



Global Green Growth Institute

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 E-Consultations Item #4

Final Addendum to Roadmap 2021-2025

PURPOSE/ACTION REQUIRED

Members of the Assembly and the Council are invited to:

<input checked="" type="checkbox"/> Take note of the Final Addendum to Roadmap 2021-2025
<input type="checkbox"/> Approve

<input checked="" type="checkbox"/> Provide feedback on the Final Addendum to Roadmap 2021-2025
<input type="checkbox"/> Other

CONTEXT/BACKGROUND

Following the Council’s approval of Strategy 2030 in October 2019, GGGI’s Management Team (MT) adopted the [5-year Roadmap 2021-2025](#), which is an action plan to guide the implementation of the first phase of Strategy 2030, from 2021 to 2025. In 2023, as the mid-point of 2021-2025, GGGI MT is conducting a **Mid-Term Review of Roadmap 2021-2025** to assess the progress over 2021-2022 against the assumptions and targets set for the Roadmap 2021-2025 taking into account the forecasted progress for the next few years. The Mid-Term Review also includes a review and update of GGGI’s [Strategic Outcomes \(SOs\) Methodologies and Guidelines](#) as well as of the [Corporate Results Framework \(CRF\) 2021-2025 Indicators and Targets](#).

SUMMARY

Based on the feedback and recommendations received from its Management and MPSC in June 2023, GGGI further updated its **Addendum to Roadmap 2021-2025** which was approved by GGGI Management in September and now presenting to Council and Assembly Members for their information. It focuses on the following three key changes:

Update 1. GGGI increases the ambition for its cumulative green investment commitment mobilization target to USD 14 billion by 2025 (from USD 6.9 billion) and further split this target between Infrastructure Finance – USD 6 billion and Sustainable Finance – USD 8 billion, by 2025.

Update 2. GGGI updates its 2025 Strategic Outcomes targets using the updated investment multipliers developed as part of updating SO Methodologies and Guidelines:

- **SO 1.1:** increase to 450 Million tons of CO2 equivalent (from 300 million CO2e)
- **SO 1.2:** increase to 3 Million people (from 2 million people)
- **SO 2:** increase to 0.75 Million jobs (from 0.5 million jobs)
- **SO 4:** increase to 1.5 Million Hectare (from 0.1 million ha)

Update 3. GGGI updates the following Programmatic Solutions (PS):

- **PS 5 Coastal Resilience and Blue Economy** (*from Coastal Resilience*)
- **PS 6 Circular Economy and Sustainable Waste Management** (*from Waste Management*)
- **PS 9 Sustainable Energy** (*from Solar PV*)

The Addendum to Roadmap 2021-2025 will feed into GGGI's strategic and operational planning processes such as the Mid-Term Review of Regional Strategies, Work Program and Budget (WPB) 2025-2026, and the Mid-term Evaluation of Strategy 2030.

Updated CRF 2021-2025 Targets and Indicators

The Mid-Term Review of Roadmap 2021-2025 also includes a review and update of GGGI's [Corporate Results Framework \(CRF\) 2021-2025 indicators and targets](#) which was approved in 2020. The **Updated CRF 2021-2025** (provided in **Annex 3**) focuses on setting targets for the years 2024 and 2025 and a rapid review of current indicators to ensure these are fit for allowing the tracking of performance under key priorities of Strategy 2030 and Roadmap 2021-2025. It covers the period 2021-2025 and will undergo a full review starting in 2025.



Mid-Term Review of Roadmap 2021-2025

FINAL ADDENDUM TO ROADMAP 2021-2025

Approved by GGGI Management Team | September 2023

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Cover Page Caption:

GGGI Greenpreneur’s “Light of Hope” project in the Philippines selected as Winner for BIMP-EAGA - BKCF program in 2022 to provide clean and affordable energy access which will positively impact 1,000 families or about 5,000 residents in the island communities of Surigao del Norte Province.

