



Global Green Growth Institute

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E-Consultations Item #4

GGGI Pacific Regional Strategy

PURPOSE/ACTION REQUIRED

Members of the Assembly and the Council will be invited to:

<input checked="" type="checkbox"/> Take note of the GGGI Pacific Regional Strategy
<input type="checkbox"/> Approve _____

<input type="checkbox"/> Provide feedback on _____
<input type="checkbox"/> Other (please specify) _____

CONTEXT/BACKGROUND

The Global Green Growth Institute’s (GGGI) operations in the Pacific region started in 2015. GGGI’s membership and programming have increased significantly over the past seven years, and that trajectory is expected to be maintained/scaled-up in coming years. GGGI has now developed a Pacific Regional Strategy which will guide and further enhance its work and impact in the region for the next five years and support Pacific Island Countries (PICs) to ultimately achieve their national sustainable development goals, Nationally Determined Contribution (NDC) ambitions, National Adaptation actions and targets, and green their COVID-19 recovery.

SUMMARY

The Pacific Regional Strategy (PRS) 2023-2027 sets out GGGI’s orientation, ambition, and impact targets in the Pacific Islands over the next five years, consistent with the GGGI Strategy 2030 and Roadmap 2021-2025. The PRS is aligned with the Pacific Island Members and partner countries national priorities, and Nationally Determined Contributions (NDC), National Adaptation Plans and Sustainable Development Goals (SDG) commitments to transform their economies towards a green growth model that is low carbon, climate resilient, environmentally sustainable, and socially inclusive.

The development of the PRS was informed through consultations with key stakeholders including Pacific Member governments, regional agencies, donors, Non-Government Organizations, civil society and private sector. Three cross-cutting emerging priorities were identified: mobilizing investment for climate change adaptation, strengthening gender and social inclusion and supporting the blue economy. These will be implemented through the following GGGI programmatic solutions: Green investment (PS1), Climate action (PS2), Climate resilient agriculture (PS3), Sustainable forestry (PS4), Coastal resilience (PS5) and the blue economy, Sustainable mobility (PS6), Waste management (PS7) and Green buildings (PS8), Renewable energy including solar PV (PS9) and Carbon pricing (PS11).

Over the next five years, GGGI aims to scale up its operations, country and regional programs, including increasing members from 5 to at least 8 countries in the Pacific Islands. With this expansion, the Pacific’s annual operational budget will increased from USD 6 million in 2022 to USD 12 million in 2027, with the aim to mobilize USD 650 million in green investments and achieve the related SO impact targets. The 2027 targets will be reviewed in 2025 in line with the mid-term review of GGGI’s Strategy 2030.

Pacific Regional Strategy 2023-2027

Enabling a Green Transition in the Blue Pacific





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The Global Green Growth Institute (GGGI) is an international organization dedicated to supporting and promoting strong, inclusive and sustainable economic growth in developing countries and emerging economies.

GGGI was established in 2012, at the Rio+20 United Nations Conference on Sustainable Development, and currently consists of 43 Member countries around the world.

GGGI's mission is to support the transition of its Member countries toward a model of green growth by developing and implementing strategies that simultaneously achieve poverty reduction, social inclusion, environmental sustainability and economic growth. By pursuing this mission, GGGI aims to achieve its vision of a resilient world of strong, inclusive and sustainable green growth.





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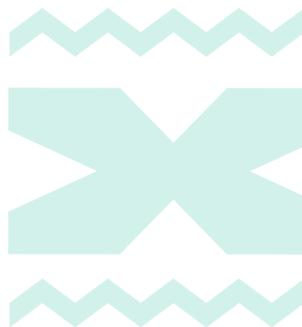
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The Pacific Regional Strategy (PRS) sets out GGGI’s program priorities, Strategic Outcome (SO) impact targets and ambitions in the Pacific Islands Region over the next five years, aligned with GGGI’s Strategy 2030 and Roadmap 2021-2025. The PRS reflects the national development objectives of GGGI Member and Partner countries in the Pacific and their Sustainable Development Goals (SDGs) and Nationally Determined Contributions (NDCs) commitments to transform their economies towards a green growth model that is low carbon, sustainable, climate resilient and socially inclusive.



1. INTRODUCTION

The Pacific Regional Strategy (PRS) will guide the Global Green Growth Institute (GGGI) in expanding its operations from five countries in 2022, to at least eight countries by 2027, increasing its operational budget from USD 6 million per year in 2022, to USD 12 million

in 2027, with the aim to mobilise USD 650 million in green investments. Through the implementation of the PRS, GGGI aims to achieve the following results in the Pacific:

44.6 mtCO₂e

GHG Emissions Reduced

100,000

Green Jobs Created

3.7 Million

People with Increased Access to Sustainable Waste Management

1.1 Million

People with Increased Access to Sustainable Public Transport

1.6 Million

People with Increased Access to Clean Affordable Energy

600,000

People with Increased Access to Improved Sanitation

360,000

People with Enhanced Capacity for Adaptation and Resilience to Climate Change Impacts

20,000

Hectares of Enhanced Natural Capital Protected



Figure 1. GGGI's Value Chain

GGGI's value chain (Figure 1) ensures that its interventions will continue to focus on policy development and institutional strengthening, climate action and green investments, as well as knowledge sharing and capacity building. This support will be delivered through a localized approach and funded by a combination of core and earmarked funding. The implementation of the PRS will leverage GGGI's value as an embedded and trusted partner with the support of our Member and Partner governments, donors and key development partners. The PRS provides guidance for all the business functions, plans and stakeholders collectively to support the achievement of GGGI's Pacific Members and Partner countries national sustainable development objectives and delivery of the GGGI Strategy 2030.

The PRS was developed through consultations with key stakeholders in the Pacific. Stakeholders consulted include Member country governments, non-member country governments, regional organizations, development partners, civil society and private sector organizations, donors and GGGI staff. In addition, a desktop review of the Pacific strategic landscape, stakeholder mapping and gap analysis was also conducted. Insights gained from the development of the PRS were shared with the GGGI Impact and Evaluation Unit, which was undertaking an internal evaluation of the Pacific program. The results of the evaluation will inform the Strategy's implementation.



2. STATE OF PLAY FOR GGGI ACTIVITIES IN THE REGION

2.1 MEMBERSHIP AND OPERATIONS

GGGI has five Members in the Pacific Islands: Fiji, Kiribati, Papua New Guinea (PNG), Tonga and Vanuatu. GGGI's work in the Pacific started with operations on the ground in Fiji and Vanuatu in 2015. Since then, offices have also been established in Kiribati, PNG and Tonga, representing a combined population of just over

10.5 million with PNG alone accounting for 86%. In addition, through regional programs such as the Pacific NDC Hub, GGGI has been able to carry out project activities in Tuvalu, Samoa, Solomon Islands and the Marshall Islands (see Figure 2).

