **such as BRT, electric cars, and non-motorized transport (NMT) options** — using enhanced technology and supportive infrastructure to utilize renewable energy, reducing reliance on fossil fuels and GHG emissions and improving air quality.
- iii. Support the development of **climate-resilient and energy-efficient green urban infrastructure**, such as energy-efficient green buildings, infrastructure, and green industry.
- iv. Promote **solar PV solutions** to expand affordable and sustainable energy services, improve the renewable energy mix, and enhance energy efficiency through the adoption of rooftop solar PV for residential and commercial usage, development of mini-solar grids, and scaling up existing solar PV systems.
- v. Support and enhance the development of **climate-smart industrial parks and services** that provide products and services aimed at utilizing resources more efficiently, lowering GHGs, and minimizing the environmental impact as well as being climate resilient.



Global Operational Priorities 5: Accelerating progress of GGGI country programs in poverty eradication and gender equality through organizational operations

To achieve inclusive green growth, GGGI will seek to:

- i. **Align NDC and SDG objectives with poverty eradication and gender equality** through green growth interventions in all Global Operational Priorities areas.
- ii. **Improve services for underserved communities** through equal and affordable access to renewable energy, with a particular focus on off-grid areas, quality water and sanitation services, sustainable waste management, and better mobility and transport.
- iii. **Enhance economic empowerment and livelihoods** — particularly for youths, women, and informal sectors — promoting opportunities for decent green jobs and economic opportunities in transport, agriculture, forestry, eco-tourism, and waste management.
- iv. **Increase the adaptation and resilience for the most vulnerable communities** by strengthening their food security through access to agriculture and fisheries to support their livelihoods as well as promote sustainable water conservation and management to meet their economic and social needs.

6.2. Non-programmatic Global Operational Priorities

Strategic Goal Two will be achieved through the implementation of non-programmatic Global Operational Priorities 6–8. These Global Operational Priorities support the way GGGI manages operations, human resources, and financial resources to meet the

expectations of GGGI's governing council, Member governments, partners and stakeholders, suppliers, and employees. The three non-programmatic Global Operational Priorities are explained below:

- *Global Operational Priority 6: Developing a sustainable, stronger, and more diversified funding for operations*
- *Global Operational Priority 7: Driving, growing, and empowering green growth communities through knowledge transfer*
- *Global Operational Priority 8: Maintaining an efficient, high-performing, and agile organization that will continue to green its operations*

6.3. Global Programs

Not all Members of GGGI will require the establishment of a country office and a comprehensive country programs, with country office presence. Certain Members' needs, however, will be better served through specific time-bound, tailored interventions that are designed, implemented, and managed as part of the global programs without the need of having a country office and bearing the related costs. The global program is an innovative way of serving the program needs of such countries through a

bundling approach. The implementation of global programs will be designed to be carried out with centralized project management at the headquarters (HQ) in Seoul or regional offices or through the management of an existing country office. They consist of a combination of specific, targeted technical assistance and project delivery interventions based on the needs identified and agreed on by multiple Members to provide the best added value to their green growth ambitions.

6.4. Innovative Programming and Business Processes

Innovation is at the heart of Strategy 2030 in order to achieve success. To achieve the 2030 ambitions, innovations in the programming and delivery mechanisms are crucial to build and strengthen the global efficiencies required to sustain the growth, maximize the impacts of the interventions, and make GGGI the center of excellence in low-carbon economic development with the enhanced reputation to support the Members. Science and technologies play a key role in development of knowledge products and business infrastructures that ensure the access and use of the knowledge platforms.