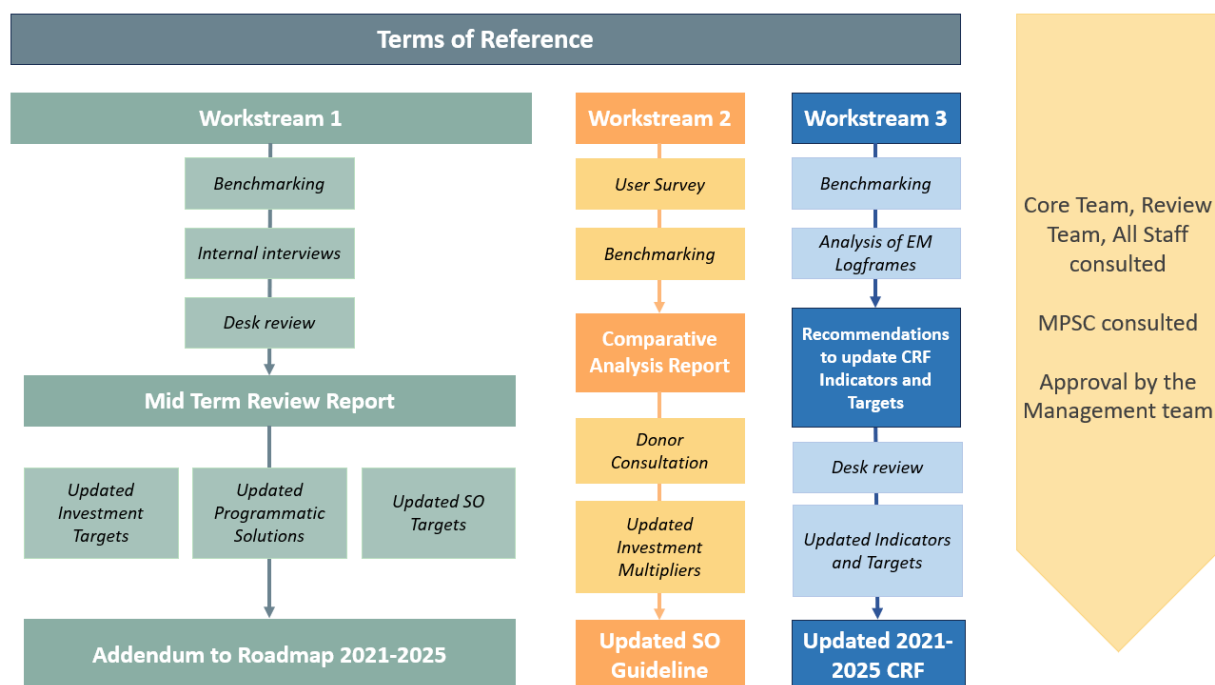
LIST OF ACRONYMS

BioCNG	Biogas-Based Compressed Natural Gas
CAID	Climate Action and Inclusive Development
CBPs	Country Business Plans
CPF	Country Planning Framework
CRF	Corporate Results Framework
EPR	Extended Producer Responsibility
FSM	Faecal Sludge Management
GESI	Gender Equality and Social Inclusion
GGGI	Global Green Growth Institute
GHG	Greenhouse Gas
GIS	Green Investment Services
GOPs	Global Operating Priorities
IOs	Intermediate Outcomes
MDBs	Multilateral Development Banks
MPSC	Management and Program Sub-Committee
MT	Management Team
NFV	National Financing Vehicles
PS	Programmatic Solution
PV	Photovoltaic
REDD+	Reducing Emissions from Deforestation and forest Degradation Plus
SDGs	Sustainable Development Goals
SOs	Strategic Outcomes
WPB	Work Program and Budget

EXECUTIVE SUMMARY

Following the Council's approval of Strategy 2030 in October 2019, in 2020, the GGGI Management Team (MT) adopted the [Roadmap 2021-2025](#), a 5-year action plan to guide the implementation of the first phase of Strategy 2030, from 2021 to 2025. In 2023, as the mid-point of 2021-2025, GGGI MT is conducting a **Mid-Term Review of Roadmap 2021-2025** to assess the progress over 2021-2022 against the assumptions and targets set for the Roadmap 2021-2025, and taking into account the forecasted progress for the next few years. The Mid-Term review also includes a review and update of GGGI's [Strategic Outcomes \(SOs\) Methodologies and Guidelines](#) as well as of the [Corporate Results Framework \(CRF\) 2021-2025 Indicators and Targets](#).

The first key output of the Mid-Term Review of Roadmap 2021-2025, the [Mid-term Review Report of Roadmap 2021-2025 \(Annex 1\)](#) was endorsed by MT and presented to Management and Program Sub-Committee (MPSC) Members in April 2023. The main focus of the Review Report was to assess the progress over assumptions and targets in the current Roadmap and recommend possible updates. For this assessment, a robust desk review of data collection and analysis comparing 2021-2022 results against 2025 targets and forecasting the next few years as well as internal stakeholder interviews with 12 GGGI members (including the MT) were conducted. Also, a benchmarking targeting 18 organizations (categorized by peers, donors and financial institutions) was conducted with a focus on their strategic targets, impact measurement framework, results frameworks and thematic focuses. To ensure active participation in the review process internally, GGGI formed different consultation bodies, the Core Team, Review Team as well as All Staff were consulted at key milestones with more than 15 dedicated meetings taking place overall. Meetings were used to share key progress updates for comments and feedback prior to high-level discussions and for consultation with all staff members. Externally, the review report was shared with MPSC to capture comments and feedback from GGGI Member States and partners.



The Review Report recommended that GGGI, (1) increases the ambition to 2025 for its green investment commitment mobilization target, and further splits targeted amounts between commitments mobilized for Infrastructure Projects and for Financial Instruments; (2) updates its attributed SO impact targets using the updated/new investment multipliers, and any refreshed green investment commitment mobilization target, upon completing the revision of its SO Methodologies and Guidelines; and (3) renames/updates Programmatic Solution (PS) 9 (Solar PV) to “Sustainable Energy” or “Renewable Energy”, PS 5 (Coastal Resilience) to make a clear reference to the “Blue economy”, and PS 6 (Waste Management) to make a clear reference to the “Circular economy”.

Based on the feedback and recommendations from GGGI MT and MPSC Members, GGGI developed and presented the **Draft Addendum to Roadmap 2021-2025**, which focuses on the key changes to the current Roadmap 2021-2025 as below and was endorsed by MT and consulted with MPSC Members in June 2023, prior to final submission for MT approval and communication to the Council for information in September 2023:

- Update 1. GGGI increases the ambition for its cumulative green investment commitment mobilization target to **USD 14 billion** (by 2025) and further split targets for **Infrastructure Finance** and **Sustainable Finance**.

Categories	By 2025
Sustainable Finance	USD 8 billion
Infrastructure Finance	USD 6 billion
TOTAL	USD 14 billion

- Update 2. GGGI updates its SO targets using the updated investment multipliers developed as part of updating SO Methodologies and Guidelines.

Updated Strategic Outcomes	Core Indicators	By 2025
SO1 Climate Change (Mitigation & Adaptation – combined with FORMER SO6)	1.Avoided or removed GHG emissions (Million tons of CO2 equivalent) 2.Enhanced Adaptation to Climate Change (Million people)	450 3
SO2 Employment Creation	Employment Supported (Number of Full-Time Equivalent jobs, millions)	0.75
SO3.1 Sustainable Energy	Access to Clean Energy (Million people)	10 (Unchanged)
SO3.2 Improved Sanitation	Access to Sanitation (Million people)	4 (Unchanged)
SO3.3 Sustainable Waste Management	Access to Waste Management. Services (Million people)	20 (Unchanged)
SO3.4 Sustainable Public Transport	Access to Sustainable Public Transport (Million people)	6 (Unchanged)
SO4 Natural Capital and Ecosystem Services – FORMER SO5	Natural Capital Sustainably Managed (Million hectares)	1.5
SO5 Socio-Economic Development (NEW SO)	Population with Increased Income (Million people)	n/a ¹

Update 3. GGGI updates the following Programmatic Solutions (PS):

PS 5 Coastal Resilience and Blue Economy

PS 6 Circular Economy and Sustainable Waste Management

PS 9 Sustainable Energy

¹ SO5 target will be set in 2024 when the methodology will be ready.