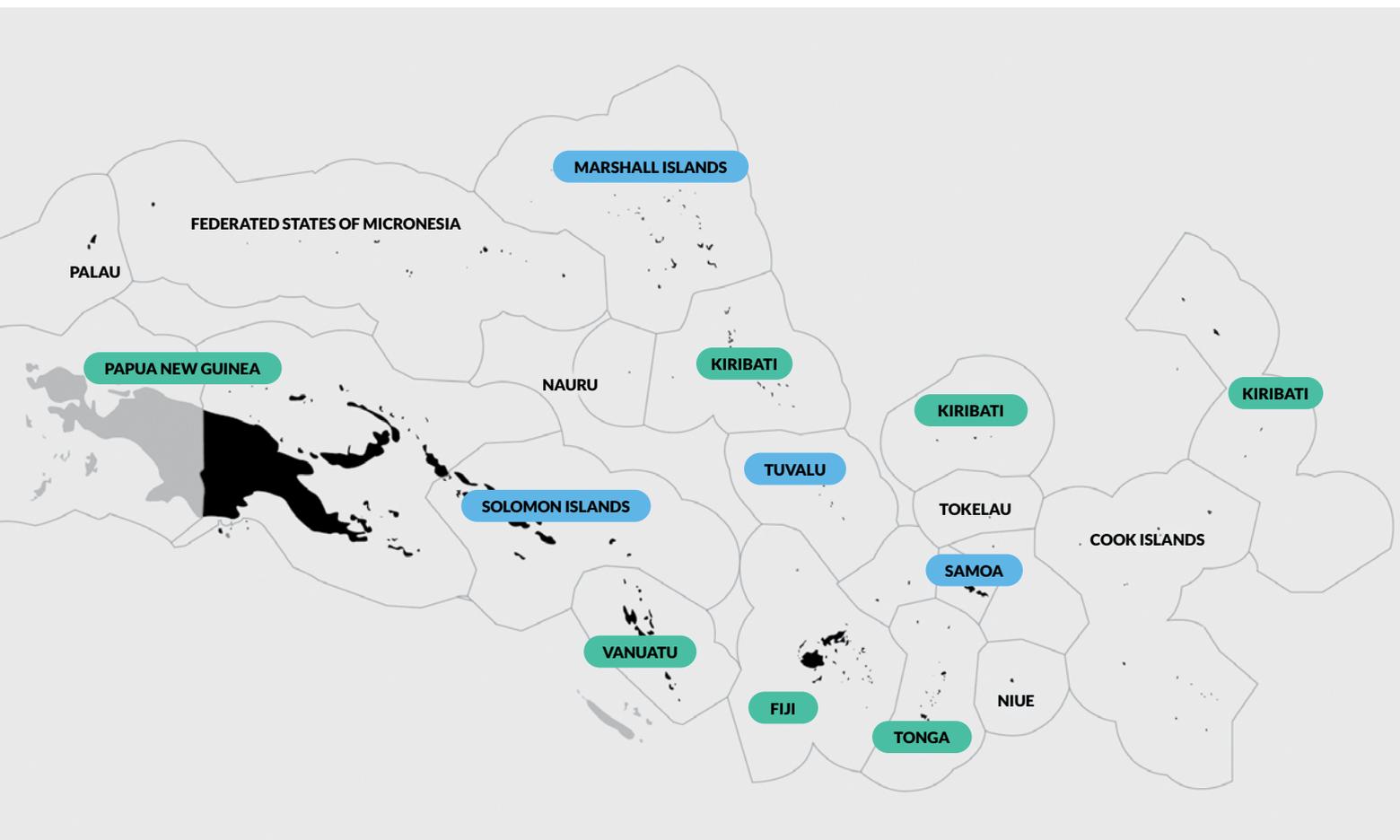
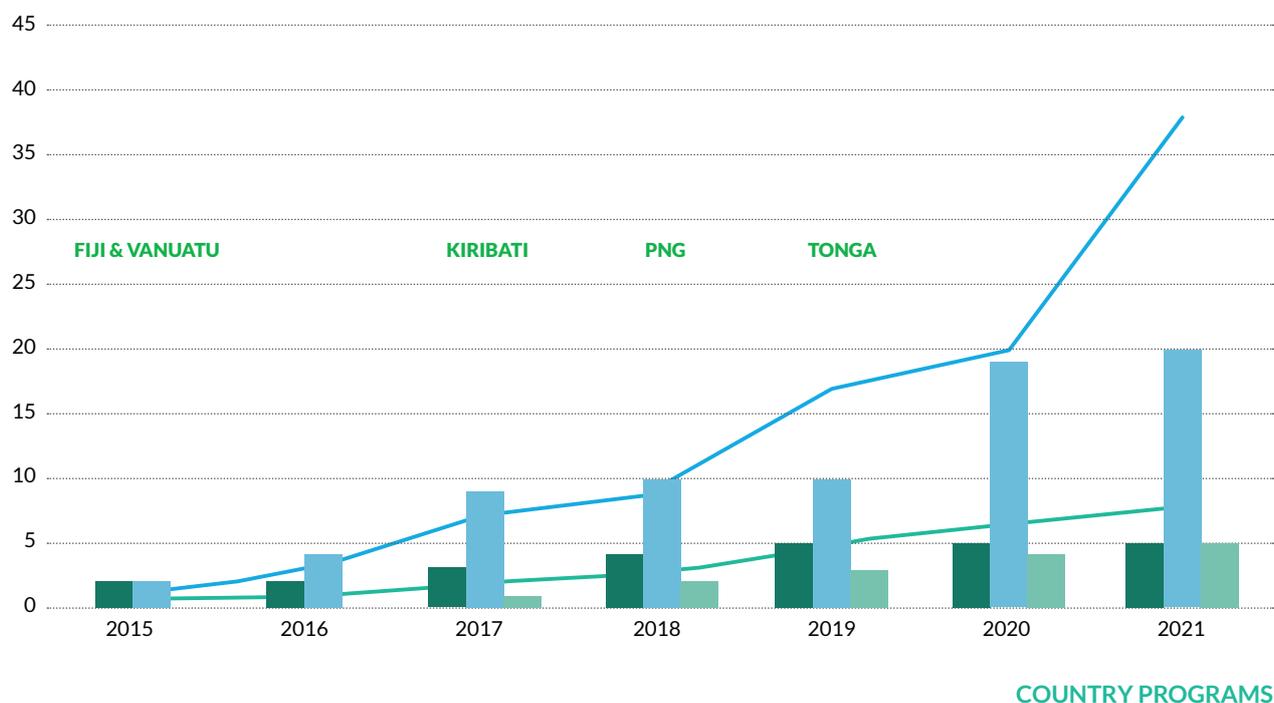


Figure 2. Pacific Island member and partner countries. Members denoted with green, partners with blue.

Between 2015 and 2022, the Pacific operations have grown from 1 staff member on the ground to 40 staff members, with the continuous support of the GGGI Head office and internationally-based staff. GGGI's operations in the Pacific have reached a combined annual budget of approximately USD 6 million, 90% of which is from earmarked donor funding and 10% from core funding (Figure 3).

Since 2015, GGGI has been involved in the delivery of more than 60 projects in the region.

From the start of its operations until now, GGGI in the Pacific has built strong and deep collaboration with Member and partner countries, expanded membership and added new thematic areas of work.



	2015	2016	2017	2018	2019	2020	2021
— NO. OF STAFF	1	3	7	9	17	20	38
— OPERATIONAL BUDGET (USD IN MILLIONS)	0.72	0.75	2.18	2.5	4.9	6.5	7.8
● NO. OF COUNTRY PROGRAMS	2	2	3	4	5	5	5
● NO. OF PROJECTS	2	4	9	10	10	19	20
● NO. OF DONORS	0	0	1	2	3	4	5

Figure 3. Growth of GGGI's Pacific Program: 2015-2021.

This growth has been supported through partnerships with regional and national organisations and development partners. Pacific operations are funded by core and earmarked funding from a diverse range of multilateral and bilateral partners, with earmarked funding being the largest source of funds.

