Global Green Growth Institute
Tenth Session of the Assembly and
Fourteenth Session of the Council (Joint Session)
October 11-22, 2021 | E-Consultations
October 28, 2021 | Hybrid Meeting
E-Consultations Item #6

Regional Strategies for Africa, Asia, Latin America & Caribbean

PURPOSE/ACTION REQUIRED

Members of the MPSC will be invited to (please tick the relevant boxes and type in the details):

☒ Take note of the regional strategies	☒ Provide feedback on the regional strategies
☐ Other (please specify) _____	

CONTEXT/BACKGROUND

Year 2021 marks the first year of implementation of Strategy 2030 approved by the Council in October 2019, followed by the development of the 5-Year Roadmap 2021-2025 last year. As a next step, GGGI has embarked in 2021 on the development of the first regional strategies for Africa, Asia, and Latin America and Caribbean (LAC) regions to serve as the plan for action that will cascade GGGI's 2030 ambitions, direction, growth and impact targets from Strategy 2030 and its 2021-2025 Roadmap to the regional level.

SUMMARY

The regional strategies for Africa, Asia, and Latin America and Caribbean (LAC) are shared with the Council for information. The package of documentation consists of a short, summarized version of the three the regional strategies describing the challenges GGGI is facing in each region and the opportunities they represent in the context of greening the COVID-19 recovery. Each regional strategy presents the strategic choices and responses GGGI focuses on, with clear and ambitious targets, all of which are well-structured to make the organization relevant to its Members and partners. The ambitions set in the regional strategies are aligned with the optimal pathway in Strategy 2030 and the targets set in the Roadmap 2021-2025 in terms of green investments and strategic outcome impacts. The growth and expansion are presented with a clear approach on the effective and efficient management as well as the delivery of our commitments. The resource implications and partnerships define the costs for the operations, the strategic resource partners to develop and expand, as well as the expected growth in human resources.

The three documents are attached as annexes to a cover note which makes the linkages between the Strategy 2030 and the regional strategies. The cover note also looks at the evolution of GGGI's membership and operations in relation to the 2025 and 2030 targets for growth and expansion in term of programming. GGGI's growth management is explained with the strategic implementation of various change management initiatives which position well the organization to support its Members and partners green their COVID-19 recovery while preparing for long-term green growth planning and implementation. The cover note also highlights GGGI's plans for the development of the Pacific Regional Strategy in 2022, to be shared with the Council for information.

Regional Strategies for Africa, Asia, Latin America & Caribbean

Linkages with GGGI's Strategy 2030 and Organizational Development

COVER NOTE

1. Introduction

Following the approval of strategy 2030 by the Council in October 2019, and the development of the five-year Roadmap 2021-2025 last year, GGGI has embarked in 2021 on the development of the first regional strategies[1] for Africa, Asia, and Latin America and Caribbean (LAC) regions. The development of these three regional strategies this year is timely, as the year 2021 marks the first year of implementation of strategy 2030. This cover note explains GGGI organizational development and the linkages with these three new regional strategies that are attached to this document for the Council's information. The regional strategies translate GGGI strategic orientation for the three regions to deliver GGGI's 2030 ambitions and are aligned with the five-year Roadmap 2021-2025. Each of these regional strategies is condensed into a short summary outlining the program priorities and growth targets for each region for the period 2021 to 2025.[2] The full versions of the regional strategies have been approved by the Management as GGGI's regional strategic orientation to complement the 5-year Roadmap 2021-2025 and guide the implementation of Strategy 2030 at the regional level. The regional strategies serve as key documents aiming to build a common understanding and shared ownership among staff on the implementation of Strategy 2030 and Roadmap, and useful information and documentation to GGGI's internal and external stakeholders.

For the Pacific, GGGI is planning to develop a regional strategy in 2022 and align the resourcing with the new cycle of Work Program and Budget (WPB 2023-24). In preparation for next year regional strategic planning exercise, GGGI has prepared a paper on the key strategic orientation of the organization in the Pacific, which was presented to the 13 session of the Management and Program Sub-Committee in June 2021.

2. From Strategy 2030 to Regional Strategies: Linkages

Strategy 2030 is a 10-year strategy that sets the course for GGGI's future growth and expansion to support the green growth ambitions of Members and partner countries and to remain relevant and adaptable as an international development organization in a challenging global environment. The Strategy commenced implementation in January 2021 after it was adopted by the GGGI Council in October 2019. It will be implemented in two 5-year phases.

The framework for the implementation of GGGI's Strategy 2030 includes the Roadmap, the Change Management Plan, Country Planning Frameworks (CPFs) and the newly developed regional strategies for Africa, Asia, and LAC. ***The three regional strategies are plans for action that will cascade the direction, programs orientation, growth ambitions and impact targets from GGGI's Strategy 2030 and Roadmap to the regional level.*** Essentially, they provide the framework at the regional level to guide the alignment of our operations with Strategy 2030 priorities in line with the needs of Members and partner countries. For other regions such as the Pacific, the regional strategic planning exercise will take place in 2022.

[1] As noted by MPSC, these are not independent new strategies, but rather, translate Strategy 2030 into regional action plans (to implement GGGI Strategy 2030 in the regions).

[2] The Pacific region because of its small size has a Pacific Strategic Orientation paper prepared in 2021. GGGI will develop the Pacific Regional Strategy in 2022 and share with the Council for information.

The implementation of the regional strategies will align the NDC and SDG commitments and obligations of Members and partner countries with GGGI's 5 programmatic and 3 non-programmatic Global Operational Priorities (GOP) and the 10 programmatic solutions to accelerate green growth and climate actions. The collective ambition of the regional strategies is aligned with the optimal pathway in Strategy 2030 which aims to expand GGGI's country programs from 34 in 2021 to 38 in 2025, mobilize USD 84.5 million in annual financial resources for operations and USD 1.6 billion per annum in green investments mobilized by 2025.

3. Evolution of GGGI's Memberships and Country Operations

The three regional strategies and Pacific Strategic Orientation together with the future ambitions in the Middle East and Hungary will drive the growth and expansion of GGGI in terms of the country programs' scale and outreach in the next 5 years. The indicators for our growth include the number of members and country operations. In terms of rolling out Strategy 2030, the regions and their country operations are where the actual actions will take place and where the rubber hits the road. During the implementation of the previous GGGI's Strategic Plan 20215-2020, the number of Members and country operations have all grown from 26 to 38 and from 25 to 35 respectively as shown in Figure 1a below. As of September 2021, GGGI's membership has grown to 40 (see Figure 1b) while the number of country operations reached 42 consisting of 29 country programs and 13 project countries.

Terminologies

For the purpose of this paper, GGGI uses the following terminologies:

- **Member country** also referred to as **Member** is a country of regional integration organization which has submitted a letter of intent to becoming a member of GGGI.
- **Partner country** refers to a country where GGGI has operation, which is not yet a member.
- **Country Operation** is a country where GGGI has presence.
- **Country Program** is a country where GGGI operates with multiple projects managed guided by a Country Planning Framework (CPF), a Country Business Plan (CPB), and managed by a country representative.
- **Project Country** is a country where GGGI has 1-2 projects.

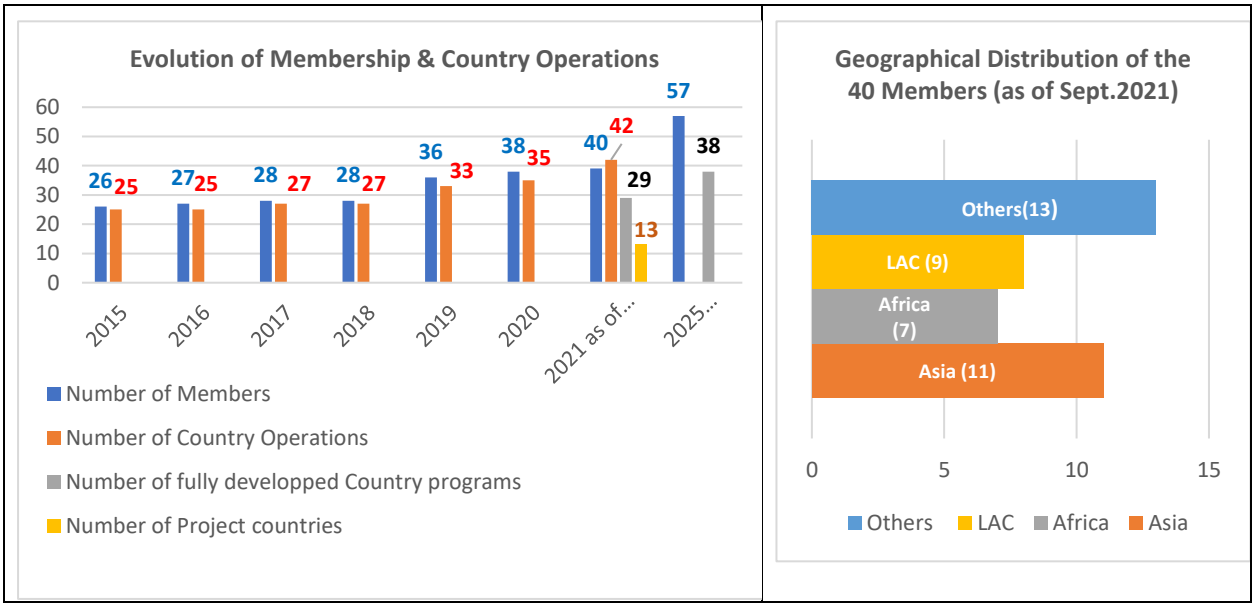


Figure 1a and1b: Evolution of GGGI's membership and operations geographical coverage