To achieve the 2030 ambitions and ensure greater engagements of Members in advancing the transformational green growth agenda of the organization, GGGI has designed four innovative programming in Strategy 2030: (i) the **fellowship program for government expertise development** for long-term capacity development at national and sub-national levels; (ii) **universities' network of competencies in green growth** to help unlock the potential of the universities and ensure that intelligent synergies and complementarities are developed through the innovative access and use of resources in the countries; (iii) **partnership awards for green growth**

transformation to identify, award, and support the implementation of projects that will bring innovations in the programming content and delivery, paving the way for scaling up through innovative partnerships crucial to the success and sustainability of GGGI support to Members; and (iv) **GGGI's Global Finance Vehicle** (GFV) to design and structure an innovative climate financing mechanism similar to NFVs at a global level and establish funding from diverse climate finance sources interested in innovative initiatives.

In order for the impact of GGGI's work to reach as many people/countries as possible, the outcomes and knowledge products from these innovations in programming will be supported by smarter and effective GGGI-wide partnerships that are designed through strategic alliances, networks and coalitions around the world.

Strategy 2030 is designed to address the emerging major development and environmental trends and issues but as a living document it has the inbuilt flexibility to adjust and address future emerging issues as well. The periodic and mid-term review of Strategy 2030 delivery and progress will allow for any necessary adjustments to future trends and issues.

VII. Growth and Expansion

With the implementation of Strategy 2030, GGGI’s country programs will expand through growth in its number of country programs, reaching 50 by 2030.

7.1. Country Program Growth Scenario

The number of country program will grow to an optimal number of 50 by 2030, representing a net growth of 17 additional country programs, or 51% (figure 10). During the first half of the strategy period, the growth would be slow, with the total number of countries increasing from 33 in 2021 to 38 in 2025. The growth rate is expected to increase in the second half of the strategy period, with 12 additional countries joining between 2026 and 2030. An important parameter in the expansion is the need to prioritize countries and

programs with the potential for reducing emissions and creating change at scale, where the political support for climate mitigation actions are strong and proven and where the potential for green growth is high. The country program growth will maintain the need for balancing funding between Least Developed Countries (LDCs) and Middle-Income Countries (MICs), while taking into account the vulnerability of Small Island Developing States (SIDS) to climate crisis.