The current focus areas for country programs in the Pacific are set out in our Member countries' Country Planning Frameworks (CPFs). The CPFs, which are developed for all Member countries, set out their five-year program priorities and targets and are fully aligned with the PRS.

2.2 DELIVERY IN THE REGION TO DATE

In line with GGGI's Global Operational Priorities and Programmatic solutions outlined in its Strategy 2030 and Roadmap 2021-2025, GGGI's work in the Pacific has focused on strengthening the enabling environment for climate action and green investments including policy development, technical assessments, capacity strengthening and climate finance and investment planning. From an initial focus in the energy sector, GGGI in the Pacific has grown and gained a reputation as a trusted and effective partner and is now responding to requests for technical support in 10 of GGGI's 11 programmatic solutions including climate finance, NDC implementation, climate smart agriculture, sustainable mobility and green buildings.

BOX 01 Strengthening Climate Change Resilience Through Solar Water Pumping in Vanuatu



22 cyclone resistant solar water pumping systems (SWPS) were installed and commissioned within 21 communities, reaching 9,500 beneficiaries. Four reverse osmosis units were also provided to 4 communities. 90 % of the communities considered that the installed SPWS enhanced their access to safe potable water while 94.7% stated that their water requirements for basic needs and good health are now being met. The displacement of diesel generation by solar energy will result in CO₂ emissions reductions of 3,616.3 tCO₂e over the expected lifetime of the systems. National guidelines were also developed for the design, supply, O&M of SPWS. GGGI worked closely with NGOs and private sector in Vanuatu throughout the project to ensure the sustainable uptake of solar energy in the water sector. A second phase of this project to support an additional 30 communities with low carbon, resilient water systems is currently underway. The SWPS projects Phase 1 and Phase 2 has been funded by the Government of Luxembourg.

In terms of results, GGGI has delivered over 50 advisory outputs to date that informed the development of government green growth policies, with 23 adopted policies and approximately USD 90 million in catalysed green and climate investments. The successful establishment of green National Financing Vehicles (NFVs) in Vanuatu and PNG and support to a development bank and existing trust fund in Fiji, have catalysed blended finance from international and local sources for national projects and priorities. In addition, GGGI has acted as the delivery partner for GCF Readiness in PNG, Fiji and Vanuatu building capacity and enhancing access to climate finance.

BOX 02 Fiji and Tonga's Low Emission Development Strategies (LEDS)



The Fiji Ministry of Economy requested GGGI's support to develop its LEDS in 2018. A participatory and consultative process was undertaken with emissions modelling for energy, transport, forestry, agriculture, waste and the blue economy. Fiji launched the LEDS at COP24 where Fijian Prime Minister, Voreqe Bainimarama, remarked, **"No Pacific Island nation has ever undertaken such a thorough or comprehensive study on an economy-wide, low carbon development strategy... I want to pay particular tribute to the Global Green Growth Institute for the technical expertise."** Fiji formally submitted its LEDS to the UNFCCC in February 2019. GGGI supported the Tonga LEDS under the direction of the Department of Climate Change. It was developed in a participatory manner, grounded in Tonga's culture and values and guided by six interrelated sector pathways for energy, transport, agriculture, forestry and fisheries, waste, and human settlements. The workshops organized across sectors and communities combined traditional culture and knowledge with technical analyses to strengthen resilience and capacities to address climate change challenges in a collaborative way. Tonga's LEDS was approved by the Cabinet in November 2021 and submitted to UNFCCC the same year. The development of Fiji's and Tonga's LEDS was funded by Denmark, the UK, Australia, Norway, Korea and New Zealand.

All GGGI programs in the Pacific (see Table 1) contribute to programmatic solutions 1 and 2 relating to green investments and climate action. Within these areas GGGI's interventions are based on country specific programmatic solution priorities.

Table 1: GOPs and Programmatic Solutions currently addressed in the Pacific

GLOBAL OPERATIONAL PRIORITIES	PROGRAMMATIC SOLUTIONS	PACIFIC PORTFOLIO
1 Catalysing and accelerating access to climate finance/green investments for Members' public and private sectors	1 Green investments (green bankable projects, investment proposals, NFVs, green and climate finance instruments, international carbon finance)	All programs
2 Supporting GGGI Members in strengthening policy, plans, regulatory frameworks, and institutional capacity achieve green growth outcomes	2 Climate Action (inclusive green growth plans and policies, LT-LEDS, NDC support, MRV system design, climate diplomacy, carbon pricing policies)	Fiji, Kiribati, Marshall Islands, Samoa, Solomon Islands, Tonga, Tuvalu, Vanuatu
3 Achieving a sustainable and circular bioeconomy while securing healthy natural systems	3 Climate Resilient Agriculture (solar irrigation, RE application and agri-value chain, resilient cropping practices, resource conservation)	Fiji, Kiribati, PNG
	4 Sustainable Forests (REDD+, landscapes financing mechanisms, natural capital markets innovations)	PNG
	5 Coastal resilience (mangroves as ecosystem for livelihoods, aquaculture, marine issues – fisheries, flood protection and pollution)	Fiji, Tonga, Samoa
4 Making cities and communities sustainable, liveable, and resilient through supporting green jobs, services and green infrastructures	6 Waste Management (circular economies, urban and agriculture waste, wastewater, FSM, waste to resource)	Fiji, PNG
	7 Sustainable Mobility (e-mobility, non-motorized transport)	Fiji, PNG
	8 Green Buildings (green urban infrastructure norms/standards/policies, energy efficiency in residential & commercial buildings)	Fiji, Vanuatu
	9 Solar PV (energy transition access and productive use – solar water pumping, solar PV auctions, rooftop, utility scale plants, storage)	Fiji, PNG, Vanuatu, Tonga
	10 Green industries (green industrial parks, green supply chains, EE in SMEs, labelling and standards)	Fiji, Kiribati, PNG, Samoa, Tonga, Vanuatu
5 Accelerating progress in eradicating poverty and gender inequality through GGGI's country programs	All programs	



**BOX
03****Establishment of a Credit Guarantee Corporation for Small and Medium Enterprises (SMEs)**

GGGI supported the Bank of Papua New Guinea (PNG) to establish a new Credit Guarantee Corporation that will give credit access to thousands of rural based SMEs in the PNG agribusiness sector. GGGI assessed the need for credit among PNG's agribusinesses, particularly those dealing with cash crops, organized webinars to help build capacity in local institutions and is supporting the development of guarantee products, the design and deployment of an online loan referral platform, opportunities for the CGC to access climate finance. The CGC has a USD 14 million capitalization from the Government of PNG with 60% owned by the Bank of PNG and 40% owned by the private sector. The development of the CGC and the ongoing support of GGGI is funded by the Government of Australia.

GGGI's work in the Pacific, and strategic advantage of being embedded in governments, is well regarded by members that appreciate the operational agility, flexibility, and responsiveness to the needs of Pacific Island Members and partners. GGGI's focus on NDCs, climate action and finance, green growth and investments, align well with the leadership that Pacific Members have shown nationally, regionally and globally on these issues.

GGGI has also contributed actively to regional initiatives, such as the Pacific NDC Hub, where GGGI's agility has ensured it is able to respond quickly to country demands for specific technical assistance in implementing their NDCs. GGGI has also played a pivotal role in recruiting embedded climate finance advisers based on country requests through the Climate Finance Access Network, addressing a recognized need for additional capacity and organizational strengthening.