The number of country operations has grown from 35 in 2020 to 42 in 2021 (as of September 2021). According to GGGI's criteria, 28 out of the 42 country operations are fully developed country programs while

the remainder have 1-2 project s. A country program has multiple projects managed from within the same country, guided by a Country Planning Framework (CPF), a Country Business Plan (CPB), and managed by a country representative. A project country, with one or maximum two projects, is delivered under a global/regional program, and managed from a neighboring country program, a regional office, or headquarters. The number of country programs is still below the Strategy 2030 growth assumptions of 34 in 2021 and 38 in 2025. Nevertheless, judging by the number of countries that have become partners and those that are seeking accession, it is reasonable to expect GGGI's country program target in 2021 and 2025 to be met. The is also a growing interest in GGGI membership with 23 countries and regional/international organizations which submitted a letter of intent to GGGI.

The projected growth in GGGI's country operations by region between 2020 and 2025 is presented in Figure 2 and is expected to mostly occur in Africa, Asia and Latin America and Caribbean (LAC) regions, with some growth potential in the Pacific. The future growth in the number of country programs from the current 28 will be determined by the number of new future country operations and possible phasing out as well if they do not meet the country program criteria.

4. Management of growth & expansion

4.1. GGGI's Financial Resources

The growth in GGGI's country operations during the first 5-year phase will aim to align with the optimal pathway in Strategy 2030 which assumes that GGGI's country programs will expand gradually from 34 in 2021 to 38 in 2025. The growth in the country programs will happen in 3 growth phases, namely the phase-in-stage (0-2 years), mature phase (3-5 years) and expansion phase (5 years and beyond). GGGI's growth will be managed according to its resources mobilized and staffing, scale of operations, budget and green investments catalyzed to support expansion and delivery of results and impact.

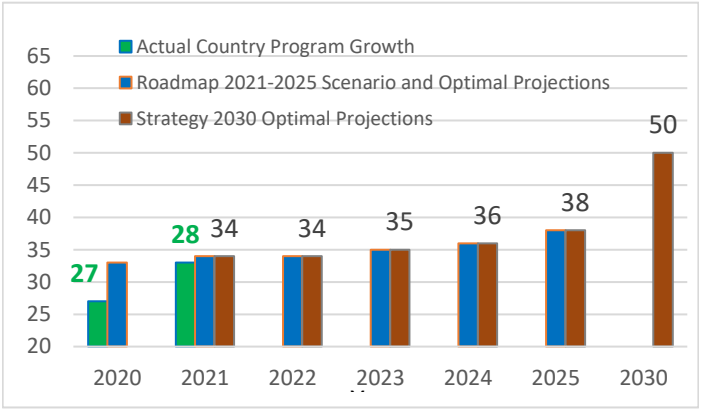


Figure 2: Country Program Growth Strategy 2030 vs. Actual

With a baseline estimated resource budget of USD 56.5 million in 2021, the level of resources for operations is projected to grow to USD 84.5 million in 2025, with a composition of USD 25 million core (30%), USD 43.7 million earmarked (52%) and the balance (18%) being program restricted and core from mixed donors. The optimal scenario also estimates that green investment commitments will grow from an annual target of USD 700 million in

Table 1: Distribution of green investment commitments

Region	Green Investments Mobilization (USD millions)	Proportion
Asia	3,000	49%
Africa	1,200	20%
LAC	1,655	27%
Europe	25	1%
Middle East	90	2%
Pacific	157	3%
Total	**6,127**	**100%**

2021 to USD 1.06 billion in 2025.[3] The ambitions set in the regional strategies are aligned with the optimal pathway in Strategy 2030 and the targets set in the Roadmap 2021-2025.

About 95% of GGGI target for green investments mobilization is distributed across the three regional strategies (see Table 1). Asia region plans to deliver close to half of the target.

GGGI impact targets set for the strategic outcome are summarized in the Table 2 below, showing the contributions of the three regions translated into the regional strategies. For the targets related to GHG emissions and access to sustainable services, the three regions together exceed GGGI targets for 2025 set in the Roadmap. The contributions of the three regions equal the 2025 targets set for Direct green jobs, Natural capital protection, and Adaptation services. The mid-term review of the Roadmap in 2023 will be an opportunity to review the assumptions around the targets and make recommendations for their revisions.

Table 2: Contribution of Africa, Asia and LAC in the Strategic Outcome targets

			GGGI attributed outcomes		Asia attributed outcomes 2025 by Region				
	Strategic Outcomes	Unit	2030	2025	Asia	LAC	Africa	Summary of 3 regions	Variance (against 2025 targets)
1	GHG emission reduction	Mton CO2e	1,000	300	159	96	75	330	30
2	Direct Green Jobs	million jobs created	2	0.5	0.1	0.2	0.2	0.5	0
3	Sustainable services	Million people	100	40	41	14	13	68	22
	3.1 Energy access		30	10	3	3.3	4	10	0
	3.2 Sanitation		10	4	3	0.4	1	4	0
	3.3 Waste		80	20	31	8	6	45	25
	3.4 Transport		20	6	4	2	2	8	2
4	Air Quality Improvement		Not available	Not available	N/A	N/A	N/A	N/A	N/A
5	Natural Capital Protection	Million hectares	0.5	0.1	0.0	0.1	0.1	0.1	0
6	Adaptation services	Million people	8	2	0.4	1	0.9	2.1	0

(Numbers are rounded off)

4.2. GGGI's Human Resources

GGGI's growth has been translated into the development of expertise aligned with the 10 programmatic solutions of Strategy 2030. The human resources (staff + consultant) have been professionalized over the past years and grew from 365 in 2018 to 428 in 2020. Based on the growth and budget assumptions, the figures are expected to reach 580+ by the end of 2021 as shown on Figure 3.

[3] GGGI, 2020. Roadmap 2021-2025.

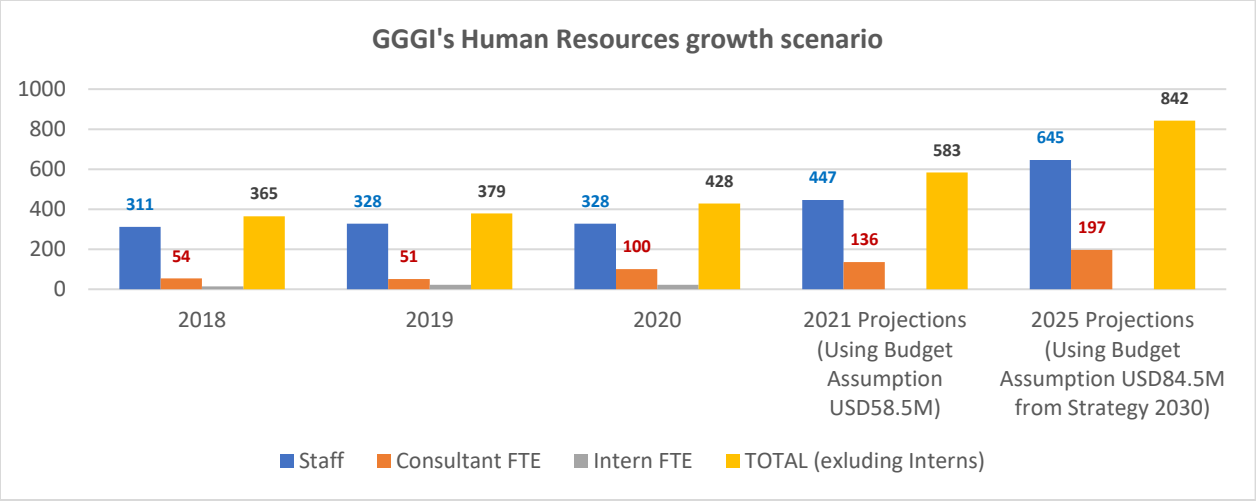


Figure 3: Evolution of GGGI human resources

The increased professionalization of GGGI human resources has taken place in the context of a suite of change management initiatives including: (1) the 2017 GGPI reform implemented with the WPB reform (changing the fixed WPB into a continuous process) to confirm the country teams as GGGI's business units, put in place a "matrix approach" where GGPI and IPSD are functionally merged through joint projects, IPSD becomes a pool of technical expertise in finance and the 4 themes, serving the country teams, and evolve Heads of Program functions towards providing leadership, mentoring and decentralized support functions close to the field; (2) establishment of field regional offices; (3) iGROW initiative with a suite of business process; and (4) recent organizational readjustment Community of Practices and Global Practices Leads/co-Leads. Another aspect of GGGI's evolution is the establishment of sub-regions, starting with the Mekong region. As the organization grows and current regional geographical coverage becomes larger, other sub-regions will need to be set-up to get the closer localized support to the country teams.