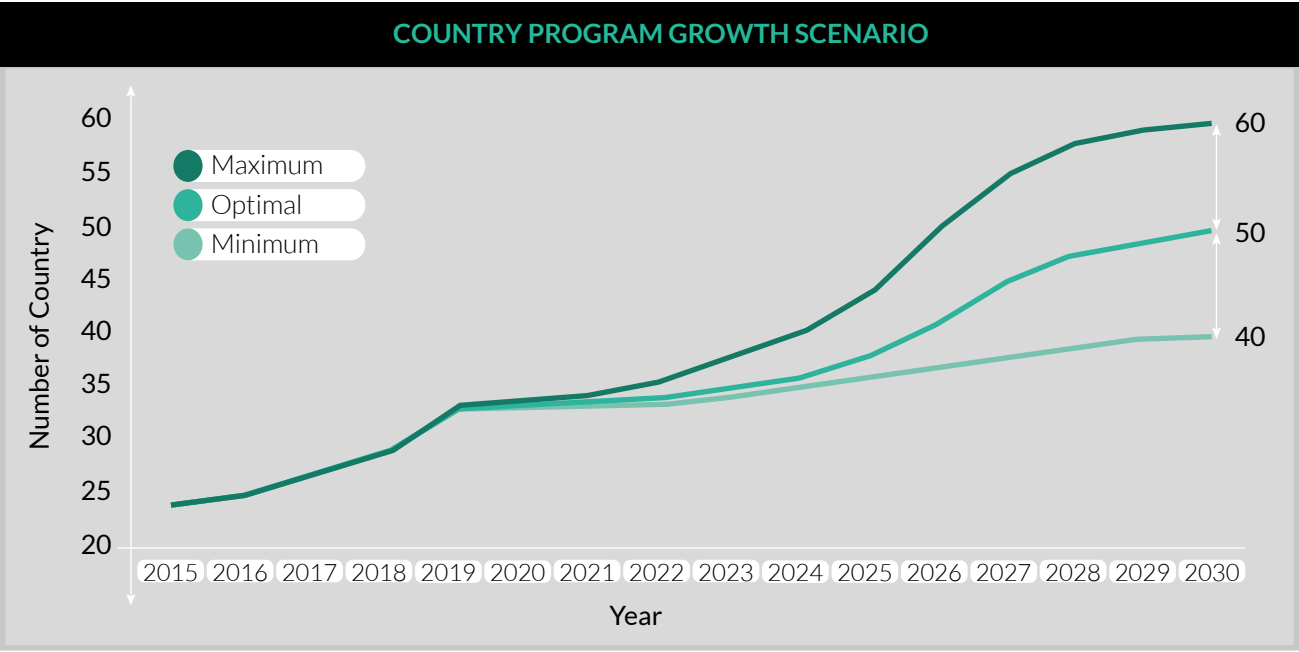


Figure 10: Country Program Growth Scenario

7.2. Financial Resources for Operations Growth Scenario

The level of resources for operations is projected to grow from USD 56.5 million in 2021, to USD 110 million in 2030, indicating a 95% increase over 10 years (figure 11).

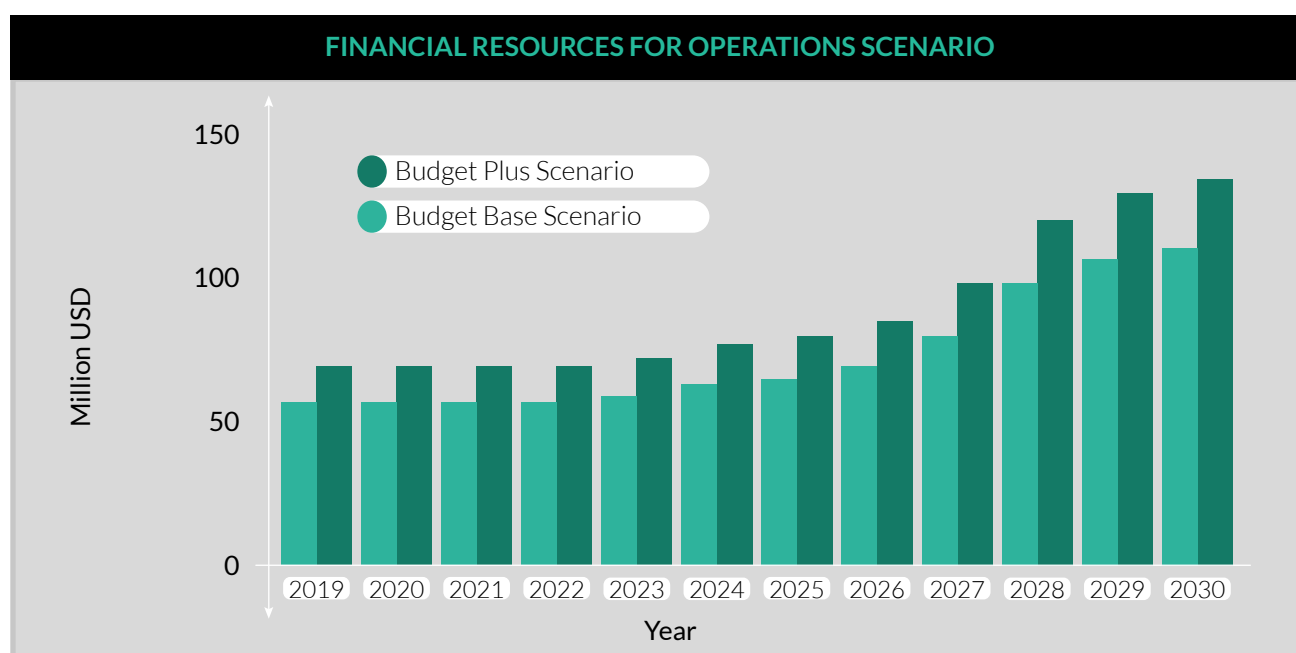


Figure 11: Financial Resources for Operations Scenario

GGGI's revenue distribution is characterized by increased diversification of funding sources, which is presented in figure 12. Resource mobilization

efforts, aligned with the Global Operational Priorities and GGGI's ambitions to be a green growth center of excellence, will be expanded.