Our involvement in regional initiatives assists operational coordination with key regional agencies such as the Pacific Community (SPC) and the Secretariat of the Pacific Regional Environment Programme (SPREP) and increases GGGI's visibility and engagement with development and donor partners.

**BOX
04****Supporting NDC Implementation in the Pacific**

Over the last 5 years, GGGI has support the development of three Enhanced NDCs (PNG, Samoa, Tonga), six NDC Roadmaps (Fiji, Kiribati, PNG, Samoa, Tonga, Tuvalu) and five NDC Investment Plans (Kiribati, Tonga, Samoa, Tuvalu, Fiji). GGGI's support to investment planning in Fiji, Kiribati, Samoa, Tonga and Tuvalu has identified a combined investment need of 2.3 billion USD across all 5 countries. These investment plans have created a project pipeline for priority mitigation and adaptation projects, which can support each country in fulfilling the greenhouse gas mitigation targets outlined in their NDCs. Sectors covered in detail in the Roadmaps and Investment Plans include renewable energy, energy efficiency, land, maritime and air transport, forestry, agriculture, waste and marine protected areas. The bankable projects identified in close coordination with governments and key stakeholders provide an important evidence base for investors and are therefore a key step in leveraging the finance countries need to achieve their NDC targets. This NDC implementation support was funded by Denmark, the UK, Australia, Norway, Korea, Germany and New Zealand through core funding to GGGI and through the Pacific NDC Hub and the NDC Partnership.



3. GREEN GROWTH CHALLENGES AND OPPORTUNITIES IN THE PACIFIC



3.1 MAJOR TRENDS AND CHALLENGES

LARGE OCEAN STATES

Pacific Island Countries (PICs) are geographically dispersed across the world's largest ocean. There is international recognition of the particular challenges of Small Island Developing States (SIDS), though Pacific SIDS advocate to be known as 'Large Ocean States', recognizing their stewardship of the largest ocean on our planet and the ecosystem services, food and biodiversity it provides. Indigenous people comprise the majority of the population within Pacific countries and most land in the Pacific is communally owned by indigenous people. GGGI is actively pursuing opportunities for investments in the Blue Economy that deliver economic, social, cultural and environmental benefits.

A REGION OF DIVERSITY

Pacific countries, while generally small in land area and population, are highly diverse geographically, ecologically, culturally and economically. PNG is the

largest country in the region with a population over 8 million people while Niue, the smallest with just 1,500 people. With the exception of PNG and Fiji, Pacific economies are relatively small and challenged by a narrow economic base. Forestry is an important economic sector in PNG, Vanuatu, Solomon Islands and Fiji, while fisheries and remittances make major contributions to the GDP for Nauru, Kiribati, Tonga and Samoa. Tourism is a major foreign exchange earner for Fiji, Palau, Cook Islands and Vanuatu, and to a lesser extent in Tonga and Samoa. Countries have both matrilineal and patrilineal societies and different traditional land and coastal fisheries ownership governance. The region is linguistically diverse, with more than 850 languages spoken. In the Pacific, no one development solution fits all countries hence the customization and localization of GGGI's interventions is necessary.

EXTREME VULNERABILITY TO CLIMATE CHANGE

PICs are extremely vulnerable to the impacts of climate change. An increase in the incidence of extreme, climate-related weather events has locked PICs into a cycle of risk reduction and response. Extreme vulnerability to climate change threatens the very existence of some nations and the safety, security and livelihoods of the majority of all Pacific peoples (IPCC, 2022). Climate action, and in particular the scaling of financing to support adaptation and ocean ecosystems is a high priority. PICs are prioritising strengthening climate resilience at all levels, whilst pursuing a long-term transition to low-carbon, inclusive development through national development strategies and low emission development strategies that encompass both mitigation and adaptation measures. Poorly designed interventions to address climate vulnerability may undermine traditional resilience systems, while better designed interventions such as human-centred and context-specific approaches may enhance traditional resilience systems and local leadership (McNamara et al, 2022).



REMOTENESS & IMPACTS ON SERVICE DELIVERY

The falling cost of renewable energy is improving energy access but acceleration of the energy transition is hindered by policy and regulatory barriers and the high costs of infrastructure development in remote islands and dispersed populations. Waste, water and sanitation infrastructure investment faces similar challenges of equitable access, efficiency and sustainability of operations and maintenance. Operating challenges emerge from poor state of present infrastructure, extended supply chains, low cybersecurity and privacy awareness, and local skills gaps. New technology and improved communications are enabling new service delivery solutions, new ways of collaborating and addressing issues such as disaster risk reduction and early warnings, climate monitoring and coastal zone management.

DEGRADATION OF PACIFIC ECOSYSTEMS

The Pacific's vast ocean and diverse land and marine resources are under threat. Rapid biodiversity loss is being driven by agricultural expansion, urbanisation, poor waste management and over-exploitation of natural resources. Forest loss in Melanesia continues, driven in part by export demand and poor regulation (The Guardian, 2021).

Throughout the rest of the Pacific the decline in marine biodiversity and resources affects livelihoods and enterprise opportunities. Overexploitation, and deforestation, including mangrove removal, conversion of forestland to cropland, logging, mining, and overfishing are all major threats to Pacific ecosystems.

RAPID SOCIAL AND CULTURAL CHANGE

The Pacific is undergoing rapid social and cultural change driven by population growth, urbanisation and evolution of governance systems in urban areas, changes in income and wealth distribution, and health and wellbeing pressures such as non-communicable diseases. There is increased recognition and prioritisation of the needs of persons living with disabilities, youth and marginalised groups of the need to advance gender equality and social inclusion in the region. Certain gender issues cut across many PICs. These include low levels of women's political representation, vulnerability to poverty, high levels of violence against women, poor access to reproductive health services and increasing rates of non-communicable diseases (SPC, 2017). Rapid population growth in urban and peri urban areas, particularly in coastal areas, is increasing pressure on infrastructure services, and further exacerbating gaps in land use planning and climate resilience of human settlements. Continued emigration of skilled labour compounds technical skills shortages.

COVID-19 AND RISING COMMODITY PRICES

Whilst the Pacific escaped the worst of the health impacts from the pandemic, the severe economic impacts from COVID-19, particularly in tourism-dependent economies such as Fiji and Vanuatu, has compounded other challenges faced by PICs including high vulnerability to external economic shocks and natural disasters, a narrow economic base, long supply chains, high import costs, heavy reliance on fossil fuels, and often low prices for exports.

Rising commodity and transport prices present challenges for the recovery but also provide additional impetus for renewable energy and cleaner transport solutions. COVID-19 has also stimulated the entrepreneurial scene in the Pacific, motivating entrepreneurs to start their own businesses.



HIGH YOUTH UNEMPLOYMENT AND BARRIERS TO ENTREPRENEURSHIP

Unemployment and poverty have increased dramatically due to COVID-19, cushioned by overseas remittance income from Pacific Islanders, traditional social safety nets and communal access to land and coastal fisheries (Ferguson et al, 2022). A high proportion of the workforce is engaged in the informal sector, and women and marginalised groups continue to face inequality of economic opportunities. COVID-19 led to a significant increase in people starting their own businesses, but many of these remain within the informal economy.