The regional strategies are developed in the context of COVID-19 recovery and the race to Net-Zero. From the modernization of our HR systems to the change in the business model, the reorganization of field operations (including the establishment of the regional offices and the decentralization of country teams into business units), the development of effective resource mobilization function supported by processes and online tools, the introduction of professional development and training, and the setting up of Strategic Outcomes and our 2030 ambitions in terms of targets and carbon neutral organization, the organization development has put GGGI on a clear pathway to achieve its new Strategy 2030 and the 5-year roadmap.

Building on our assets and our strong core value proposition of embedded country teams acting as trusted 'green growth' advisors to our members on green policies and green investment, GGGI is extremely well placed to play a key role in the green transition.

4.3. GGGI in the Pacific

In lieu of a regional strategy for the Pacific, GGGI has prepared a short paper on the organization's strategic orientations for the region and the plans to develop and structure it in a similar way to what is currently in place for Africa, Asia, and LAC. The Pacific Regional Strategy will be developed as part of the next Work Program & Budget (WPB) 2023-2024 cycle, with a timeframe likely to cover the period of 2023-2030. The first 5-year Pacific Regional Strategy will cover the remaining three years of the Roadmap 2021-2025 implementation and overlap with part the next Roadmap 2026-2030.

Annex 1: Regional Strategy for Africa

Annex 2: Regional Strategy for Asia

Annex 3: Regional Strategy for Latin America & Caribbean (LAC)

Annex 4: Strategic Orientation for the Pacific

Annex 1

Africa Regional Strategy 2021 – 2025

"A shared vision for Africa's green transition"

Annex 1

1. Introduction

The Africa Regional Strategy is a plan of action that will cascade down the direction, program orientation, ambitions, and growth targets from Strategy 2030 and the Roadmap at a regional level. It will align the NDC and SDG commitments and obligations of Member and Partner countries in Africa with GGGI's 5 programmatic and 3 non-programmatic Global Operational Priorities (GOP) and 10 programmatic solutions that aim to accelerate climate action. It also serves as the basis for strengthening GGGI's position in its support to Members in greening their COVID-19 Recovery Plans and developing Green New Deals as part of their long-term strategies to building back better.

Since its establishment as an international organization in 2012, GGGI Membership in Africa has grown to 7 Members (Angola, Burkina Faso, Côte d'Ivoire, Ethiopia, Rwanda, Senegal, Uganda). Country operations exist in 5 Members (Burkina Faso, Ethiopia, Rwanda, Senegal, Uganda), with projects in 4 additional Members and Partners (Côte d'Ivoire, Morocco, Mozambique, and Togo). There are also 9 countries (Comoros, Ghana, Madagascar, Morocco, Mozambique, Sudan, Togo, Tunisia, and Zambia) in the current membership pipeline that have formally submitted a letter intent for membership. GGGI country operations expect to double from 5 countries in 2021 to 12 by 2025 with annual budget increase from USD 8.5m and staff of 60 in 2021 to USD 15 million and 110 staff by 2025. GGGI country operations in the region to date are providing policy support to governments and delivering projects as shown in the table below:

Global Operational Priorities	Programmatic Solutions	Africa Portfolio
1 Catalyzing 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 instruments, international carbon finance)	All programs
2. Supporting GGGI Members in strengthening policy planning, regulatory frameworks, and institutional capacity to achieve green growth outcomes.	2. Climate Action (inclusive green growth plans, LT-LEDS, NDC support, MRV system design, climate diplomacy, carbon pricing policies)	All programs LT-LEDS – Ethiopia, Burkina Faso, Togo
3. Achieving a sustainable and circular bioeconomy while securing healthy natural systems.	3. Climate Resilient Agriculture (solar irrigation, RE application in agri-value chain, resilient cropping practices, resource conservation)	Angola, Burkina Faso, Côte d'Ivoire, Ethiopia, Rwanda, Senegal, Uganda
	4. Sustainable Forests (REDD+, landscapes financing mechanisms, natural capital markets innovations)	Angola Ethiopia
	5. Coastal Resilience (mangroves as ecosystem for livelihoods, aquaculture, marine issues - fisheries, flood protection and pollution)	N/A
4. Making cities and communities sustainable, livable, and resilient through supporting green jobs, services, and green infrastructures	6. Waste Management (circular economies, urban and agricultural waste, wastewater, FSM, waste to resource)	Morocco, Rwanda, Senegal
	7. Sustainable Mobility (e-mobility, non-motorized transport)	Ethiopia, Morocco, Rwanda, Senegal
	8. Green Buildings (green urban infrastructure norms/standards/policies, energy efficiency in residential & commercial buildings)	Rwanda, Senegal
	9. Solar PV (energy transition access and productive use - solar water pumping, solar PV auctions, rooftop, utility scale plants, storage)	Burkina Faso, Ethiopia, Uganda
	10. Green Industries (green industrial parks, green supply chains, EE in SMEs, labelling and standards)	Ethiopia, Uganda
5. Accelerating progress in eradicating poverty and gender inequality through GGGI's country programs	Cross cutting in all programmatic solutions (accelerating progress in country programs in poverty eradication and gender equality) includes Gender Equality and Social Inclusion (GESI) incorporated across outcomes and outputs.	Rwanda, Ethiopia, Burkina Faso, Mozambique
Green Covid-19 Recovery	N/A	Burkina Faso, Uganda, Côte d'Ivoire, Rwanda

Annex 1

2. Regional Focus and Programmatic Solutions

Regional challenges and opportunities

Green growth challenges and opportunities in the region include the Covid-19 pandemic, accelerating impacts of climate change, biodiversity loss, deforestation, land degradation, waste and littering and pollution (air and water). In parallel a key opportunity in the region is the change in economic models towards green growth for greater sustainability and inclusiveness.

Regional drivers and enablers

There are key regional drivers and enablers that impact the implementation of this strategy and green growth on the continent. The drivers include green transition of country economies with the integration of climate actions in development planning processes, adoption of climate diplomacy in development cooperation and development of green Covid-19 recovery plans, increased emphasis on Adaptation for building climate resilience on the continent and development cooperation's emphasis on investment in climate action. The enablers presenting opportunities for green interventions include urbanization and industrialization as key priorities in Africa's development, increased regional integration e.g., Africa Free trade Agreement (AfCTA) being supported by regional initiatives like the Africa Climate Change Strategy and the importance of digitalization (further highlighted by Covid-19 pandemic) as key in driving socio-economic innovation.

Regional Programmatic Solutions

Africa's regional focus for programmatic solutions is addressed through current interventions, Country Planning Frameworks, Country Business Plans, Work Programs and Budgets (2021-2022). The focus of the implementation of GGGI's regional programmatic solutions aim to increase green investments, raise climate action ambition, and promote the adoption, and deployment of technologies, tools, and solutions across the continent. In parallel, promote green and deliver cross-cutting impacts from interventions including green entrepreneurship, that address poverty eradication, green job creation (particularly youth employment) stemming from new jobs and job re-allocation from brown to green jobs particularly in green sectors and activities such as, solar PV, green industries, climate-smart agriculture, and ecosystem restoration activities.

Sub-region	**Key issues** ***Covid-19 pandemic and Accelerating impacts of climate change are assumed for all regions***	**GGGI Members and Partners (current and future)**	**Focus of programmatic solutions (Crosscutting – gender and social inclusion assumed for all countries)**		
East Africa/Horn of Africa	Unsustainable agricultural practices, deforestation, water scarcity, biodiversity loss, air pollution, urban industrial pollution, waste, and littering	Ethiopia, Rwanda, Uganda	**High priority** PS1 (All) PS2(RWA, ET, UG) PS3 (ET) PS4 (ET) PS 6 (RWA, UG) PS7 (RWA) PS8 (RWA, UG) PS9 (ET, UG) PS10 (ET, UG)	**Medium priority** PS3 (RWA) PS4 (RWA) PS 6 (ET) PS7 (ET, UG) PS8 (ET) PS9 (RWA) PS10 (RWA)	**Low priority** PS3 (UG) PS4 (UG)
Central Africa	Large scale and illegal mining, deforestation, rapid urbanisation, poor agricultural practices	N/A	N/A	N/A	N/A
North Africa	Water and arable land, scarcity and depletion, waste and littering, biodiversity loss, air pollution,	Morocco, *Egypt, Sudan, Tunisia*	PS1 (All) PS2 (MOR) PS	PS3 (MOR) PS6 (MOR) PS7 (MOR)	PS5 (MOR) PS8 (MOR) PS9 (MOR)
Western Africa and the Sahel	Land degradation, reduced and erratic rainfall variability, unsustainable agricultural practices, desertification, water and air	Burkina Faso, Senegal, Côte d'Ivoire, *Benin, Ghana,* Togo	PS1 (All) PS2 (BF, CIV, TOG, SEN)	PS4 (BF) PS5 (CIV) PS6 (CIV) PS7 (CIV)	PS5 (BF, SEN, TOG) PS6 (BF, TOG)