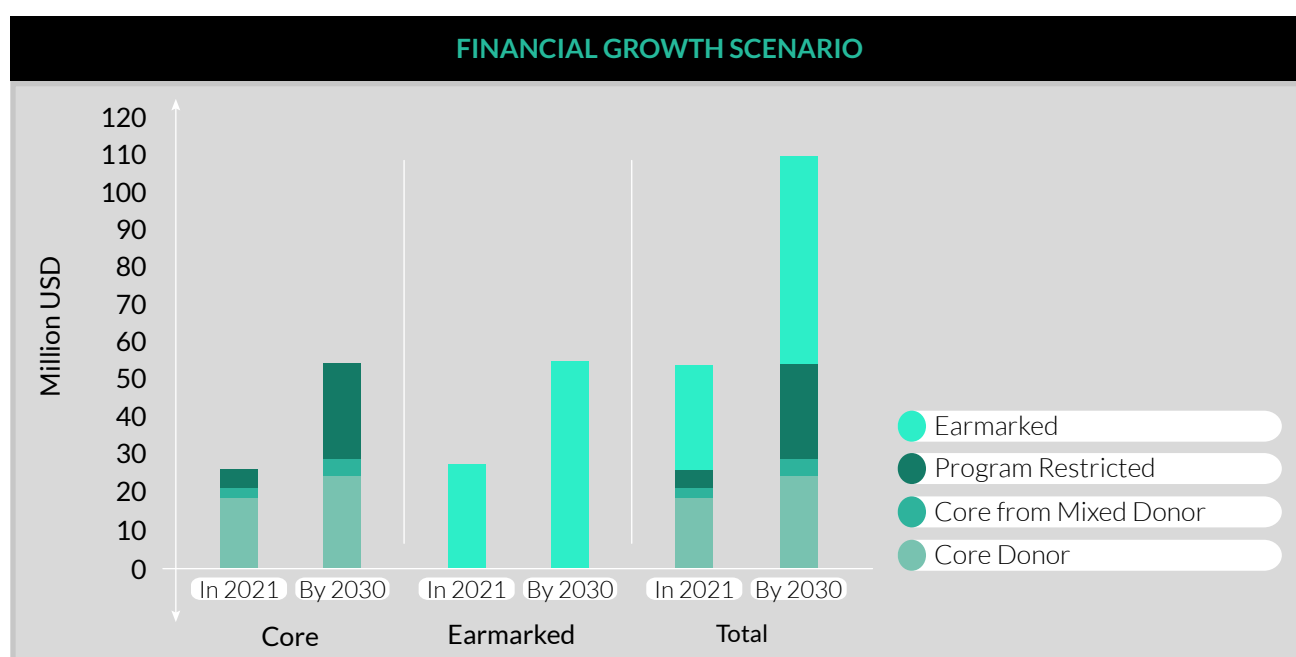


Figure 12: Financial Growth Scenario

7.3. Committed Green Investment Scenario

Investments in green growth projects are necessary to implement national plans, policy, and legal frameworks and deliver real green growth outcomes. The USD 600

million targets for 2020 will grow to reach an optimal level of USD 2 billion per year by 2030, representing a 233% growth in green investment commitments (Figure 13).