LIMITED ABSORPTION CAPACITY AND TECHNICAL SKILLS GAPS

Embedding green growth and climate change priorities in government plans and ministries and securing the finance and capacity for implementation remains high of the agenda among Pacific countries. Limited institutional capacity, weak coordination, and lack of bankable projects to translate green growth and climate resilience commitments into green investments and project implementation remain barriers to scaling finance. PICs would like to generate sustainable revenue streams from the Blue Economy, but there are technical skills gaps to identify opportunities, determine feasibility, engage with the private sector, assess viability of investment and broker financing options. These factors are all limiting absorption capacity and reducing aid effectiveness.



3.2 ENABLERS AND OPPORTUNITIES FOR GREEN GROWTH

PACIFIC LEADERSHIP

The Pacific has shown global leadership and continues to advocate for climate action, in particular adaptation, ocean conservation and the sustainable development of the blue economy. Alternative sustainable and socially inclusive, low carbon economic models and concepts are being increasingly tested in the Pacific over the last decade including green growth models, circular economy approaches and opportunities for sustainable investments within the blue economy.

Governments continue to show leadership and high commitment to green growth and climate action with high renewables targets, enhanced NDCs, and development of long-term low emission strategies. The mandate for green growth and climate action is often driven by central government ministries such as those responsible for finance and economic development.

CLIMATE RESILIENCE AS CROSS SECTORAL PRIORITY

National development plans and sector policies increasingly incorporate climate resilience measures and there is strong cross-sector commitment to transitioning to greener growth models. There is an opportunity to foster partnerships between sectors, develop formal and informal multi-disciplinary working groups for implementation of climate resilience and increasingly develop a culture of information and knowledge management and sharing. This includes

creating more vertical partnerships to address gaps which exist in translating ambitions at the national level into implementation at subnational and community level and connecting those who are working on the ground to the climate finance needed to scale-up.

GREENING THE RECOVERY

Pacific Island governments are seeking growing amounts of external support to deliver their increased NDC ambitions with a clear shift in priority towards interventions such as sustainable mobility, climate-smart agriculture, green buildings, climate proof infrastructure, marine protected areas and coastal resilience. As part of the recovery from the impacts of COVID-19 in the region, there is an increasing emphasis on equitable green jobs and entrepreneurship and leveraging the recovery to support transformation of energy, transport and waste systems.

LOCALISATION AND PARTNERSHIPS

GGGI's model is based on localised, context specific approaches working in partnership with members and other development partners. The pandemic led to greater use of virtual platforms that supported locally-led approaches and remote support. GGGI will continue to prioritise locally-led approaches supported by embedded and appropriate technical assistance to address key skills gaps.



4. REGIONAL FOCUS AND PROGRAMMATIC SOLUTIONS

4.1 GGGI'S VISION AND MISSION IN THE PACIFIC

GGGI's vision and mission in the Pacific is aligned to its 10-year Strategy 2030 and Roadmap 2021-2025 for a region of strong, low-carbon, climate resilient, socially inclusive and sustainable growth.

GGGI aims to achieve this by supporting its Pacific Member countries transform their economies towards a green growth economic model.



Figure 4. GGGI Global Vision and Mission.

GGGI will continue to support countries in the Pacific transition to a green growth model by combining policy advice, technical assistance and partnership brokering with developing bankable projects to implement green policies and attract green and climate finance. Building on existing initiatives, GGGI will continue to support the Pacific region to create green jobs, enhance policy frameworks (including strategies, roadmaps, standards, regulations, etc.), improve institutional capacities in GHG measurement and reporting, access climate finance and sustainable energy, transport, water and waste solutions, strengthen capacities to improve the application of green technologies, and scale-up achievement of respective NDC targets and goals.

GGGI will support Members and partner countries to progress their green transition through tailored technical assistance and by brokering connections and facilitating knowledge sharing to support investment planning and match sources of finance with implementation partners in support of government's climate action and green investment. GGGI offers a menu of 11 programmatic solutions to its Members and partner countries and its interventions are formulated based on countries specific needs and priorities and matched with the priorities of donors and development and climate investment partners.



4.2 EMERGING PRIORITIES

MOBILIZING INVESTMENT FOR CLIMATE ADAPTATION

Based on GGGI's solid mitigation and green investment track record, growing its adaptation and resilience portfolio in the region will be a priority for the PRS. Based on PICs priorities, consultations with government counterparts and partners, GGGI will expand its portfolio by focusing on mobilising finance for climate resilience, including policy development, organisational strengthening and investment planning for adaptation. The current global financing for adaptation in developing countries is less than a fifth of the assessed cost (UNEP, 2021). GGGI's focus on adaptation and resilience finance will address this high priority issue in the Pacific.

To grow GGGI's adaptation and resilience portfolio, we will look for synergies and opportunities to mainstream adaptation and resilience into existing areas of work and broaden our partnerships to work with and complement regional, national and local organisations already engaged in the adaptation space. We will identify opportunities to bring GGGI's complementary know-how in climate finance to mobilise investment to scale-up adaptation and resilience in existing areas of work, such as energy, transport, buildings and climate smart agriculture, as well as new areas such as coastal protection and nature-based adaptation solutions.

STRENGTHENING GENDER EQUALITY AND SOCIAL INCLUSION

Strengthening climate resilience requires long-term behaviour changes and as such GGGI will expand its expertise in gender equality and socially inclusive approaches to ensure it is adopting a people-centred approach to all areas of its work. To this end, targeted capacity building and institutional strengthening, knowledge development, lessons learned, and green growth and climate change advocacy will continue, while integration of poverty reduction, gender and social inclusion will be strengthened across all areas of GGGI's work.

SUPPORTING THE BLUE ECONOMY FOR A GREEN RECOVERY

GGGI will leverage its ongoing green job creation, green investment mobilization and private sector engagement and expand to opportunities within the Blue Economy that align to areas of existing GGGI support including in waste, tourism, maritime transport, coastal livelihoods, mangroves, coastal resilience through nature-based solutions and marine protected areas. GGGI will look to facilitate greater public private partnerships for scaling investments that support a green / blue recovery to COVID-19 and expand programs such as the Pacific Green Entrepreneurship Network.

4.3 REGIONAL PROGRAMMATIC SOLUTIONS

Recognising the uniqueness and diversity within the region, GGGI's Programmatic Solutions (see Table 2) have been contextualised to the Pacific. The following priority programmatic solutions will be the focus of the PRS. These programmatic solutions and priorities for the short and medium term have been informed through stakeholder consultations with governments, regional organisations, development partners and GGGI staff, document review and a stakeholder and opportunity mapping exercise.

GREEN INVESTMENTS (PS1)

The Pacific needs to mobilise a significant amount of financing to address climate change adaptation and resilience needs and to accelerate the transition to a greener economic model. PICs face a large climate finance "gap," with the average additional annual spending needs estimated at 6.5 to 9 percent of GDP, or almost USD 1 billion for the region (IMF, 2021). Whilst SIDS have been recognised as requiring specific attention, climate-finance remains difficult to access and insufficient to address the scale of the transition needed. GGGI will support partners to develop bankable project ideas, high quality concept notes, investment pipelines, and national and regional financial instruments as well as build internal capacities. GGGI will strengthen its private sector engagement strategy to promote and facilitate private sector participation and investments in green businesses. Recognising the priorities of the region, GGGI will expand support to partners to realise investment opportunities within the Blue Economy that align closely with GGGI expertise including maritime transport and blue carbon opportunities.