Annex 1

	pollution, degradation of coastal ecosystems, waste and littering, deforestation, biodiversity loss		PS3 (BF, CIV, SEN, TOG) PS4 (CIV, SEN) PS6 (SEN) PS8 (CIV) PS9 (BF, SEN, TOG) PS10 (CIV)	PS9 (CIV)	PS7 (BF, SEN, TOG) PS10 (BF, SEN, TOG)
Southern Africa	Biodiversity loss, deforestation, desertification, land degradation, waste and littering, air, and water pollution,	*Zambia*, Angola, Mozambique	PS1 (All) PS2 (MOZ, ANG, ZAM) PS3 (ANG, MOZ, ZAM) PS4 (ANG) PS9 (ANG, MOZ, ZAM)	PS5 (ANG)	PS5 (MOZ) PS6 (ANG, MOZ, ZAM) PS7 (ANG, MOZ, ZAM) PS8 (ANG, MOZ, ZAM) PS10 (ANG, MOZ, ZAM)
Islands	Declining marine resources and degradation of coastal ecosystems, biodiversity loss, rising sea levels, deforestation	*Comoros, Madagascar*	N/A	N/A	N/A

Regional Strategic Targets

The overall ambition of the Africa Regional Strategy is to at least double GGGI's country operations by 2025, with country operations in the region expected to expand from 5 countries in 2021 to 12 by 2025, increase annual operational budget from USD 8.5m in 2021 to USD approx. 15 million by 2025, increase annual resource mobilization from earmarked projects from a target of USD 11m in 2021 to an estimated USD 25 million in 2025 and increase regional capacity in terms of staff from an estimated 60 people in 2021 to around 110 people by 2025. The region has an estimated investment target for green and finance of USD 1.2 billion by 2025. During that period, the Africa Regional Strategy attributed outcome targets are as follows:

Strategic targets for Africa

Strategic Outcome Targets	GGGI Overall Target to 2025	Africa Regional Target to 2025
1. GHG emission reduction (Mton CO2e)	300	75
2. Direct Green jobs (million jobs created)	0.5	0.2
3. Sustainable services (Million people)	40	13
a. Energy access	10	4
b. Sanitation	4	1
c. Waste	20	6
d. Transport	6	2
4. Air Quality Improvement	Not Available	Not Available
5. Natural Capital protection (Million hectare)	0.1	0.1
6. Adaptation services (Million people)	2	0.9

3. Effective and Efficient Delivery in the Region

To ensure effective and efficient delivery of the strategy, it is necessary for the region to take greater responsibility in target setting and delivery for regional integration, resource mobilization and budget allocation to develop joint initiatives, regional projects, build regional capacity, manage growth, strengthen partnerships, and support knowledge exchange platforms across members and programs.

Role of the Regional Office: To enhance support and strengthen delivery, the regional office will build capacity through coordinated, regional thematic expertise to provide technical support for programs and project development and implementation. Communication and knowledge generation and dissemination will be

Annex 1

strengthened with dedicated regional thematic roles allocated to priority areas. Adequate support will be allocated to the region for operations in new countries without country teams, as well as enhanced monitoring of country programs and reporting functions. Planning and investment for operational support like allocation of staff time to support regional functions, focal points for finance, human resources, and communications will be addressed through a robust recruitment plan tailored to regional needs, including staff rotation and investment in language skills capacity (mainly French and Portuguese) for Lusophone and Francophone countries.

Managing growth: The establishment of new country operations will be guided by the Criteria on Country Programming, approved by the Council in 2019. GGGI will establish operations where there is strong political commitment and adequate financial resources. Countries that have recently submitted letters of intent or have started discussions on membership will also be part of the regional engagement process over the next 5 years. The region is expected to grow significantly as the organisation becomes more established and known on the continent. The region will initially operate as a bloc with the aim of establishing sub-regions as country operations increase. New country projects and multi-country programs will be managed through regional programs under the guidance of the regional office. The region will aim to increase its resource base in addition to core funding as new resource partners, earmarked projects and country programs are added to the Africa portfolio by 2025. Investment in member countries will primarily target programs in maturation and expansion stages that can offer a wider range of services and solutions that can also be scaled up. The estimated country operations development timeline (2021-2025) is shown below:

Country	**Start year**	**2021**	**2022**	**2023**	**2024**	**2025**
Angola	2021	-	Phase-in	Phase-in	Phase-in	Maturation
Burkina Faso	2018	Maturation	Maturation	Maturation	Expansion	Expansion
Cote d'Ivoire	2020	Phase-in	Maturation	Maturation	Maturation	Maturation
Ethiopia	2012	Maturation	Maturation	Expansion	Expansion	Expansion
Morocco*	2015	Phase-in	Phase-in	Phase-in	Phase-in	Phase-in
Mozambique*	2018	Phase-in	Phase-in	Phase-in	Phase-in	Maturation
Rwanda	2015	Maturation	Maturation	Maturation	Expansion	Expansion
Senegal	2016	Maturation	Maturation	Expansion	Expansion	Expansion
Togo*	2021	Phase-in	Phase-in	Phase-in	Phase-in	Phase-in
Uganda	2016	Maturation	Maturation	Expansion	Expansion	Expansion
Zambia	2022	-	Phase-in	Phase-in	Phase-in	Phase-in
Ghana	2023	-	-	Phase-in	Phase-in	Phase-in
Others (pipeline) [1]						
Benin						*Phase-in*
Comoros						*Phase-in*
Egypt						*Phase-in*
Madagascar						*Phase-in*
Sudan						*Phase-in*
Tunisia						*Phase-in*
**Country status will be reviewed once membership is achieved*						

Partnerships and Resource Mobilization: GGGI has established several MoUs with other regional bodies such as AfDB, UNECA, UNEP, UN-Habitat and is currently developing one with the International Union for Conservation of

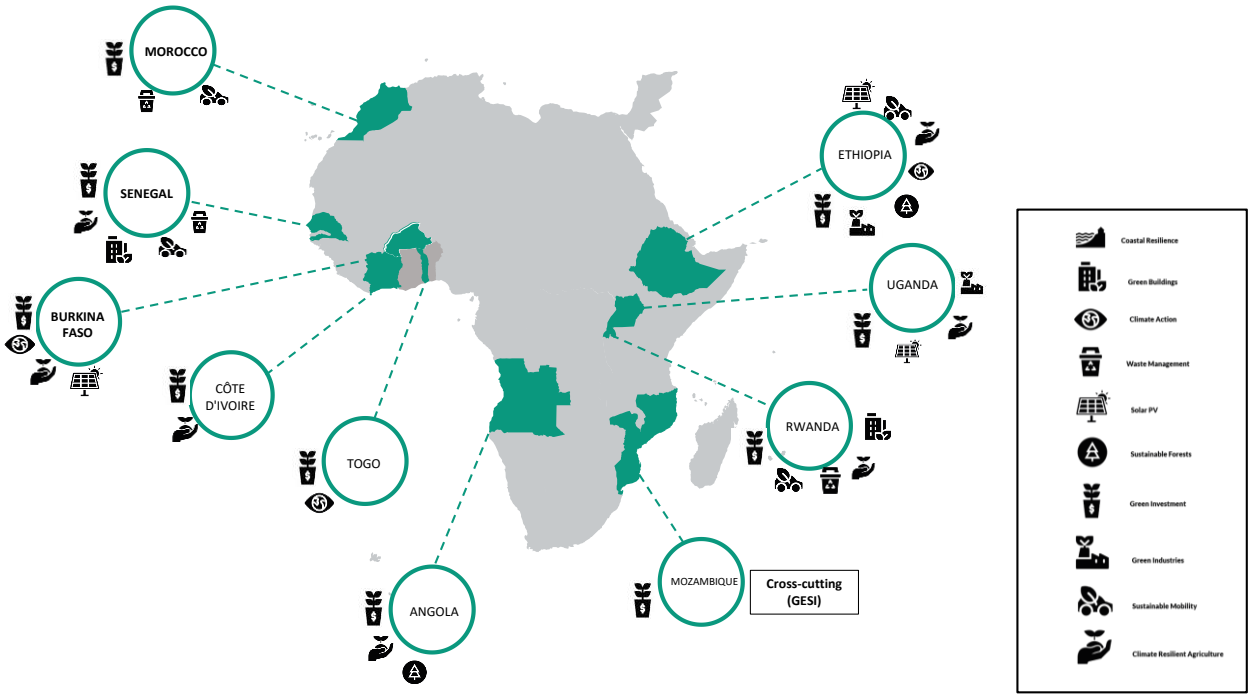
[1] Egypt, Tunisia, Sudan, Comoros, Madagascar, and Benin are other pipeline countries that may progress towards membership by 2025 and thus embark on projects/operations in addition to countries currently being considered for expansion/regional engagement. Countries such as Benin and Madagascar have donor interest for investment as part of their portfolios on the continent.