1. INTRODUCTION

1.1 Objectives of the Addendum to Roadmap 2021-2025

In October 2019, GGGI's Council approved [Strategy 2030](#) which sets out the course for its efforts to effectively support its Member and Partner States' needs in transforming their economies toward environmentally sustainable and socially inclusive green growth. It reaffirms its vision, ambitions, and strategic directions set by GGGI Member and Partner States in terms of growth, expansion, and impact.

In 2020, GGGI MT approved the [Roadmap 2021-2025](#), a mid-term action plan to guide the implementation of Strategy 2030 during its first phase, from 2021 to 2025. Roadmap 2021-2025 introduces a set of key scenarios on (i) the Growth of Country Programming, (ii) Financial Resources for Operations (iii) Financial Growth (iv) Green investment mobilization and (v) Impact over Strategic Outcomes (SOs). It also translates the five programmatic Global Operational Priorities (GOPs) from Strategy 2030 into 10 corresponding Programmatic Solutions (PS), complemented by an 11th – Carbon Pricing, adopted in the [Strategy 2030 Addendum](#).

In 2023, as the mid-point of 2021-2025, GGGI MT is conducting a **Mid-Term Review of Roadmap 2021-2025** to assess the progress over 2021-2022 against the assumptions and targets set for the Roadmap 2021-2025, taking into account the forecasted progress for the next few years. The Mid-Term review also includes a review and update of GGGI's [Strategic Outcomes \(SOs\) Methodologies and Guidelines](#) as well as of the [Corporate Results Framework \(CRF\) 2021-2025 Indicators and Targets](#).

The main objectives of the Mid-Term Review of Roadmap 2021-2025 are to:

1. Assess the **progress over the assumptions and targets** set in the current Roadmap, and further propose updates where relevant, in light of GGGI's progress over the 2021-2022 period and forecasted progress for 2023-2024.
2. Continue **building a common understanding and shared ownership of Roadmap 2021-2025** across GGGI, ensuring participation and incorporating ideas and insights from teams across all functions and mobilizing collective interest and action from staff in favor of GGGI's Strategy 2030 and its objectives.
3. Further **strengthen GGGI's approach to Results Based Management** through the review and update of its Corporate Results Framework indicators and targets and SO Methodological guidelines.

As the first key output of the Mid-Term Review of Roadmap 2021-2025, the [Mid-term Review Report of Roadmap 2021-2025 \(Annex 1\)](#) was presented to the MT and MPSC Members (April 2023), which recommends possible updates to the Roadmap 2021-2025. Based on the feedback and recommendations from GGGI MT and MPSC Members, GGGI developed and presented the **Draft Addendum to Roadmap 2021-2025**, which focuses on the key changes to the current Roadmap 2021-2025 and was endorsed by MT and consulted with MPSC Members in June 2023, prior to final submission for MT approval and communication to the Council for information in September 2023.

The Addendum to Roadmap 2021-2025 will feed into GGGI's strategic and operational planning processes such as the Mid-Term Review of Regional Strategies, Work Program and Budget (WPB) 2025-2026, and the Mid-Term Evaluation of Strategy 2030.

2. SUMMARY OF RECOMMENDATIONS FROM THE MID-TERM REVIEW REPORT

The [Mid-term Review Report of Roadmap 2021-2025](#) (Annex 1) provided Key Findings and Recommendations from the analysis carried out, based on two years of results (2021-2022) and projections for the next two years. It provides the following key recommendations:

► *Recommendation 1: The Review recommends that GGGI increases the ambition to 2025 for its green investment commitment mobilization target, and further splits targeted amounts between commitments mobilized for Infrastructure Projects and for Financial Instruments.*

Both 2021-2022 (USD 6.5 billion) and Cumulative Green Investment commitment mobilization results (USD 8.5 billion) at the end of 2022 largely exceed Roadmap 2021-2025 cumulative target. These are dependent on a few large-scale results, from mostly financial instruments such as bonds, now grouped under the category “Sustainable finance”. While disparities across regions and countries remained, GGGI’s green investment pipeline, valued at 3.4 billion USD at the end of 2022, demonstrates that the current performance trend can be sustained and potentially accelerated.

► *Recommendation 2: The Review recommends that, upon completing the revision of its SO Methodologies and Guidelines, GGGI updates its attributed SO impact targets using the updated/new investment multipliers, and any refreshed green investment commitment mobilization target.*

Progress over 2025 attributed SO targets is uneven. SO results estimate for SO5 (Adequate supply of ecosystem services ensured) is exceeded and estimates for SO1 (GHG emission reduction), SO2 (Creation of green jobs), SO3.3 (Access to sustainable waste management), SO4 (Improved air quality), and SO6 (Enhance adaptation to climate change) are on track to be reached by the end of 2025, while SO3.1 (Access to clean affordable energy), 3.2 (Access to improved sanitation), and 3.4 (Access to sustainable public transport) are unlikely to be met. The SO estimates from a limited number of high-profile results (e.g., bonds in 2022), make up for a large portion of GGGI’s progress over SO1, SO3.2 and SO5. In contrast, the number of countries reporting attributed SO estimates have increased each year since GGGI pilot-tested it in 2020. GGGI is currently reviewing its methodology for the estimation of results over its six SOs. Harder-to-reach SO targets are thought to be mostly the result of investment multipliers used for target setting.

► *Recommendation 3: The Review recommends that GGGI renames PS9 (Solar PV) to “Sustainable Energy” or “Renewable Energy”, updates PS5 (Coastal Resilience) to make a clear reference to the “Blue economy”, and updates PS6 (Waste Management) to make a clear reference to the “Circular economy”.*

The overall distribution of GGGI’s program portfolio across programmatic solutions as of the end of 2022 is well aligned with plans made in the Roadmap 2021-2025. The introduction of programmatic solutions (PS) has effectively helped country programs focus on a limited array of programmatic areas (3 on average). Internal consultations and analysis also indicate that the 11 programmatic solutions as currently defined are still relevant to GGGI and in line with GGGI’s Member and Partner States’ priorities. However, PS9 (Solar PV) is found to be too narrow as it does not cover the full spectrum of GGGI’s activities in the energy sector (Biogas-Based CNG (BioCNG), Green Hydrogen,

etc.). PS5 (Coastal Resilience) should also be expanded to cover oceans, biodiversity, fisheries, and the blue economy, while PS6 (Waste Management), should more clearly refer to the importance of a “Circular economy”.