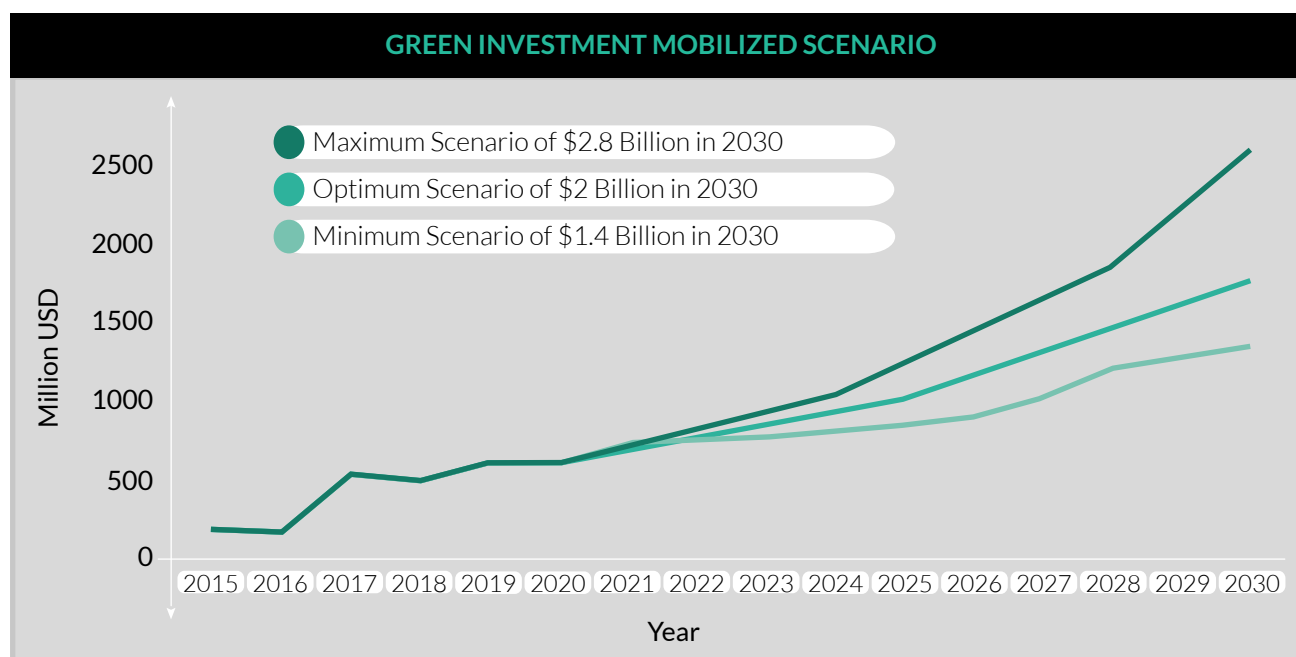


Figure 13: Green Investment Mobilized Scenario

7.4. Guiding Principles for Growth, Expansion, and Scaling up

The growth, expansion, and scaling up of GGGI over 10 years, up to 2030, will be grounded on certain principles that should be understood as a coherent whole to guide the way GGGI manages its business and delivers its products and services. This chapter presents GGGI's guiding principles.

The planned future growth and expansion of GGGI will be done with a concerted risk management approach to ensure the smooth control and prudent management of this scale of growth, adequate financial resources that are not stretched thinly, uncompromised quality and efficiency of GGGI products and services, and adequate and "fit-for-purpose" human resources to support and match the operational demand in GGGI country offices and headquarters. GGGI's agility will

also be a valued quality to enable smooth and efficient adaption to disruptions and changing conditions.

In order to effectively manage GGGI's future growth process and its risks, GGGI decisions and operations shall be steered by the guiding principles presented in the Text Box.

The future global and local environment that GGGI will operate in is expected to experience significant changes and challenges. This indicates that a business-as-usual approach will not work for GGGI. Changes to GGGI's business model and delivery models are imperative to improve the efficiency and effectiveness in service delivery and enable the realization of the organization's future growth pathway.