Annex 1

Nature (IUCN) as well as seeking observer status with the African Union Commission (AUC). GGGI aims to expand and strengthen partnerships with these regional bodies, Multilateral Development Banks (MDBs) and bilateral development agencies that are active on the continent and position them as strategic partners in a more systemic and collaborative approach to regional and multi-country programming and business development. GGGI will aim to leverage its position in the green growth and climate resilient development space to build new knowledge and tools and unlock regional opportunities for resource mobilization and impact. It will aim to strengthen project pipeline development (joint processing in TA and project loan/grant of MDBs) and increase public awareness and visibility of GGGI in the region. To date, our operations have been bilateral with limited multi-country technical assistance and knowledge sharing activities. GGGI will pursue a high-level, cross-country approach where appropriate to address regional issues through regional projects and programmes with development partners and scale up impact. By 2025, our aim is to attain up to USD 20 million in new earmarked funding agreements for regional and multi-country programs. The region will aim to consolidate our comparative advantage for successful, expanded partnerships to expand availability and access to expertise on the continent by developing partnerships for joined technical and HR resources to deliver maximum for members and through regional bilateral and multilateral partners.

Annex 1

Annexe: Regional Map



Annex 2

Asia Regional Strategy 2021 – 2025

Photo credit: GGGI stock photo

Annex 2

1. Introduction

The Asia Regional Strategy is a plan for action that will cascade the direction, ambitions, and growth targets from GGGI Strategy 2030 and its 2021-2025 Roadmap to the regional level. It will align the NDC and SDG commitments of GGGI Member and Partner countries in Asia with GGGI's five programmatic and three non-programmatic global operational priorities, and 10 programmatic solutions to accelerate climate resilient green growth. It also serves as the basis for strengthening GGGI's position in its support to Members and Partners in greening their COVID-19 Recovery Plans and developing Green New Deals as part of their long-term strategies to building back better.

GGGI has been active in Asia since its establishment as an international organization in 2012, starting with six countries: Cambodia, Indonesia, Mongolia, Philippines, Thailand, and Viet Nam. At present, GGGI has operations in nine Member countries: Cambodia, Indonesia, Lao PDR, Mongolia, Philippines, Sri Lanka, Thailand, Uzbekistan, and Viet Nam; and will begin its operations in Kyrgyz Republic within 2021. It has operations in three Partner countries: India, Myanmar, and Nepal. In addition, five UN member states have submitted a Letter of Intent to be a Member of GGGI: Kazakhstan, Myanmar, Nepal, Pakistan, and Turkmenistan.

GGGI's Asia country programs have made steady progress that resulted in the adoption of 67 policies between 2015-2020 for mainstreaming green growth and instituting policy targets for effective decarbonization pathways, while delivering on green investment commitments totaling USD 757 million (37% of USD 2.06 billion cumulative total green investments). In 2021, with 13 country operations, GGGI's Asia budget stands at USD 17 million, with 110 staff. With expansion to 16 country operations by 2025, GGGI projects have an annual budget of USD 31 million in 2025, with 141 staff.

2. Regional focus and programmatic solutions

Regional challenges and priorities. For the last two decades, Asia's developing countries have demonstrated strong economic growth, striving for higher income and living standards, marking between 5-7% annual growth on average. However, despite the high quantitative growth, developing Asian countries face common green growth challenges, including vulnerability to climate disasters, consequences of rapid urbanization, erosion of natural capital, persistent poverty and growing income disparity, and gender inequality. COVID-19 has also reversed hard-earned economic growth achievements and increased poverty incidence in Asia. Priorities for Asia to overcome challenges and achieve inclusive sustainable green growth are in enabling the post COVID-19 green recovery and building resilient socio-economic systems; mobilizing public and private sector finance to deliver on enhanced NDCs; expanding uptake of indigenous clean and renewable energies; addressing urban development challenges; promoting resilience in agriculture, coastal, and land use sectors; green jobs creation; strengthening home-grown innovations and supporting private sector development through green entrepreneurship; and increasing access to green growth benefits for women and disadvantaged and vulnerable groups.

Programmatic solutions. GGGI Asia Regional Strategy 2021-2025 will support its Member and Partner governments in achieving their green growth ambitions and become climate resilient through all 10 Programmatic Solutions aligned with GGGI Strategy 2030 and Members and Partners' national and sectoral plans and climate action priorities under NDC targets. Environment and social safeguards, and gender equality and social inclusion principles are applied throughout the country program operations to help ensure that the benefits of its interventions would be widely accessed, including the vulnerable groups.

Low carbon transition of Asia economies must be locked in to achieve NDCs and the 2030 collective climate objectives, as well as its long-term goals of carbon neutrality by 2050. As such, GGGI puts high emphasis on **Green Investment (PS1)** interventions in Asia in the next 5 years, as climate finance and green investments need to be majorly scaled up to implement NDCs and national green development goals. This includes strengthening engagement with private sector to generate bankable investment projects, green entrepreneurship, expansion of green investment activities to various sectors, and efforts in introducing innovative carbon financing mechanisms under Paris Agreement to Members and Partners. GGGI is also highly committed to support its Members and Partners in **Climate Action (PS2)** interventions that will establish and strengthen MRV systems, develop long term low emissions development

strategies, and national and regional adaptation planning and implementation to build resilience from adverse impacts of climate change and natural disasters.

GGGI will provide to its Members and Partners support to green recovery from COVID-19 and environmental disasters, such as through **Climate Smart Agriculture (PS3)** solutions that aim to help the Karakalpakstan Republic in Uzbekistan recover from the Aral Sea disaster impacts, and the farming communities and displaced migrant workers in Terai region in Nepal from COVID-19 related containment measures. These interventions aim to help provide sustainable livelihood for beneficiaries, contribute to food security, and ultimately help the economies transition to green growth trajectory.

The five-year Strategy period is also an opportune time for GGGI to scale up and replicate its successes in its interventions at country and subregional/multi-country level. GGGI will build on its experiences in **Sustainable Landscape (PS4)** and **Coastal Resilience (PS5)** in designing and implementing green investment projects that promote natural capital protection and restoration, as a countermeasure to the degradation and destruction of landscapes and coastal areas in Asia. For **Waste Management (PS6),** there are opportunities to replicate large-scale waste projects such as municipal solid waste management solutions from Mekong subregion to ASEAN countries, and the BioCNG multi-country project that converts organic waste into energy in a multi-country project that includes India, Indonesia, and Thailand. For **Sustainable Mobility (PS7),** GGGI sees the high potential to apply its successes, such as in e-mobility deployment in Cambodia and Lao PDR, in other rapidly urbanizing Southeast Asian countries. For **Green Buildings (PS8)**, Central Asia countries could benefit from Mongolia's experiences in retrofitting old buildings with energy heating solutions to majorly contribute to national GHG emissions reductions. For **Solar PV and renewable energy (PS9)**, GGGI will capitalize on the growing market for solar energy and upgrade its solar interventions by applying the technology to new infrastructure, public buildings and schools, and explore its productive use for agricultural, industrial, and healthcare purposes. For **Green Industries (PS10),** GGGI will leverage on its advanced experience in transforming energy intensive garment industry in Cambodia for higher efficiency to expand results at wider scale in the growing manufacturing industries in Asia where holistic sustainability innovation can be catalyzed.

GGGI continues to strive to develop cohesive and impactful projects that go beyond individual countries, through multi-country or subregional projects where common solutions could be applied at scale. Some examples of opportunities being pursued under the Asia program include integrated municipal solid waste management project in ASEAN; circular economy in South and Southeast Asian countries; and large-scale adoption of low-carbon buildings in Cambodia, India, Indonesia, Thailand, and Viet Nam.

Annex 1 provides the description of GGGI's Programmatic Solutions in Asia.

Regional SO and investment targets. Through implementation of policy and green investment activities for the programmatic solutions and priorities described above, GGGI Asia program aims to significantly contribute to GGGI's strategic outcomes in the next 5 years as shown in table below. GGGI's Asia program aims to mobilize USD 3 billion of green investment by 2025, which would equal to 49% of GGGI's overall corporate target.