► *Recommendation 4: The Review does not recommend that GGGI updates the Country Programming assumptions. Overall progress to date is aligned with assumptions under Roadmap 2021-2025.*

The number of countries where GGGI has operations is growing, driven by the demand for GGGI's services, but GGGI has effectively decoupled membership from the start of operations in countries. At the end of 2022, GGGI had 45 Member States, 32 country programs and 6 project countries, on track to meet the assumptions under the current roadmap, 38 country programs by 2025. The maturation of country programs is however taking place more rapidly than anticipated in the Roadmap, in line with the overall growth of GGGI. Regional Programs drive GGGI's expansion into new countries: in 2022, GGGI had 3 Regional Programs in Asia, Latin America and the Caribbean, managing a total of 15 projects altogether.

► *Recommendation 5: The Review does not recommend that GGGI updates its 2025 Fundraising growth assumptions. Strategic orientations from the Roadmap 2021-2025 are being followed, and the overall progress to date is aligned with the “Plus” scenario of Strategy 2030.*

In line with the strategic orientations for resource mobilization set in the Roadmap, GGGI has successfully put in place and nurtured strong partnerships and resource mobilization function as demonstrated by the considerable growth in its Earmarked funding. Despite efforts made, GGGI has not been able to maintain Core funding levels, but it is proactively addressing the decrease in Core funding by: (i) rapidly developing its Earmarked portfolio (ii) introducing program earmarked funding, Trust Funds and (iii) the launch of the Core Replenishment Drive. Considering the current growth trend, the review finds that GGGI is on track to meet its 2025 fundraising growth target overall, but with a different funding mix compared with the one initially envisioned in the Roadmap. This new funding mix has consequences for GGGI's business model and capacity to remain agile, which were analyzed in a separate paper. Going forward, GGGI's Earmarked proposal pipeline value (USD~100M) and diversified donor base indicate that GGGI's fundraising growth is aligned with the Plus Fundraising Scenario of Strategy 2030, although geographical differences in resources mobilization pipeline by regions and countries will need additional review to focus efforts on countries that need it the most.

► *Recommendation 6: The Review does not recommend that GGGI updates its Gender Equality and Social Inclusion (GESI)-related CRF targets but focuses attention in its 2023-2024 Gender Action Plan on integrating GESI into programs and demonstrating through results reporting that there is an impact on disadvantaged groups and women.*

Gender Equality and Social Inclusion (GESI) is one of the key Global Operational Priority of Strategy 2030, and GGGI launched its GESI Strategy 2021-2025 in conjunction with Roadmap 2021-2025. It focuses attention on GESI integration in GGGI's programmatic and internal operations. In 2021-2022, GGGI has taken incremental steps to strengthen the integration of GESI into its result management framework, and considerable effort has been put into increasing the awareness of GESI internally in GGGI. This has positively impacted the application of the gender and poverty markers on GGGI's projects in 2022. Internal reviews and evaluations however point out that continued efforts are needed to improve the quality of GESI integration in programs, which requires increasing capacity across the programmatic solutions to identify entry points and effectively integrate GESI indicators in project design.

3. CHANGES TO SCENARIOS AND TARGETS OF ROADMAP 2021-2025

3.1 Updated Green Investment Growth Scenario and Targets

Updated Green Investment Growth Scenario and Targets

Update 1. GGGI increases the ambition for its cumulative green investment commitment mobilization target to **USD 14 billion** by 2025 (from USD 6.9 billion), and further split the target between **Infrastructure Finance - USD 6 billion** and **Sustainable Finance - USD 8 billion**, by 2025.

As indicated in the Mid-Term Review Report, both 2021-2022 (USD 6.5 billion) and cumulative 2015-2022 Green Investment commitment mobilization results (USD 8.5 billion) largely exceed Roadmap 2021-2025 cumulative target (USD 6.9 billion) and it therefore recommends increasing the ambition of green investment commitment mobilization targets and further split them to distinct investment categories: Infrastructure Finance and Sustainable Finance.

A working group led by the Head of Green Investment Services, and formed of all Regional Investment Leads and the Strategy Unit was formed to discuss and select methodological approaches to review the targets. With GGGI now having a longer track record of investment commitment mobilization results and a more accurate green investment pipeline forecasting capacity, the revision of targets is based on three modelling approaches:

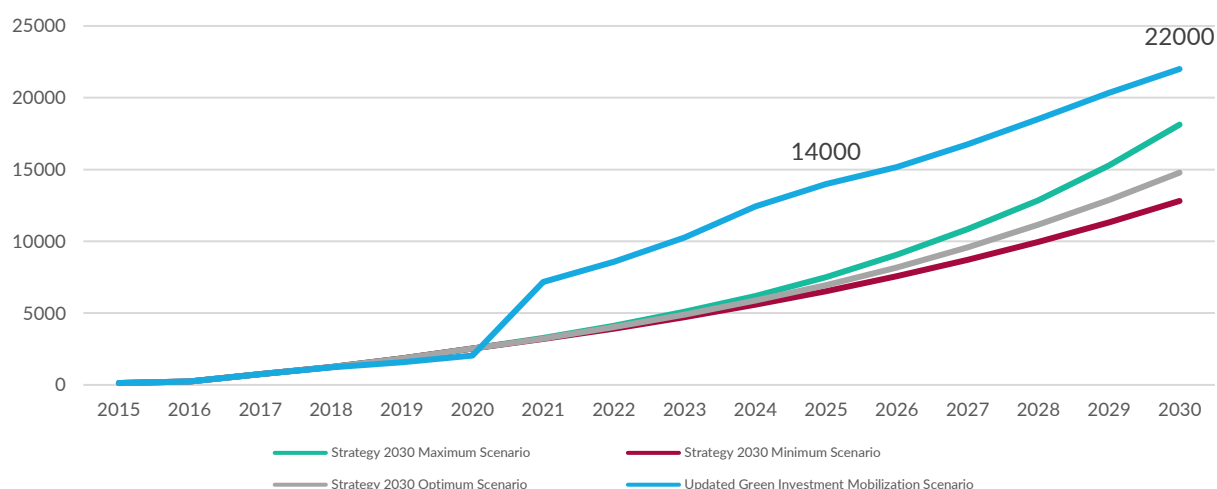
1. **Model 1: Historical results, weighted investment pipeline and extrapolation.** This includes a set of scenarios extrapolating 2015-2022 results, adding weighted investment pipeline values for 2023-2025 and extrapolating growth trends to 2030, with options removing outliers (Peru Bonds).
2. **Model 2: Historical results, weighted investment pipeline and Strategy 2030 Fundraising growth Plus scenario with Investment multipliers.** This model extrapolates 2015-2022 years' results, adding weighted investment pipeline values for 2023-2024 and connecting 2025-2030 Green Investment growth to Fundraising growth under the Strategy 2030 Plus Scenario, with different scenarios based on investment multipliers' values.
3. **Model 3: Historical results segregated between "Sustainable finance" and "Infrastructure finance", weighted investment pipeline and extrapolation.** This builds up separate growth scenarios for each category, based on 2015-2022 results and the 2023-2024 investment pipeline categorized between each, complemented by extrapolation of trends to 2030.

Eventually, a combination of scenarios considered most realistic by the working group is used to set the proposed updated cumulative 2025 green investment targets and the related breakdown of target values between categories of "Sustainable finance" and "Infrastructure finance". Extrapolations to 2030 are provided for reference on possible updated pathways for GGGI's green investment work, while **the target set in Strategy 2030 (cumulative USD 16 billion mobilized by 2030) will be reassessed as part of the Mid-Term Evaluation of Strategy 2030, that GGGI will start in 2024.** Details of each Model, related assumptions, outputs and limitations are presented in an Explanatory note available in **Annex 2.** The approach and targets were endorsed by MT and consulted with MPSC in June 2023.

A. Increasing ambition to 2025

The selected combination of scenarios allows GGGI to propose an updated ambition of a cumulative **USD 14 billion** for the period 2015-2025 and extrapolations to 2030 would lead to **USD 22 billion** mobilized for the period 2015-2030 (compared with the previous **USD 16 billion** set as target in Strategy 2030).

Figure 1: Comparison between Strategy 2030 and Updated Green Investment Growth Scenarios (USD M)



B. Differentiated Growth pathways for Infrastructure Finance and Sustainable Finance

For this review exercise, GGGI analyzed the breakdown of its 2015-2022 green investment mobilization results to determine two differentiated growth pathways for green investment mobilization in the areas of Sustainable Finance and Infrastructure finance. The purpose of this is to better capture GGGI's contribution to green investment mobilization in categories of projects that differ significantly and how GGGI report separately on investment commitments mobilization results falling under each. The categorization is built on definitions presented in **Table 1**.

Table 1: Two Categories for Green Investment Work

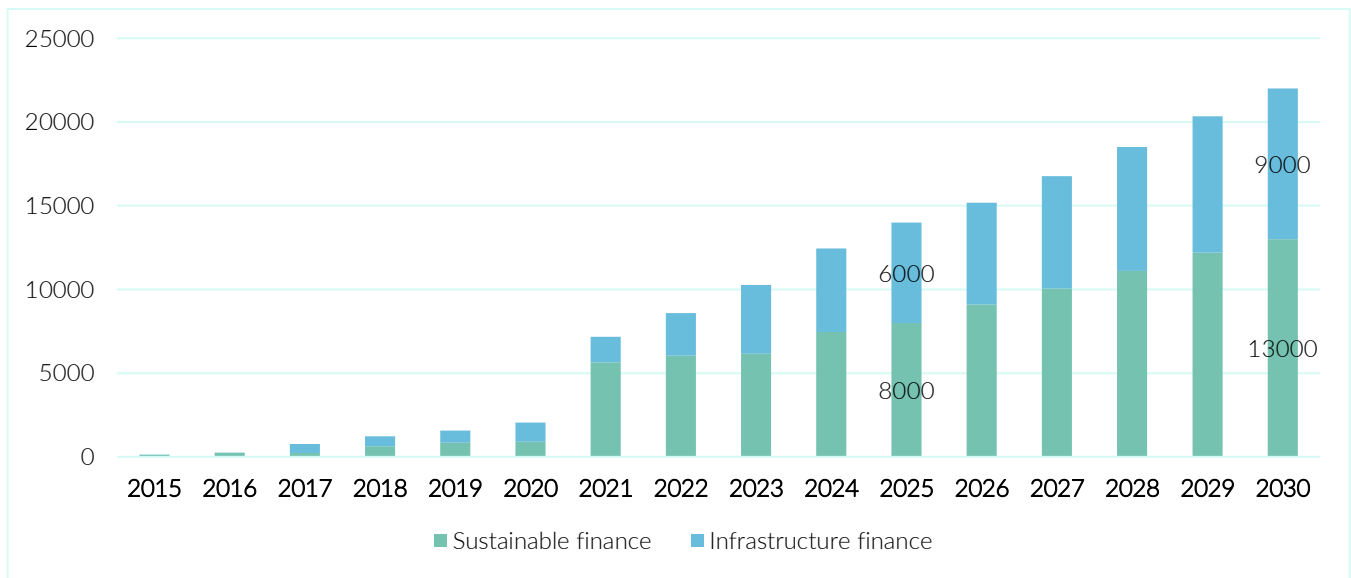
Infrastructure Finance	Sustainable Finance
<ul style="list-style-type: none"> • <u>Project origination, Transaction structuring and Finance syndication</u> (covering sectors like Renewable Energy, Energy Efficiency, Waste to Energy, E-mobility, Green Hydrogen, Sustainable Agriculture) • <u>Project Risk Management Instruments/ De-risking:</u> Guarantees, Structured Finance (Junior equity/debt, Mezz loan), Derivates. 	<ul style="list-style-type: none"> • <u>Financing Instruments:</u> Green Bonds/Thematic Bonds, Debt for Nature Swaps, Credit enhancement Banking/Funds • <u>Development:</u> NFVs, Line of Credits, Climate Risk assessments/disclosures, Credit Risk Guarantee Mechanisms • Adaptation Finance • Results Based Financing including REDD+.