GGGI's GROWTH, EXPANSION, AND SCALING UP GUIDING PRINCIPLES

- Mission first
- Adequate financial resources to support growth and expansion
- Growth in Members does not comprise quality and efficiency of service delivery
- Pursuit of excellence to establish a sense of purpose, ethics, and integrity in all that GGGI does
- Innovation for creative problem solving and value adding
- Prudent management of the resources and responsibilities entrusted in GGGI's care
- Employment of a highly skilled, quality workforce and consideration for GGGI's people — the organization's greatest asset
- Effective risk management culture
- Creation of strong partnerships to deliver at a greater scale and impact
- Continued annual reporting on corporate performance using the results framework
- Communication to build resilient relationships

VIII. Key 2030 Breakthrough

The main characteristics of success in the delivery of Strategy 2030 are defined by three key words: “**Adapt, Invest, Transform**.” They illustrate the key breakthrough that will determine and influence the level and quality of achievements of GGGI’s Strategy 2030 (figure 14). Members will adapt their national development plans by demonstrating strong commitments to green growth development pathways. By the end of the implementation of Strategy 2030, the level of green investments from both domestic public and private

finance sources and international climate finance will have reached unprecedented levels to sustain the transformations of the economies, resulting in lasting impacts. An increasing number of Members will transform their economies into green growth models. They will be self-sufficient and fully capable of designing, implementing, resourcing, and managing their own green growth ambitions and initiatives related to their NDCs and SDGs.