Regional Strategic Outcome Targets		
Strategic Outcome Targets	**GGGI Overall Target to 2025**	**Asia Regional Target to 2025**
1. GHG emission reduction (Mton CO_2e)	300	159
2. Direct Green jobs (million jobs created)	0.5	0.12
3. Sustainable services (Million people)	40	41
a. Energy access	10	3
b. Sanitation	4	3
c. Waste	20	31

Asia Regional Investment Targets to 2025	
Year	**Target (USD million)**
2021	327
2022	547
2023	571
2024	645

d. Transport	6	4
4. Air Quality Improvement	Not Available	Not Available
5. Enhanced Natural Capital protection (Million hectare)	0.1	0.02
6. Adaptation services (Million people)	2	0.4

2025	910
Total 2021-2025	3,000

3. Effective delivery in the region

Role of the Regional Office. The GGGI Asia Regional Office, based in headquarters, leads the cultivation and development of new country programs and project proposals for subregional/multi-country opportunities. It supports country programs in developing their Country Planning Frameworks, identifying and pursuing core and earmarked projects, and facilitating relationships between country teams and potential donors and development partners. It provides backstopping to help close tentative human resource gaps at country offices for business continuity and effective and efficient delivery; and supports country teams in securing resources necessary in ensuring smooth in-country operations. It supports internal and external knowledge sharing initiatives within the region through knowledge events.

Managing growth. GGGI's Asia program is envisaged to have at least 16 country operations in Asia at varying maturity phases, as shown in the table below. Presently, GGGI's Asia region covers Cambodia, India, Indonesia, Kyrgyz Republic, Lao PDR, Mongolia, Myanmar, Nepal, the Philippines, Sri Lanka, Thailand, Uzbekistan, and Viet Nam. In the 2021-2025 period, the Asia program will expand to include Kazakhstan, Pakistan, and Turkmenistan. New country programs will be systematically commenced guided by the Criteria on Country Programming, approved by the Council in 2019. **Annex 2** shows the map of GGGI's regional presence in Asia, including the countries in the pipeline.

Country	Start year	2021	2022	2023	2024	2025
Cambodia	2013	Maturation	Maturation	Expansion	Expansion	Expansion
India*	2016	Maturation	Maturation	Maturation	Maturation	Maturation
Indonesia	2013	Expansion	Expansion	Expansion	Expansion	Expansion
Kyrgyz Republic	2021	Phase-in	Phase-in	Phase-in	Phase-in	Maturation
Lao PDR	2017	Expansion	Expansion	Expansion	Expansion	Expansion
Mongolia	2013	Maturation	Maturation	Maturation	Maturation	Expansion
Myanmar	2017	On hold	On hold	On hold	For program review	Phase-in
Nepal*	2016	Maturation	Maturation	Maturation	Maturation	Maturation
Philippines	2013	Maturation	Maturation	Maturation	Maturation	Expansion
Sri Lanka	2019	Phase-in	Phase-in	Phase-in	Phase-in	Maturation
Thailand	2013	Phase-in	Phase-in	Phase-in	Maturation	Maturation
Uzbekistan	2021	Phase-in	Phase-in	Maturation	Maturation	Maturation
Viet Nam	2013	Expansion	Expansion	Expansion	Expansion	Expansion
Others (Pipeline)						
Kazakhstan	-	-	-	-	Phase-in	Phase-in
Pakistan	-	-	-	-	Phase-in	Phase-in
Turkmenistan	-	-	-	-	-	Phase-in
*Country status will be reviewed once membership is achieved						

GGGI highly considers the shared socio-economic and political context of countries within Asia subregions, i.e., ASEAN, Central Asia, Mekong, and South Asia. As such, subregional programs such as Mekong Subregional Program, could provide more effective and meaningful support to GGGI Members and Partners, with contextualized solutions and interventions.

GGGI's strength lies in its being embedded in-country as the trusted neutral adviser on green growth matters. GGGI has assigned dedicated experts deployed in country offices for cross-country support in their areas of specialization in coordination with the Communities of Practice and Global Practices within GGGI. Their technical, country, and

regional experience could contribute to effective interventions on the ground, and promote knowledge exchange as experience is shared between and among country programs.

Resource mobilization and partnerships. GGGI's partnerships are anchored on complementarity, leveraging on the strengths of all parties involved towards a shared goal of green growth. For its Asia program, GGGI will continue to pursue innovative opportunities with its bilateral and multilateral donors, such as ADB, Danida, EU, KOICA, Norway's International Climate and Forests Initiative, the UK Government, and USAID, to name some. GCF remains a key partner in helping governments access climate financing. GGGI continues to explore and deepen partnerships with bilateral and multilateral organizations. For example, as a strategic partner, GGGI has been working with ADB's ASEAN Catalytic Green Finance Facility for building its project pipeline and designing investment-ready green projects in Southeast Asia. This partnership could be replicated in other subregions if there are similar opportunities. It will increase its engagement in the private sector to mobilize financing for its activities, particularly for the design and implementation of green investment projects.

Annex 2

Annex 1. Programmatic solutions for GGGI Asia Program, 2021-2025

Global Operational Priority	Programmatic solution	Proposed Interventions	Country/subregional coverage[1]
GOP1. Catalyzing and accelerating access to climate finance/ green investments for members' public and private sector	PS1. Green Investment	• Strengthen private sector engagement to generate scalable bankable investment projects • Expand green investment activities to valorize ecosystem services and develop new adaptation models • Introduce innovative ways for private sector engagement in interfaces between adaptation and mitigation • Introduce innovative carbon financing mechanisms of the Article 6 under Paris Agreement, beginning with Cambodia, Indonesia, and Nepal	All Asia region countries
GOP2. Supporting our members in strengthening policy, planning, and regulatory frameworks and institutional capacity to achieve green growth outcomes	PS2. Climate Action	• Technical assistance and capacity building for establishment and enhancement of MRV systems, starting with Cambodia and Myanmar • Technical assistance for long-term low emissions development strategies (LEDS) towards carbon neutrality by 2050 • Support national and regional climate resilient adaptation planning and implementation, beginning with Indonesia, Myanmar, Sri Lanka, and Viet Nam; to be expanded to Cambodia, Nepal and Uzbekistan in 2025.	All Asia region countries
GOP 3. Achieving a sustainable and circular bioeconomy while securing healthy natural systems	PS3. Climate Resilient Agriculture	• Contribute to post COVID-19 green recovery of Nepal and Uzbekistan through climate-smart agriculture • Develop green agriculture value chains and green agribusiness models for local businesses initially in Nepal and Uzbekistan, and to be expanded to Kyrgyz Republic • Develop green financing mechanisms that cater to green agriculture and agribusiness, starting with Myanmar, Nepal, India, Philippines, Uzbekistan, and expanded to Kyrgyz Republic	Kyrgyz Republic, Myanmar, Nepal, Philippines, Uzbekistan
	PS4. Sustainable Landscapes	• Deepen implementation of programs and projects where work has already started and matured	India, Indonesia, Myanmar, Nepal, Sri Lanka

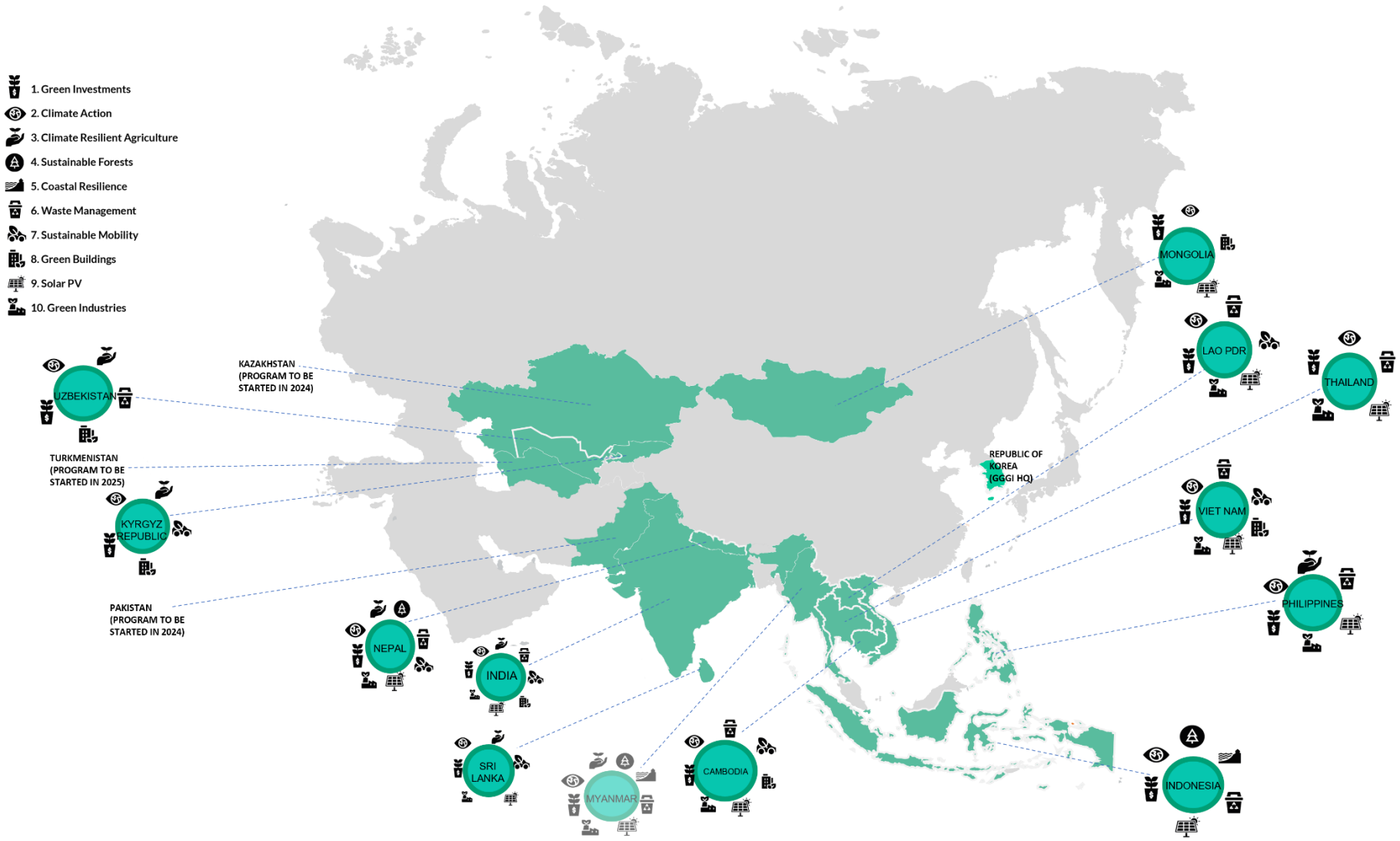
[1] ASEAN Member States are that are GGGI members Cambodia, Indonesia, Lao PDR, Myanmar, Philippines, Thailand, and Viet Nam. The other ASEAN Member States that are not GGGI members are Brunei Darussalam, Malaysia, and Singapore. In the GGGI context, Central Asia comprises Kazakhstan, Kyrgyz Republic, Mongolia, Turkmenistan, and Uzbekistan. Mekong subregion is composed of Cambodia, Lao PDR, Myanmar, Thailand, and Viet Nam. South Asia is composed of India, Nepal, and Sri Lanka.