Considering the breakdown of 2015-2022 results and forecasted growth trends for each category, further explained in Annex 2, updated targets are split according to a ratio of **60% for the Sustainable Finance category and 40% for the Infrastructure Finance one**.

Table 2: Distribution of updated cumulative green investment mobilization targets for 2025 and extrapolation to 2030 between Sustainable Finance and Infrastructure Finance

Categories	By 2025	Extrapolation to 2030
Sustainable Finance	USD 8 billion	USD 13 billion
Infrastructure Finance	USD 6 billion	USD 9 billion
TOTAL	USD 14 billion	USD 22 billion

Figure 2: Updated Green Investment Growth Scenarios for 2025 and extrapolation to 2030 (USD M)



Solar PV is one of the solutions for energy demand in remote areas of Indonesia. Location: Kupang, East Nusa Tenggara, Indonesia.

Photo by: GGGI Indonesia



3.2 Updated Strategic Outcomes Target

Updated Strategic Outcome Estimation Methodologies

As part of the Mid-Term Review, GGGI is updating its Strategic Outcome (SO) Guideline, which introduces important changes to concepts, indicators and methodologies to estimate SO targets based on the GGGI's planned activities as well as to measure and report GGGI's Strategic Outcomes. The changes reflect a set of findings and recommendations to improve GGGI's Strategic Outcomes (SOs), drawn from a research and consultative process where ex-ante impact estimation methods of 18 international organizations, with similar scope to GGGI's, were reviewed.

Specifically, the **Updated SO Guideline** introduces four key changes to concepts and methodologies to measure and report GGGI's SOs and they are summarized as below:

1. It introduces **changes in its Strategic Outcomes (SOs)**², establishes **new categories of Strategic Outcome (SO) indicators**, including additional indicators, and fosters a better alignment of GGGI's SO indicators with SDG indicators.
2. It clarifies how GGGI leverages its results framework to report on its contribution towards green growth results. GGGI removed the distinction between Attributed and Contributed Strategic Outcomes to **rename what used to be Attributed SOs as contributed Strategic Outcomes (SOs)**.
3. It introduces **improved investment multipliers** to estimate GGGI's target outcomes.
4. It proposes preliminary frameworks for assessing outcomes of **policy adoption, capacity building, and knowledge sharing**. These are briefly described in Annexes of the updated Guideline and will be further elaborated in the future as separate add-on guidance documents.

Updated 2025 Strategic Outcomes Targets

Update 2. GGGI updates its 2025 SO targets using updated investment multipliers developed as part of the update of its SO Methodologies and Guidelines:

- SO 1.1: increase to **450 Million tons of CO2 equivalent** (from 300 million CO2e)
- SO 1.2: increase to **3 Million people** (from 2 million people)
- SO 2: increase to **0.75 Million jobs** (from 0.5 million jobs)
- SO 4: increase to **1.5 Million Hectare** (from 0.1 million ha)

GGGI's initial 2025 attributed SO targets were estimated using an approximation of cumulative targeted green investment commitments from 2021 to 2025, distributed across identified priority areas of investment by GGGI country programs and multiplied by the respective investment multipliers³. To address the recommendation from the Mid-Term Review Report to update its SO impact targets, GGGI developed and prepared an updated set of investment multipliers⁴ with significant improvements. The updated multipliers:

- Cover an increased number of technologies/ interventions assessed from 10 initially, to 25 currently.

² The Updated Strategic Outcome (SO) Guideline introduces changes in SOs - (1) SO1 includes Adaptation (old SO6), (2) Former SO4 (Improved Air Quality) is now captured as an additional indicator under SO1. The former SO5 (Natural Capital) is renumbered SO4, and a new SO5 (Socio-Economic Development) has been added to measure the effects on development.

³ Pg.28, <https://gggi.org/wp-content/uploads/2020/02/GGGI-Technical-Guideline-No.-6-1.pdf>

- Use data from projects implemented only in GGGI member countries.
- Provide subregional investment multipliers instead of only global ones.
- Provide a range of values per technology when feasible instead of global averages.
- Increase the number of projects considered per technology per country (increase data set) to ensure the elimination of outliers and improve accuracy.
- When appropriate, they use productivity factors to deal with data gaps.

Following the same methodology GGGI used for target setting its initial SO targets, GGGI used the updated set of investment multipliers applied to its 2023-2025 green investment pipeline, classified across the 25 technology-specific multipliers, giving a range of possible SO results for 2023-2025. Targets for each SO have been set and adjusted after complementing the 2021-2022 SO results with the updated SO estimate forecast over 2023-2025:

Updated Strategic Outcomes	Core Indicators	Updated 2025 Target	Former 2025 Target
SO1 Climate Change (Mitigation & Adaptation – combined with FORMER SO6)	1. Avoided or removed GHG emissions: GHG emissions avoided or removed as a result of GGGI's Intervention (Million tons of CO2 equivalent) 2. Enhanced Adaptation to Climate Change: Number of people directly supported to cope with the effects of climate change as a result of GGGI's intervention (Million people)	450 3	300 2
SO2 Employment Creation	Employment Supported: Number of direct green jobs that are supported as a result of GGGI's intervention (Number of Full-Time Equivalent jobs, millions)	0.75	0.5
SO3.1 Sustainable Energy	Access to Clean Energy: Number of people who gained access to clean fuels and/or electricity as a result of GGGI's intervention (Million people)	10 (Unchanged)	10
SO3.2 Improved Sanitation	Access to Sanitation: Number of people who gained access to improved sanitation services and/or wastewater treatment as a result of GGGI's intervention (Million people)	4 (Unchanged)	4
SO3.3 Sustainable Waste Management	Access to Waste Management Services: Number of people who gained access to either basic, full, or improved waste management services (i.e. collection and control) as a result of GGGI's intervention (Million people)	20 (Unchanged)	20
SO3.4 Sustainable Public Transport	Access to Sustainable Public Transport: Number of people with access to sustainable public transport as a result of GGGI's intervention (Million people)	6 (Unchanged)	6
SO4 Natural Capital and Ecosystem Services – FORMER SO5	Natural Capital Sustainably Managed: Sustainably managed areas as a result of GGGI's intervention (Million hectares)	1.5	0.1
SO5 Socio-Economic Development (NEW SO)	Population with Increased Income: Number of people who have increased their annual income as a result of GGGI's intervention (Million people)	n/a ⁵	n/a