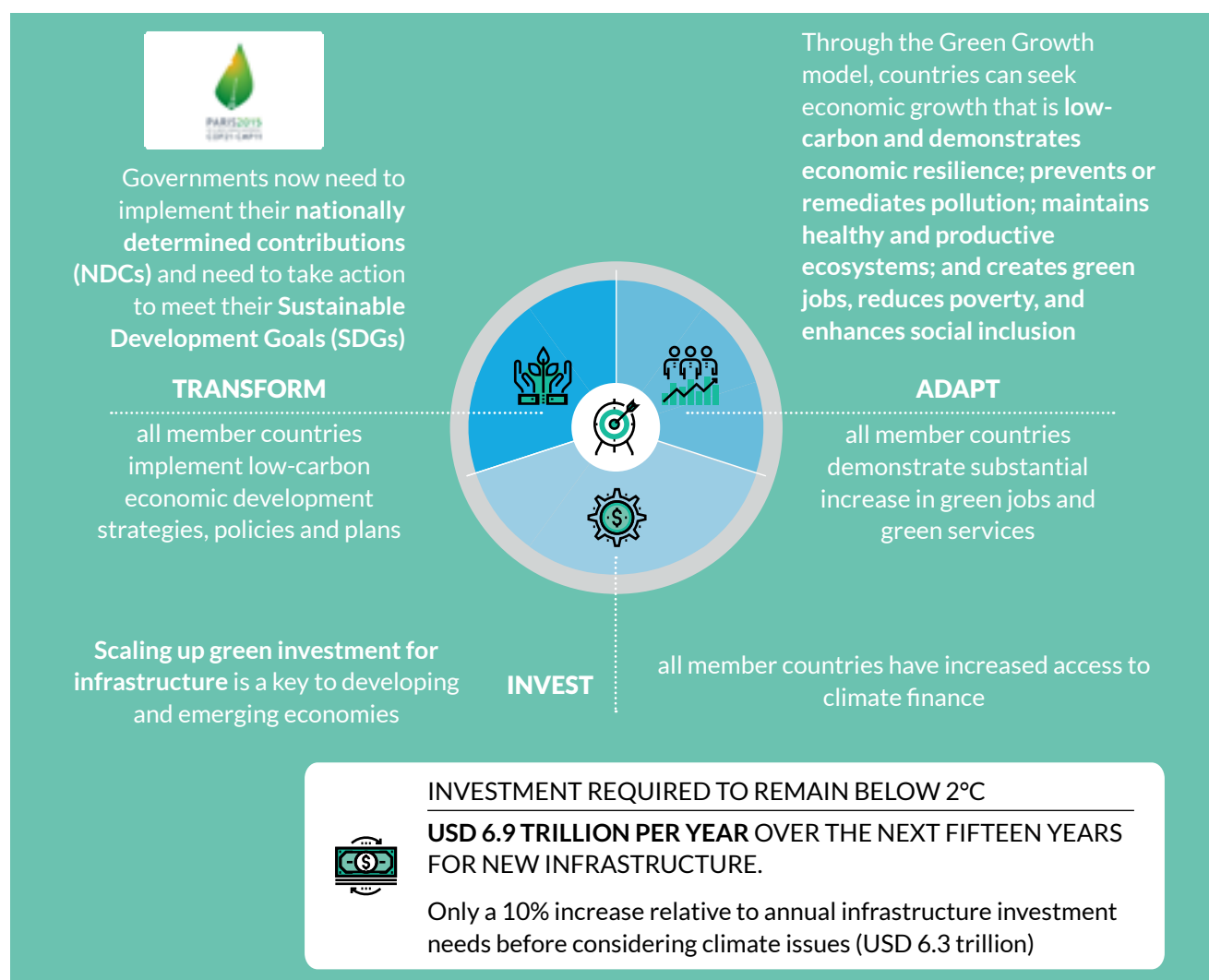


Figure 14: 2030 Key Breakthrough

IX. GGGI as a Learning Organization

One of GGGI's key areas of intervention is to support capacity building and knowledge sharing for Members. The purpose of this chapter is to explain why capacity building, knowledge sharing, and learning are imperative to GGGI's green growth agenda and how it plans to deliver them. In Strategy 2030, the emphasis will be on ensuring its close alignment with the core business of creating enabling green growth policies and plans and mobilizing green investments as well raising

its effectiveness and impact in accelerating the pace of Members' green growth transformation.

In line with the direction of the new Strategy 2030, GGGI will adopt a dual approach, combining external learning and capacity building to broaden the global outreach and deepened understanding of the concept of green growth internally within GGGI.

9.1. External Learning

Green growth is still a new concept for many stakeholders. Increasing knowledge and understanding of green growth requires a concerted effort and dedicated resources to address Members' institutional and technical needs. Essentially, capacity building will be a straightforward exercise designed to train government officials and stakeholders in the critical skills, tools, and knowledge necessary to enable a national program or project. Furthermore, GGGI will continue to support knowledge product development and knowledge transfer and sharing with countries and between countries. Knowledge products and services are central to GGGI's delivery model. They are critical in enabling GGGI to achieve its objectives to inform stakeholders of key strategies, approaches, examples of

success, and tools and methodologies that can be applied to their own country context in adopting green growth policies and projects. The delivery mechanisms presented in the figure 15 below occur at global, regional, and country levels in the form of published technical papers, reports and studies, training modules, technical guidelines, synthesis reports, blog posts, regional policy dialogue, webinars, workshops, forums, knowledge exchange, peer learning study tours, and communities of practice (working groups). Throughout its knowledge sharing approach, when practical, GGGI will access and leverage resources from, as well as participate in, key global and regional knowledge sharing platforms.