Global Operational Priority	Programmatic solution	Proposed Interventions	Country/subregional coverage[1]
		• Maximize niche in conceptualizing, structuring, and mobilizing on investment promoting sustainable landscapes • Catalyze private sector investment for agroforestry by developing investment plans to identify an optimal blended public-private model to financing identified climate and land use strategies	
	PS5. Coastal Resilience	• Use the 3Returns framework to assess green investment scenarios for specific forestry, fishery, conservation, and agricultural interventions against business-as-usual trends • Collaborate with key stakeholders in assessing and designing enabling conditions (e.g., policy frameworks, risk mitigation measures • Support resource mobilization for green investment	Indonesia, Myanmar, Sri Lanka
GOP 4. Making cities and communities sustainable, livable, and resilient, supported through green jobs, services and green infrastructure capital markets innovations	PS6. Waste Management	• Pursue integrated municipal solid waste management opportunities at subregional level (e.g., ASEAN) • Pursue biogas capture technologies, e.g., mechanical biological treatment (MBT) and waste-to-energy, with the ongoing BioCNG regional program with India, Indonesia and Thailand as template for replication in the region • Replicate and scale up successes in wastewater/fecal sludge management, such as projects for decentralized wastewater management, fecal sludge management and co-composting/co-digestion with organic waste as in Pakse in Laos PDR and Siem Reap in Cambodia; and BioCNG with fecal sludge in Nepal. • Explore opportunities for hazardous waste, especially in countries with heavy manufacturing or mining, beginning with Cambodia, India, Nepal, Lao PDR, for potential scale up to ASEAN by 2025	Cambodia, India, Indonesia, Lao PDR, Myanmar, Philippines, Nepal, Thailand, Uzbekistan, Viet Nam
	PS7. Sustainable Mobility	• Deploy e-vehicles, particularly private two and three-wheelers in urbanizing Southeast Asian cities • Develop innovative financing mechanisms, public-private partnership models with policy reform, and awareness-raising to support deployment of e-vehicles, as done in Cambodia and Lao PDR	Cambodia, India, Kyrgyz Republic, Lao PDR, Nepal, Philippines, Sri Lanka, Viet Nam; Mekong subregion

Global Operational Priority	Programmatic solution	Proposed Interventions	Country/subregional coverage[1]
		• Work with governments, MDBs, and the private sector to replace diesel buses with electric alternatives • Integrate e-mobility programs with renewable energy charging options or smart battery swapping stations	
	PS8. Green buildings	• Support GGGI Members and Partners in strengthening readiness for green building investments through policy support, development of relevant green building tools to access green finance, and scope investment opportunities • Pursue multi-country opportunity for large-scale adoption of low carbon buildings in Cambodia, India, Indonesia, Thailand, and Viet Nam • Replicate good results in energy efficient heating solutions in Mongolia to other Central Asian countries	Cambodia, India, Kyrgyz Republic, Mongolia, Uzbekistan, Viet Nam; Central Asia subregion
	PS9. Solar PV and renewable energy	• Upgrade GGGI's solar interventions and identify catalytic and inclusive solar power deployment opportunities • Unlock opportunities for indigenous clean energy deployment utilizing organic wastes • Explore interface and interlinkage with electric vehicles, charging stations, and battery storage • Explore relatively novel energy sources such as hydrogen economy	Indonesia, India, Lao PDR, Mongolia, Nepal, Philippines, and Viet Nam ; South Asia and Southeast Asia subregions
	PS10. Green industry	• Use existing high-profile projects such as EU-SWITCH Asia "Promotion of Sustainable Energy Practices in the Garment Sector in Cambodia" project • Pursue innovative green financing opportunities for small and medium enterprises (SMEs) or even factories by organizing sizeable demand for energy efficiency investment	Cambodia, India, Mongolia, Nepal, Philippines, Sri Lanka, Thailand, Viet Nam, India; Mekong subregion
GOP 5. Accelerating progress in our country programs in poverty eradication and gender equality through our operations	Cross-cutting	Environment and social safeguards, gender equality and social inclusion, regional and intra-regional knowledge sharing and cooperation	All Asia region countries

Annex 2

Annex 2
GGGI Asia Program, 2021–2025



Disclaimer: This map is for graphical purposes only. The depiction and use of boundaries, geographic names, and related data shown on the map are not authoritative and not warranted to be error free.

Annex 3

Latin America and the Caribbean Regional Strategy

1. Introduction

GGGI began operations in Latin America and the Caribbean (LAC) in 2013, and currently has eight Members in the region including Colombia, Costa Rica, Ecuador, Guyana, Mexico, Peru, Paraguay, and the Organization for Eastern Caribbean States (OECS). To date, GGGI's work in the region has focused on national and subnational green growth planning, sustainable landscapes, green cities, renewable energy, developing green investment projects and improving access to climate finance. GGGI opened the Latin America & Caribbean regional office in Fall 2018 in Mexico City, Mexico. The region continues to experience growth and interest in Membership, with Letters of Intent received from the Governments of Dominican Republic, Chile, Guatemala, and Nicaragua.

The LAC Regional Strategy will cascade the direction, program orientation, ambitions, and growth targets from Strategy 2030 and the Roadmap to the regional level. The strategy is aligned with global climate and sustainable development commitments, country priorities, as well as GGGI's programmatic solutions and global operational priorities. The LAC Regional Strategy also serves as the basis to support Members in the LAC region to green their COVID-19 Recovery Plans and develop Green New Deals as their long-term strategies to build back better.

2. Regional Focus and Programmatic Solutions

2.1: Regional Challenges and Opportunities

Latin America is one of the most biodiverse regions in the world, home to a large majority of middle-income countries, and a wide range of geographic and climactic conditions ranging from the Andes to the dry corridor to the Caribbean. The social, environmental, and economic impacts of climate change are closely tied to countries' development priorities and the everyday lives of their citizens. Challenges and opportunities for the development of a Green Growth agenda and more ambitious climate action are outlined below:

Challenges

- Impact of climate change on agricultural economies, which make up ~ 6% of LAC country's GDP
- Threat of deforestation in one of the most biodiverse regions in the world
- Increased urbanization exacerbating unequal access to services including waste management, public transport, and energy
- Persistent poverty and gender inequality
- Competing political priorities between climate change and other pressing issues including quality of life, security and transparency and overcoming
- Devastating social, economic, and health impacts of the COVID-19 pandemic that has led to job loss, exacerbated inequality, and increased civil unrest

Opportunities

- High concentration of MICs with considerable green investment potential
- Significance of the AFOLU Sector as an economic driver with mitigation and adaptation potential
- Opportunity to leverage urbanization to expand access to inclusive, sustainable services
- Green Job creation to support a Green COVID Recovery and enhance entrepreneurship and innovation
- Government commitment to Climate Action, Green Recovery and the SDGs

2.2: Programmatic Solutions

The LAC regional focus areas to 2025 are aligned with 1) GGGI's programmatic solutions outlined in Strategy 2030, 2) The key regional challenges 3) the key opportunities in the region, 4) NDC and NAP priority areas, 5) Existing regional expertise and track record, and 5) current resource mobilization and project pipeline. By 2030, GGGI's LAC Regional Program aims to see growth in the ten programmatic solutions, as outlined below.