GGGI increases the ambition of climate change related SOs (now SO1.1 – Mitigation and SO 1.2 - Adaptation), as well as of SO2 (Employment) by 50% compared with the initial targets set. In addition, GGGI also significantly increases the ambition of SO4 (Natural Capital and Ecosystem Services) to account both for the large exceeding of its current 2025 target and potential for large SO results over that indicator in 2023-2025.

⁵ The SO5 Targets will be set in 2024 when the methodology will be ready.

GGGI retains current targets for SO3 (Access to sustainable services), noting that the current 2025 targets for SO3.1 (Access to Clean Energy), 3.2 (Access to Sanitation), 3.3 (Access to Waste Management. Services) and 3.4 (Access to Sustainable Public Transport) are not likely to be reached due to initial SO3s investment multipliers used to set current targets, as well as to the number and size of projects in GGGI's investment pipeline with effects over SO3s, and coverage of the updated investment multipliers. 2030 SO targets will be reviewed as part of the Mid-Term evaluation of Strategy 2030.

Further details of the methodology, main variables, and limitations are presented in an Explanatory note available in **Annex 3**.

Updated Corporate Results Framework 2021-2025 – Targets and Indicators

The Workstream 3 of the Mid-Term Review of Roadmap 2021-2025 is to review and update [GGGI's Corporate Results Framework \(CRF\) 2021-2025 targets and indicators](#). The current CRF 2021-2025 includes targets with a focus on years 2021 and 2022 for most indicators.

The Updated CRF 2021-2025 (provided in **Annex 3**) focuses on setting targets for the years 2024 and 2025 and a rapid review of current indicators to ensure these are fit for allowing the tracking of performance under key priorities of Strategy 2030 and Roadmap 2021-2025. It covers the period 2021-2025 and will undergo a full review starting in 2025.

The overall approach used for target setting for Intermediate Outcomes (IOs) is based on (i) 2021-2022 results, (ii) updated Roadmap 2021-2025 scenarios and targets or (iii) an extrapolation of result trends against related indicators for other indicators. The Output targets were based on (i) 2021-2022 results and (ii) an extrapolation of result trends against related indicators for other indicators. Details of the approach, trends and limitations are available in **Annex 3**.

3.3 Updated Programmatic Solutions

Updated Programmatic Solutions

Update 3. GGGI updates the following Programmatic Solutions (PS):

- PS 5 Coastal Resilience to **Coastal Resilience and Blue Economy**
- PS 6 Waste Management to **Circular Economy and Sustainable Waste Management**
- PS 9 Solar PV to **Sustainable Energy**

As indicated in the Mid-Term Review Report, while GGGI's 11 programmatic solutions remain relevant to GGGI and in line with GGGI's Member and Partner States' priorities, it recommends updates to PS 5 (Coastal Resilience), 6 (Waste Management), and 9 (Solar PV).

Consolidated Inputs and Comments from Key Stakeholder Consultations

GGGI conducted several internal consultations (Mid-Term Review Core Team and Review Team Meetings, All Staff Meeting (Mach 2023) Management Team, Communities of Practice) and combined the results of these discussions with recommendations from MPSC Members (April 2023), key comments and consolidated inputs considered for updating each programmatic solution are as below:

- **PS5 Coastal Resilience** should be expanded to not only cover coastal resilience (protecting oceans, mangroves, biodiversity, fisheries, etc.) but also include the 'blue economy'.
- **PS6 Waste management** is also narrow and does not accurately capture the 'circular economy', which would complement waste management by addressing a larger array of circularity related issues.
- **PS9 Solar PV** is too narrow, not covering the full spectrum of GGGI's activities in the energy sector, such as, BioCNG, Green Hydrogen, etc. The recommendation from the Mid-Term Review Report was to name it either Renewable Energy or Sustainable Energy. Guidance from 1st MPSC Session is to divide into two categories: (1) net-zero emission projects (renewable, e.g., solar, wind) and (2) non-net-zero energy projects (e.g., BioCNG) and recommended revisiting the definitions for these categories.

The outcomes of the consultations held have resulted in the updates summarized in the table below.

Table 3: Proposed Changes to the Programmatic Solutions 5, 6, and 9

Current Title/Description	Proposed Updated Title/Description
<p>PS 5 Coastal Resilience</p> <p>Mangroves as ecosystem for livelihoods, aquaculture, marine issues fisheries, flood protection and pollution</p>	<p><u>PS 5 Coastal Resilience and Blue Economy</u></p> <p>(1) Safeguard and strengthen coastal ecosystems resilience and biodiversity; (2) and promote a sustainable and innovative blue-economy.</p>
<p>PS 6 Waste Management</p>	<p><u>PS 6 Circular Economy and Sustainable Waste Management</u></p>

<p>Circular economies, urban and agricultural waste, wastewater, FSM, waste to resource</p>	<p>(1) Optimize resource use and product lifecycles, (2) promote industrial ecology and Extended Producer Responsibility, and (3) ensure sustainable waste management, value from waste, and address plastic pollution.</p>
<p>PS 9 Solar PV</p> <p>Energy transition access and productive use solar water pumping, solar PV auctions, rooftop, utility-scale plants, storage</p>	<p><u>PS 9 Sustainable Energy</u></p> <p>Enhance policies, regulations, and access to sustainable energy infrastructure for a just transition towards (1) renewable heating, cooling, and power systems, (2) more efficient energy systems, and (3) cleaner heat and power generation, reducing greenhouse gas-intensive fuels.</p>