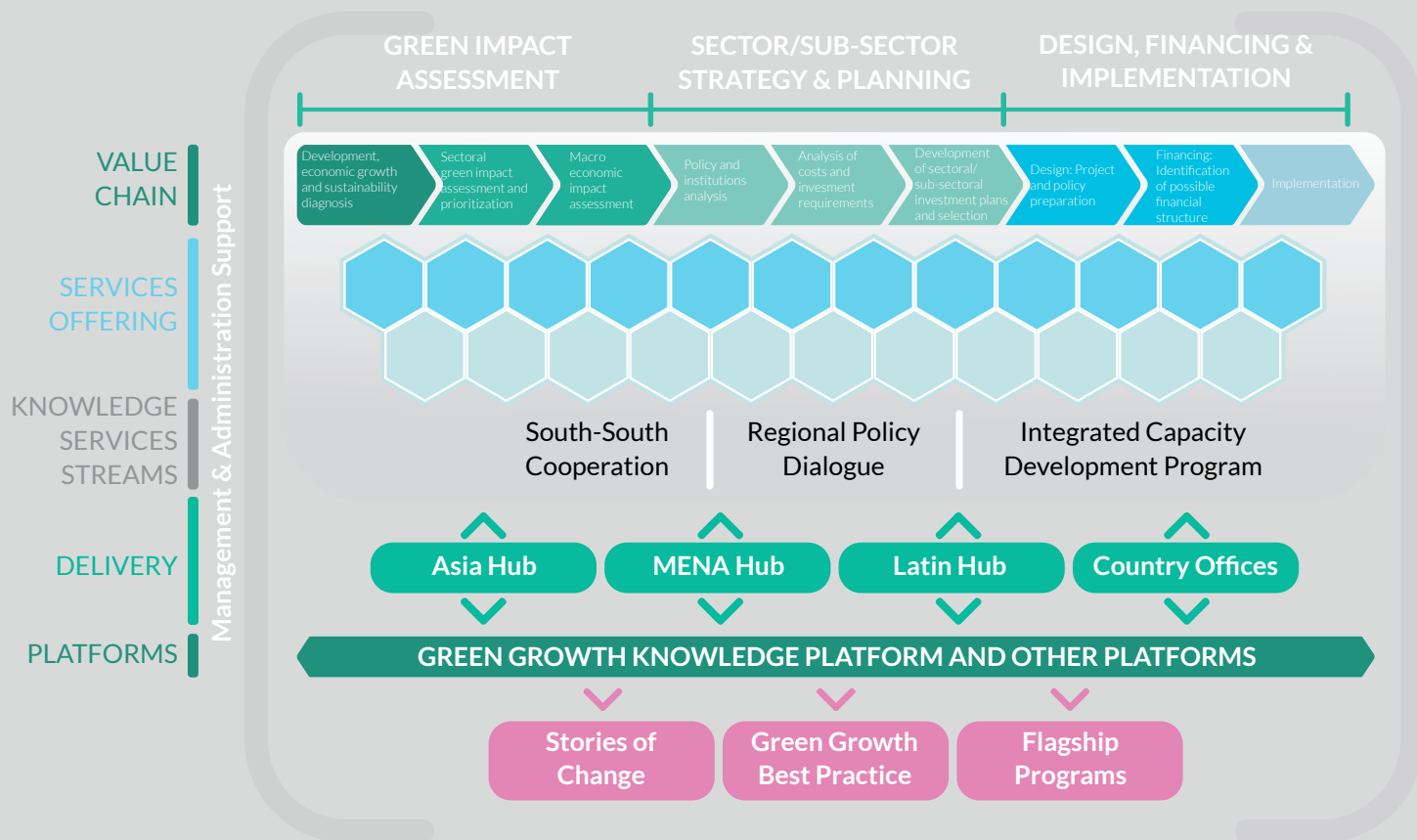


Figure 15: GGGI's Integrated Knowledge Sharing Approach

9.2. Internal In-house Learning

A parallel objective is for GGGI to develop an organizational culture of collaborating, cocreating, and learning to ensure the most efficient and effective delivery of programs and services. As a learning organization operating in an increasingly complex and ever-changing world, GGGI must ensure that it can remain flexible, adaptive, and productive. It is an essential part of taking a systemic approach as it helps to navigate complexity and adapt based on the learning. According to the Harvard Business Review¹¹, a learning organization is “an organization skilled at creating, acquiring, and transferring knowledge, and at modifying its behavior to reflect new knowledge and insights.” To this end, learning organizations practice five key activities well: systematic problem solving;

experimentation with new approaches; learning from their own experiences and history; learning from the experiences and best practices of others; and transferring knowledge quickly and efficiently throughout the organization at all levels.

In order to promote a conducive environment and culture for green growth learning, GGGI will continue developing and improving systems and processes to support and integrate these five activities into the fabric of its daily operations and interactions with Members, partners, and stakeholders. The processes will help strengthen existing best practices and create central repositories of relevant knowledge easily accessible for all.

¹¹ Harvard Business Review. July–August 1993 issue, Building a Learning Organization. <https://hbr.org/1993/07/building-a-learning-organization>



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