CLIMATE ACTION (PS2)

GGGI will continue to support countries to develop and implement green strategies and policies -including supporting PICs to develop and implement revised and enhanced NDCs, NDC Roadmaps and Investment Plans and Long-Term Low Emission Development Strategies (LT-LEDS). GGGI support will include strengthening MRV systems, cross-cutting issues and capacity building for NDC planning, monitoring, implementation and stakeholder engagement. Wherever requested by members, GGGI will support alignment of green recovery planning with NDC targets. GGGI will also

seek to support building synergies between NDC and National Adaptation Plan (NAP) implementation to identify actions that can achieve both mitigation and adaptation aims, building on its experience in integrating adaptation considerations into LT-LEDS. GGGI will also support mainstreaming of NDC and NAP into provincial and local level planning and building capacity within subnational institutions and partners to implement NDCs and NAPs. At a regional level, GGGI will strengthen agreements and partnerships with key regional organisations building on its work with the Pacific NDC Hub.



CLIMATE RESILIENT AGRICULTURE (PS3)

Agricultural and agroforestry systems are critical to food security, health and nutrition and livelihoods in the Pacific and provide an important social safety net in times of crisis, as well as a growing export market. These systems are predicted to be increasingly compromised by climate change (Taylor et al, 2016). There are many existing government, research and civil society organisations working to address these impacts through mainstreaming within policy and planning, agricultural education, plant genetic improvement and conservation and direct interventions to support multi-cropping, agroforestry and traditional knowledge. Within this space, GGGI will focus on policy and planning, development of interventions that can be scaled and securing access to appropriate financing and public private partnerships for strengthening value chains and enterprise development. GGGI will identify and scale integrated approaches to climate resilient agricultural development including links to water, health, energy, tourism and waste while taking into account the unique land tenure and management context of PICs.

SUSTAINABLE FORESTRY (PS4)

Melanesia hosts one of the largest remaining rainforest areas in the world in Papua New Guinea where an estimated 7% of global terrestrial biodiversity occurs in less than 1% of land area (WCS). Forest loss in Melanesian countries has accelerated over the past decade. Agricultural encroachment from cash crops such as kava is now the biggest threat to forests in Fiji (IUCN, 2021), while other factors such as biomass for cooking are playing a role. Halting and reversing forest loss, reducing land degradation and maintaining the Pacific's forests and restoring its landscapes, which play a key role in people's livelihoods, biodiversity, as well as significant contribution to global CO₂ sequestration, is another key area of GGGI's support. Forest restoration using nature-based solutions, watershed management and ecosystem services are some of the areas where GGGI sees potential areas for delivering work with impact, while working with existing and new partners in our Pacific member and partner countries. GGGI will utilise its expertise to broker partnerships to support reforestation, forest conservation and build capacity for carbon trading mechanisms in a sustainable manner. Support for climate resilient agriculture will integrate opportunities for scaling and financing agroforestry systems.^[1]



COASTAL RESILIENCE (PS5) AND THE BLUE ECONOMY

Coastal areas are critical to lives and livelihoods in the Pacific. Mangroves and coral reef ecosystems play a vital role in food security and coastal protection (SPC, 2021). Tourism contributes more than 20% of GDP in six PICs economies in the region (PSDI/ ADB, 2021). Many essential goods and virtually all manufactured goods in Pacific islands are imported— mainly by sea. (IMF, 2021b). GGGI will build on its expertise in financing and private sector engagement to identify promising

opportunities that align to GGGI's current intervention areas, including tourism, waste, maritime transport and carbon pricing and work with partners to support implementation of coastal resilience, mangroves and marine protected area initiatives with a strong focus on livelihoods and creating income generation opportunities alongside meeting social, cultural and environmental imperatives. GGGI recognises that many community groups and civil society organisations have extensive community-based programming in the region focussed on coastal fisheries and nature-based solutions. GGGI will provide support by identifying potential partnerships to support the scaling of these initiatives and leveraging of private sector finance.

WASTE MANAGEMENT (PS6), SUSTAINABLE MOBILITY (PS7), AND GREEN BUILDINGS (PS8) FOR LOW CARBON, RESILIENT HUMAN SETTLEMENTS

Building on work to date on clean transport options and sustainability in the buildings sector, GGGI will expand its capacity to support the planning and implementation of cleaner land transport options including non-motorized transport and e-mobility. GGGI will support countries to enhance their capacity for broader integrated urban development planning including strengthening energy efficiency for residential and commercial buildings and strengthening standards. Poor waste management practices threaten to undermine efforts to rehabilitate land and protect ecosystems. GGGI will expand support to countries to develop solutions and identify financing options for strengthening waste management systems. Overall, GGGI will seek to support integrated approaches wherever possible with the aim to deliver affordable, sustainable and reliable services for low carbon, resilient human settlements. A key principle will be to carefully examine the needs of rural, peri-urban and urban populations and working with partners to deliver equitable and inclusive solutions.

^[1] GGGI's work in sustainable forestry will be aligned to the Glasgow Leaders' Declaration on Forests and Land Use.



RENEWABLE ENERGY, INCLUDING SOLAR PV (PS9)

GGGI has a solid reputation in the Pacific for supporting policy and strategy development, capacity strengthening, pre-feasibility, feasibility and investment planning to support cleaner energy investments and the energy transition with a focus on solar energy. Many rural areas in the Pacific, particularly in Melanesia, remain without access to clean, affordable energy (ADB, 2020). Building resilient systems and supply chains and operation and maintenance networks remains a challenge across the region. GGGI will continue to support the energy transition and energy access in PICs, including solar for rural electrification, roof-top and utility scale solar including applications for consumptive and productive uses. GGGI will support identification, design and implementation of existing and new business models for rural electrification and build on successful examples of promoting integrated approaches across water, housing, commerce, tourism and agriculture. As part of the tourism recovery, focused efforts will be made to accelerate the roll out of renewable energy within the industry, while attention will also be paid to the relevance of renewable energy for towns and cities in an increasingly urbanising Pacific.

CARBON PRICING (PS11)

Carbon pricing and trading is relatively underdeveloped in the region and there is confusion among stakeholders at national and sub-national level about the mechanics of how such opportunities may be realised. Based on demand and country-specific needs, GGGI will support PICs to review and develop policies and regulatory frameworks that support equitable and transparent carbon pricing and trading rules and mechanisms to

access international carbon finance under Article 6 of the Paris Agreement and drive greener investments. Capacity and institutional strengthening will enable countries to develop institutional frameworks and structure projects to engage in Article 6 transactions, driving their own carbon financing agenda and brokering effective and equitable partnerships that align to country priorities.

GGGI will look to develop opportunities to leverage carbon markets to support mangrove and coastal protection, sustainable forestry and biodiversity conservation.

These programmatic solutions and their indicative countries of implementation for the Strategy are summarised in Table 2 below. This is an indicative table of geographic coverage and GGGI will continue to define its delivery of specific technical assistance on the principle of demand-driven response through consultation with our members and partners in the Pacific.