E-waste dismantling operators during World e-Waste Day in Senegal on 14 October 2022. 2,000 members operating in the landfill delivered a memorandum as a commitment for the development of e-waste sector in Senegal. Photo by: GGGI Senegal

Figure 3: Updated Global Operational Priorities and Programmatic Solutions Diagram



PS 11 Carbon pricing | Article 6 readiness, policy design, transactions and trading



4. NEXT STEPS

Approved by the GGGI Management Team in October 2023, the Final Addendum or Updated Roadmap 2021-2025 will feed into GGGI's strategic and operational planning processes such as the Updated Corporate Results Framework (CRF) 2021-2025, Mid-Term Review of Regional Strategies, Country Planning Frameworks (CPFs), Work Program and Budget (WPB) 2025-2026, and Mid-term Evaluation of Strategy 2030 where 2030 targets will be reviewed and updated when necessary.

Mid-Term Review of Regional Strategies 2021-2025 (May – Dec. 2023)

Launched in May 2023, in conjunction with the Mid-Term Review of Roadmap 2021-2025, GGGI will conduct a Mid-Term Review of three **Regional Strategies 2021-2025** adopted in 2021: Africa, Asia, Latin America and the Caribbean⁶. Aligning the ambitions and targets updated in the Updated Roadmap 2021-2025 and CRF 2021-2025, the Mid-Term Review of Regional Strategies will provide guidance on regional priorities with updated assumptions and targets which will then provide guidance at country-level through the development of new Country Planning Frameworks (CPFs) and Work Program and Budget (WPB) Country Business Plans (CBPs).

Mid-Term Evaluation of Strategy 2030 (2024) and Roadmap 2026-2030 (2025)

In 2024, as the mid-point of Strategy 2030, GGGI's Strategy 2030 will be evaluated by GGGI's Impact and Evaluation Unit. This exercise will also review the ambitions and strategic directions in terms of growth, expansion, and impact with possible recommendations. In 2025, GGGI will also develop Roadmap 2026-2030, covering the second phase of implementation of GGGI's Strategy 2030.

⁶ Three Regional Strategies for Africa, Asia, and Latin America and the Caribbean were adopted in 2021 and the Pacific Regional Strategy was adopted in 2022.

ANNEXES

1. Mid-Term Review Report of Roadmap 2021-2025 ([LINK](#))

GGGI presented the [Mid-term Review Report of Roadmap 2021-2025](#), the first key output of Mid-Term Review of Roadmap 2021-2025, to MPSC Members on 27 April 2023. The Review Report focuses on the assessment of the progress over 2021-2022 against the assumptions and targets set for the Roadmap 2021-2025 and forecasted progress for 2023-2024. It also takes into account lessons learned from past results, donor reviews and evaluations and is based on available data extracted from GGGI's systems during the review period. It is also complemented by Internal Stakeholder Interviews with 12 GGGI staff members and the Management Team, and Benchmarking impact targets and thematic focuses of 18 organizations composed of peers, donors and MDBs. The Mid-Term Review Report also followed a participative process with a presentation and discussion of key findings and recommendations with a Core Team, a Review Team, and all GGGI staff members at GGGI's Spring All Staff Meeting (Spring 2023).

The Review Report recommends: (1) increases the ambition to 2025 for its green investment commitment mobilization target, and further splits targeted amounts between commitments mobilized for Infrastructure projects and for Financial instruments; (2) updates its attributed SO impact targets using the updated/new investment multipliers, and any refreshed green investment commitment mobilization target, upon completing the revision of its SO Methodologies and Guidelines; and (3) renames PS9 (Solar PV) to "Sustainable Energy" or "Renewable Energy", updates PS5 (Coastal Resilience) to make a clear reference to the "Blue economy", and updates PS6 (Waste Management) to make a clear reference to the "Circular economy".

Click Here: [Link](#)

2. Explanatory Note on the Review of GGGI's 2025 Green Investment Commitment Mobilization Targets ([LINK](#))

The Mid-Term Review Report of Roadmap 2021-2025 concludes that both 2021-2022 (USD 6.5 billion) and Cumulative Green Investment commitment mobilization results (USD 8.5 billion) at the end of 2022, largely exceed Roadmap 2021-2025 target. It also concludes that GGGI's green investment pipeline, valued at 3.4 billion USD at the end of 2022 demonstrates that the current performance trend can be sustained in the short term, and potentially accelerated further. It thus recommends that GGGI increases the ambition to 2025 for its green investment commitment mobilization target, and further forecasts and splits commitments mobilized between Infrastructure projects (Infrastructure Finance) and Financial instruments (Sustainable Finance).

A working group was formed to discuss methodological approaches to review the targets. This note summarizes analytical approaches chosen by the working group to increase the ambition of GGGI's 2025 green investment commitment mobilization target and split it between "Infrastructure Finance" and "Sustainable Finance".

Click Here: [Link](#)

3. Explanatory Note on the Review and Update of GGGI's Corporate Results Framework 2021-2025 Targets and Indicators ([LINK](#))

The Mid-Term Review Report of Roadmap 2021-2025 recommends that GGGI updates its SO impact targets using updated/new investment multipliers, and any refreshed green investment commitment mobilization target, upon completing the revision of its SO Methodologies and Guidelines.

In conjunction with the review and update of its Strategic Outcome Methodologies and Guideline, GGGI's experts team from the Climate Action and Inclusive Development Unit developed and prepared updated and improved investment multipliers.

This Explanatory note summarizes the rationale, scope and methodology of updating GGGI's Strategic Outcomes (SOs)/Intermediate Outcomes (IOs)/Output targets as well as their trends and limitations. The note also presents the **Updated CRF 2021-2025** (Annex) with updated targets for 2024 and 2025.

Click Here: [Link](#)



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