Table 2: GOPs and Programmatic Solutions for the Pacific Strategy 2023-2027

GLOBAL OPERATIONAL PRIORITIES	PROGRAMMATIC SOLUTIONS	PACIFIC PORTFOLIO
1 Catalysing and accelerating access to climate finance/green investments for Members' public and private sectors	1 Green investments (green bankable projects, investment proposals, NFVs, green and climate finance instruments, international carbon finance)	All programs
2 Supporting GGGI Members in strengthening policy, plans, regulatory frameworks, and institutional capacity achieve green growth outcomes	2 Climate Action (inclusive green growth plans and policies, LT-LEDS, NDC support, MRV system design, climate diplomacy, carbon pricing policies)	All programs
3 Achieving a sustainable and circular bioeconomy while securing healthy natural systems	3 Climate Resilient Agriculture (solar irrigation, RE application and agri-value chain, resilient cropping practices, resource conservation)	Fiji, Kiribati, PNG
	4 Sustainable Forests (REDD+, landscapes financing mechanisms, natural capital markets innovations)	PNG
	5 Coastal resilience (mangroves as ecosystem for livelihoods, aquaculture, marine issues – fisheries, flood protection and pollution)	Fiji, PNG, Tonga
4 Making cities and communities sustainable, livable, and resilient through supporting green jobs, services and green infrastructures	6 Waste Management (circular economies, urban and agriculture waste, wastewater, FSM, waste to resource)	Fiji, PNG
	7 Sustainable Mobility (e-mobility, non-motorized transport)	Fiji, PNG, Kiribati, Tonga, Vanuatu
	8 Green Buildings (green urban infrastructure norms/standards/policies, energy efficiency in residential & commercial buildings)	Fiji, Vanuatu, Regional
	9 Solar PV (energy transition access and productive use – solar water pumping, solar PV auctions, rooftop, utility scale plants, storage)	Fiji, PNG, Vanuatu, Tonga
	10 Green industries (green industrial parks, green supply chains, EE in SMEs, labelling and standards)	Kiribati, Tonga, Fiji, Vanuatu
	11 Carbon pricing	PNG, Fiji
5 Accelerating progress in eradicating poverty and gender inequality through GGGI's country programs	All programs	

*Note: Pacific application of the new Programmatic Solution 11, Carbon Pricing, is being developed with member countries and GGGI's Carbon Pricing Unit.

STRONG TECHNICAL EXPERTISE

Within these broad programmatic solutions, GGGI has strong existing technical expertise in green and climate finance, investment planning, policy development, organisational strengthening, solar energy, rural electrification, sustainable transport, forestry, NDC and Low Emission Strategy development, MRV systems and carbon budgets, carbon markets, green entrepreneurship and climate resilient agriculture. GGGI will continue to build on and expand its capacity in these and in new areas to serve its Pacific member and partner countries, particularly in integrating and accelerating the integration of gender equality and social inclusion within all aspects of programming.

LEARNING & INFORMATION AND KNOWLEDGE MANAGEMENT

GGGI is a learning organisation and information and knowledge management, open exchange and sharing of information and supporting learning internally and externally is part of our core business across all our programs. Increasing knowledge and understanding of green growth requires a concerted effort and dedicated resources to address members' and partners institutional and technical needs. GGGI will design relevant and demand-driven capacity development and peer-to-peer learning opportunities and work with partners to deliver these in appropriate modalities. As part of this GGGI will continue to develop technical papers, training modules, technical guidelines, synthesis reports, website posts, and deliver and participate in regional and national policy dialogue, webinars, workshops, forums and communities of practice (working groups). GGGI has established a good reputation with those that it works closely with but lessons and learning from GGGI's work in the Pacific are not well known. Greater attention will be paid during this strategy period to develop communication and knowledge management strategies and capabilities that support the sharing of knowledge, information and resources, contributing to the ongoing learning at national & regional level to support green growth.

Internally, the objective is for GGGI to strengthen its culture of collaborating, cocreating, and learning to ensure the most efficient and effective delivery of programs and services. One of our tools for this are our Communities of Practice, where partners are also

invited to share and learn in a peer-to-peer framework. As a learning organization operating in an increasingly complex and ever-changing world, GGGI must ensure that it can remain flexible, adaptive, and productive to deliver this PRS for its members.

Systematic problem solving; experimentation with new approaches; learning from our own experiences and history; learning from the experiences and best practices of others; and transferring knowledge quickly and efficiently throughout the organization are where GGGI will continue developing and improving its systems and processes to support and integrate these five activities into the fabric of its daily operations and interactions with Members, partners, and stakeholders.

4.4 REGIONAL STRATEGIC OUTCOMES AND TARGETS

Aligned to GGGI's overall Strategic Outcomes (SOs), GGGI Pacific programmes will focus on the targets identified in table 2 below. Targets have been identified to 2025, aligning to the mid-term targets in GGGI's 2030 Strategy and Roadmap 2021-2025, as well as to 2027, the end date of the Pacific Strategy. The 2027 targets will be reviewed in 2025 in line with the mid-term review of GGGI's overall 2030 strategy which will also take place in 2025.

The development of our green investment targets (see Table 3) takes into account the Pacific's remoteness and small populations which present challenges for scaling investments effectively. Remoteness directly translates into higher costs for green investments. Private sector investments have to find room to work within the framework of high costs of doing business and relatively small investment opportunities.

Relatively high levels of aid per capita in the Pacific recognise these issues and present opportunities for overcoming some of these challenges. The Pacific is also in a strong position to attract finance and mobilise investments thanks to countries' advocacy and leadership on climate change.

Small populations reduce the numbers of people that can benefit from specific changes. The Pacific will always be constrained in contributing large impact numbers to greenhouse gas emission reduction targets or green job creation targets. Conversely, relatively small volumes of finance and investment can create transformative change when designed effectively.

The implementation of the PRS will result into GGGI expanding its operations from five countries in 2022 to at least eight countries, increasing its operational budget from USD 6 million per year in 2022 to USD 12 million in 2027, with the aim to mobilise USD 650 million in green investments. Key to reaching this investment target will be continuing and expanding GGGI's work in renewable energy, energy efficiency and sustainable transport, while implementing GGGI's know-how in investment mobilization for climate smart agriculture and agro-forestry systems, coastal resilience and livelihoods, marine protected areas, nature-based solutions and climate resilient housing and infrastructure.

The Pacific Region SO targets for 2025 and 2027 are presented in Table 4. These are considered minimum figures. We will seek to significantly exceed them; our impact is a function of the amount of resources and climate finance we are able to mobilize.

Table 3: GGGI Pacific Green Investment Targets

YEAR	ACHIEVED (USD, MILLION)
2018-2022	75
YEAR	TARGET (USD, MILLION)
2023	75
2024	100
2025	125
2026	150
2027	200
TOTAL 2023-2027	650

Table 4: Regional Strategic Targets

REGIONAL STRATEGIC OUTCOME ATTRIBUTION TARGETS			
STRATEGIC OUTCOME TARGETS (ATTRIBUTION)	GGGI Overall Target to 2025	Pacific Regional Target to 2025	Pacific Regional Target to 2027
1 GHG emission reduced (mtCO _{2e})	300	24.8	44.6
2 Direct Green jobs created (million jobs created)	0.5	0.08	0.1
3 People's access to sustainable services increased (million people)	40	3.9	7.0
3.1 People with increased access to clean affordable energy	10	0.9	1.6
3.2 People with increased access to improved sanitation	4	0.4	0.6
3.3 People with increased access to sustainable waste management	20	2.1	3.7
3.4 People with increased access to sustainable public transport	6	0.6	1.1
4 Air quality improvement	Not available	Not available	Not available
5 Enhanced natural capital protected (million hectares)	0.1	0.01	0.02
6 People with enhanced capacity for adaptation and resilience to climate change impacts (million people)	2	0.2	0.36



5. EFFECTIVE AND EFFICIENT REGIONAL DELIVERY

5.1 LESSONS LEARNT, APPROACH AND GUIDING PRINCIPLES

Stakeholder consultations to inform the Pacific Strategy development revealed how critical GGGI's delivery model is to its effectiveness in the region. Due to the diversity present in the Pacific, one-size-fits-all solutions are not suitable. GGGI's ability to be flexible and responsive and tailor project design to individual country needs is critical and well regarded in the region. Stakeholders valued in particular GGGI's:

- Embedded country offices and staff, ensuring delivery is flexible, locally-led and country driven
- Role as a trusted and neutral advisor
- Effective partnerships and partnership brokering capability
- Diversified offering of capable technical assistance and organisational strengthening
- Strong technical skills, particularly in renewable energy, mitigation, feasibility assessments and investment planning.

GGGI will continue to implement the above approaches alongside GGGI's growth, expansion and scaling up guiding principles laid out in Figure 5 below. We will support locally-led development planning by working through an embedded structure within government to support organisational and technical capacity strengthening from within. This practice allows GGGI to pursue an effective 'bottom-up' planning process reflected in the Country Planning Frameworks, our joint 5-year strategic work plan with our member countries. These are translated into annual work planning and budgets at country and regional level. Each Country Planning Framework identifies the priority programmatic solutions for implementation in the specific country, aligned with this regional Strategy and GGGI's global programmatic solutions aligning to GGGI's overall global strategy.

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

- Mission first
- Adequate financial resources to support growth and expansion
- Growth in Members does not compromise 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

Figure 5. GGGI's growth in the Pacific will be guided by global principles for growth, expansion and scaling up.

5.2 ROLE OF THE REGIONAL OFFICE

Through a complementary regional approach GGGI seeks to leverage additional support for individual countries and expand its ability to support non-members. It aims to address opportunities for green growth which are common between PICs and where GGGI can add value for creating impacts. GGGI has successfully delivered support through regional programming including as a core partner of the Pacific NDC Hub and as the implementing partner of the Climate Finance Access Network in the Pacific. These programs enable GGGI to utilise its expertise in non-member countries and contribute lessons and results to regional policy dialogue and commitments, as well as provide capacity development opportunities to all PICs. As part of the PRS implementation GGGI will strengthen partnerships with the Pacific Resilience Partnership, the Pacific Islands Forum, the Pacific Community (SPC), the Secretariat of the Pacific Regional Environment Programme (SPREP), and other regional organisations and multilateral agencies.

The GGGI Pacific Regional Office (PRO) set up in June 2022 coordinates the implementation of the PRS and leads the development of new country programs and project proposals for regional/multi-country opportunities. It supports country programmes in developing their CPFs, identifying, and pursuing funding opportunities to implement project and programs, facilitating relationships and coordinating collaboration between country teams and potential donors and development partners. It provides backstopping support to address human resource gaps within country teams for business continuity and effective and efficient delivery; and supports country teams in securing resources necessary to ensure smooth in-country operations.

It supports internal and external knowledge sharing initiatives within the region through knowledge events. It builds partnerships with regional and international actors that support and help to meet similar programmatic solutions at country level with regional benefits.

5.3 RESOURCES AND PARTNERS

GGGI in the Pacific has cultivated effective partnerships with regional donors that have clear strategic priorities, which are fully aligned with the CPFs developed between member countries and GGGI. GGGI has secured funding and has a number of earmarked proposals in the pipeline as well as new resource opportunities on the horizon from resource partners including Australia, New Zealand, Canada, the European Union, France/French Development Agency, Luxembourg, Republic of Korea/KOICA, United Kingdom and Qatar/ Qatar Fund for Development. GGGI has also been successful in bringing into the region new, global partners that are eager to catalyse innovation and economic activity. Partnerships with universities and strategic partners will be further developed and GGGI will seek to expand partnerships to other institutions where resources can be jointly mobilised for the benefit of the region.

Growth in the Pacific will be driven by seeking to increase earmarked funding, core funding and regional programme restricted resources that will support operations including the development of new country programmes. The strategic investments of core resources will be sought based on the programming needs. While GGGI will work with existing and new member countries to identify resources which can support new programs and operations, with a focus on continuing to place GGGI staff and consultants in-country under an embedded model wherever possible when resources are available.

Part of GGGI's resource and partnership strategy is greater engagement with the private sector. With the limited fiscal space for government investment with many countries in the region experiencing some level of debt stress, particularly in the wake of COVID-19, strengthening collaboration with private sector stakeholders is key for a green transition and climate smart investments.

Public finance alone cannot bridge the climate finance gap but there are significant barriers to leveraging private finance in small economies (UNDP, 2021). GGGI will aim to engage private sector stakeholders in project pipeline development and support governments to strengthen the enabling environment for public private partnerships and private sector investment in green projects. We believe the partnership opportunities are there to scale up the role of the private sector in adoption of green technology and climate resilience practices in the region and GGGI aims to facilitate this engagement.

5.4 LEVERAGING EXPERTISE

GGGI is highly regarded for having strong technical capability. GGGI will leverage its technical capacity across the Pacific region to enhance specific in-country delivery and will use transferable know-how to benefit new areas of work, such as climate finance for adaptation and the blue economy. This approach not only benefits existing country programs that may not have a particular set of technical skills, it also allows GGGI to expand delivery in across Pacific partner countries through regional programs or regional platforms engaging diverse partners in many different sectors. Taking a whole of region approach to managing our skills and expertise will also allow GGGI to enhance staff engagement and retention by creating career pathways and mobility of staff between Pacific countries where their expertise is needed. GGGI also aims to continue to grow utilisation of local and regional Pacific expertise in delivery of its work programs and projects. GGGI can also leverage its global expertise and experience to enable access in the Pacific to the latest technology and policy innovations as well as bring a consistent GGGI approach to supporting SIDS.

5.5 MANAGING FOR RESULTS

Keeping the lessons learnt to date, our guiding principles and the importance of contextualisation to the Pacific firmly in mind, our approach is focused on a results-based culture and the whole value chain, from inputs to impacts. Our decision process is based on ensuring the quality is there in everything that we deliver to our members and partners.

The rigorous design, resourcing and implementation of projects and programs helps us to achieve our target outcomes and impacts and is integral to effective management for results and resource mobilisation for continuity of GGGI's work. Regular reporting to resource partners and key stakeholders allows us to increase our accountability, promote learning and jointly plan future engagements.

GGGI in the Pacific will continue to leverage GGGI's global strategies and frameworks for results-based management. GGGI's Corporate Results Framework will be used to monitor, report and improve our results and performance to achieve the goals and targets set out here and in Strategy 2030. CPFs between member countries and GGGI will also serve as important tools to manage for results and align GGGI's work in-country to regional and global goals and targets. The monitoring of implementation and reporting over targets set in the PRS will be based on country-level results aggregated from regular reporting.

The Pacific Regional delivery of GGGI is currently being evaluated and the lessons learnt will be used to implement the PRS. The evaluation of the PRS implementation will be done separately by the Impact Evaluation Unit. In addition, a mid-term review and evaluation of progress of the PRS will be carried out in 2025, to coincide with the review of the GGGI Strategy 2030. The findings and lessons from these evaluations and reviews will be looped back into improving and strengthening our programming, reporting and business processes and systems. A final evaluation will be carried out in 2027 to inform the next 5-year regional strategy.



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