Phase-In Programmatic Solutions: By 2025, the following programmatic solutions will be implemented in 1-2 countries in the region with a budget allocation of .1-.5M for each PS annually across the LAC portfolio.

- **Coastal Resilience (PS 5)**: Sea level rise, tropical storms, and temperature changes impact tourism, food and water security. These issues are particularly in Guyana and Eastern Caribbean states. By 2025, the LAC region will begin phasing in Coastal Resilience interventions in 1-2 countries, particularly related to the blue economy and enhanced coastal resilience.
- **Sustainable Mobility (PS 7)**: Sustainable Mobility is a priority mitigation area in all of GGGI Members' NDCs in the region. In the next five years the LAC region expects sustainable mobility projects in at least 2 countries

with a growing resource mobilization pipeline. Key focus areas in sustainable mobility in the region include e-mobility, non-motorized transport, and policy advisory on the air quality implications of sustainable mobility.

- **Green Buildings (PS 8)**: Green buildings and energy efficiency are a priority for both mitigation and adaptation in seven of GGGI's LAC Member's NDCs. GGGI will target activities related to green buildings in 1-2 countries, prioritizing Guyana and Caribbean by 2025.
- **Mainstreaming Poverty Eradication and Gender Equality (PS 11)**: The LAC region aims to have at least .5M in dedicated funding annually towards poverty eradication and gender equality by 2025.

Maturing Programmatic Solutions: By 2025, the following programmatic solutions will be implemented in 3-5 countries in the region with a budget allocation of .5-2M for each PS annually across the LAC portfolio

- **Climate Action (PS2)**: GGGI will continue to support Member and Partner countries in developing National and Subnational Inclusive Green Growth policies, plans and strategies, updating and delivering on their NDCs, designing MRV systems, implementing carbon pricing instruments, and supporting countries in accessing climate finance, particularly through the GCF. GGGI also aims to expand work on adaptation in the region. It is expected that climate action activities will be implemented in at least four or more countries with $1M dedicated annual budget.
- **Climate Resilient Agriculture (PS 3)**: To date, GGGI has some experience in the LAC region in the agricultural sector, particularly in Peru and Colombia and it is highlighted as an adaptation priority sector in all eight of the LAC Member's NDCs or NAPs. Climate Resilient Agriculture is a key entry point in countries that do not yet have active programs including Ecuador, Costa Rica and Paraguay. It is expected that by 2025, GGGI will have at least $1M annual budget across the region for agriculture activities in 4 countries.
- **Waste Management (PS 6)**: With more than 541,000 tons of municipal waste generated per day in the LAC region, waste management is a growing area of urgency, a mitigation priority area in all eight of GGGI's LAC Members, and an Adaptation priority in three Member's NDCs or NAPs. To date, GGGI has delivered waste management related activities in Colombia, Peru and Mexico, with interest also expressed from Guyana, Paraguay and Costa Rica. Waste Management will be a priority area as a maturing programmatic solution for the region. It is expected that by 2025, there will be 3 countries and at least $.8M yearly budget allocation for waste management activities. Priorities in this sector include waste to energy, circular economy strategy implementation, solid waste management, and extended producer responsibility schemes.
- **Solar PV (PS 9)**: GGGI's work related to solar PV in LAC has been primarily concentrated in Guyana and Colombia, with some activities in the Caribbean. Solar PV is both a mitigation (8 Members) and adaptation (5 Members) priority in the region's NDCs/NAPs. By 2025, at least 4 countries will be working in Solar PV related activities, with $.8M dedicated yearly budget across the region.
- **Green Industries (PS 10)**: The LAC region has been increasing interventions in Green Industries, particularly Green Entrepreneurship, with current greenpreneurs programs active in Colombia and the Caribbean. Given the emphasis of green jobs as part of COVID-19 recovery, by 2025, the LAC region is expected to have activities in green entrepreneurship in at least 3 countries with at least $.5M yearly budget.

Consolidating and Expanding Programmatic Solutions: By 2025, the following programmatic solutions will be implemented in 5 or more countries in the region with a budget allocation of 2M or greater for each PS annually across the LAC portfolio

- **Sustainable Forests (PS 4)**: GGGI's most extensive expertise in the region is in sustainable forests, where the Colombia program has led the way, with additional activities in Peru and in Guyana. All eight Members in the region prioritize sustainable forests as a mitigation priority sector om their NDCs. It is expected that by 2025, sustainable forest interventions will be implemented in five or more countries with at least $2M dedicated budget to sustainable forest activities across the region.
- **Green Investment (PS 1):** GGGI has seen increasing success in the LAC region in the area of green investment, with green investment commitments between 2015 and 2020 reaching 531M and is expected to continue to grow thanks to a relatively mature private sector in UMICs (and opportunities for maturity in LMICS), regulatory frameworks in place, strong human capacity, high levels of foreign investment, and donor interest in green investment in the region. Green investment commitments in LAC are expected to reach 1.66B by 2025. G.GGI will continue to engage with the private sector, local financial institutions, and international funds and multilateral development banks to enhance our partnerships and mobilize funds for sustainable projects.

2.3 Strategic Outcome and Investment Targets: The Strategic outcome targets

Regional Strategic Outcome Targets		
Strategic Outcome Targets	**GGGI Overall Target to 2025**	**LAC Regional Target to 2025**
1. GHG emission reduction (Mton CO2e)	300	96
2. Direct Green jobs (million jobs created)	0.5	0.2
3. Sustainable services (Million people)	40	14
a. Energy access	10	3.3
b. Sanitation	4	0.4
c. Waste	20	8
d. Transport	6	2
4. Air Quality Improvement	Not Available	Not Available
5. Natural Capital protection (Million hectare)	0.1	0.1
6. Adaptation services (Million people)	2	1

LAC Regional Investment Targets to 2025	
Year	**Target**
2021	130M
2022	200M
2023	3000M
2024	425M
2025	600M
Total 2021-2025	1.66B

3. Effective and Efficient Regional Delivery

3.1 Role of the Regional Office: The regional office is responsible for 1) Setting the strategy for the region; 2) Providing oversight and risk management; 3) Ensuring that financial resources are effectively secured; 4) Ensuring that regional technical expertise is available and effective 5) Delivering multi-country and regional programs; 6) Scoping and initiating new country activities; 7) Providing decentralized operational support.

3.2 Managing Growth: Since 2012, Membership to GGGI in LAC has grown to eight: Costa Rica, Colombia, Ecuador, Guyana, Mexico, Paraguay, Peru, and OECS. There is interest in Membership from a growing number of LAC UN Member States, and by 2025, the LAC region aims to have at least five additional Members (including Chile, Dominican Republic, Guatemala, and Nicaragua) formally submitting a letter expressing their intent to ratify the Agreement on the Establishment of GGGI. The establishment of program operations will be guided by the Criteria on Country Programming and will establish operations where there is a strong political commitment and adequate financial resources. In addition, it is expected that as the Caribbean program grows, it will diversify its operations into both regional level and country level activities which will require a unique strategic approach.

3.3 Leveraging Regional Expertise: Key to the successful implementation of the LAC Regional Strategy will be an integrated approach across countries that promotes synergies, enhances the replication of successful interventions, and responds with anticipation to changing organizational direction and needs. This will be done through: 1) Identifying and sharing key skills across the region; 2) Using GGGI's experiences to reduce the learning curve in new projects or countries; 3) Leveraging remote delivery for low cost, high value collaboration; 4) Investing in learning and collaboration opportunities for staff to integrate new and emerging knowledge into GGGI's operations; and 5) Delivering multi-country, regional and subregional programs, projects and initiatives

3.3 Resource Mobilization and Partnerships: The key areas of focus for Partnerships and Resource Mobilization in the LAC region to 2025 will be as follows:

- **Enhance business development for regional and multi-country programming**: In the next five years, we will prioritize business development for a regional and multi-country programmatic approach. By 2025, GGGI's goal is to have signed at least USD $20M in new earmarked funding agreements for regional and multi-country programs.
- **Broaden our resource base in the region:** The LAC region aims to add at least five new resource partners to the LAC portfolio by 2025.
- **Maximize multi country and regional projects to benefit prospective Members:** The focus of our operations will center upon Members, first and foremost. However, recognizing that climate action requires global coordination, we will seek to deliver benefits to at least five Partners in the region through voluntary earmarked funding.
- **Consolidate GGGI's Comparative Advantage for successful, expanded Partnership**: GGGI will leverage partnerships with the 1) private sector to mobilize green investment, 2) regional integration organizations, who have strong convening power; 3) Civil society organizations to enhance delivery of local initiatives; 4) Academia and think tanks to enhance technical solutions and disseminate knowledge; 5) International

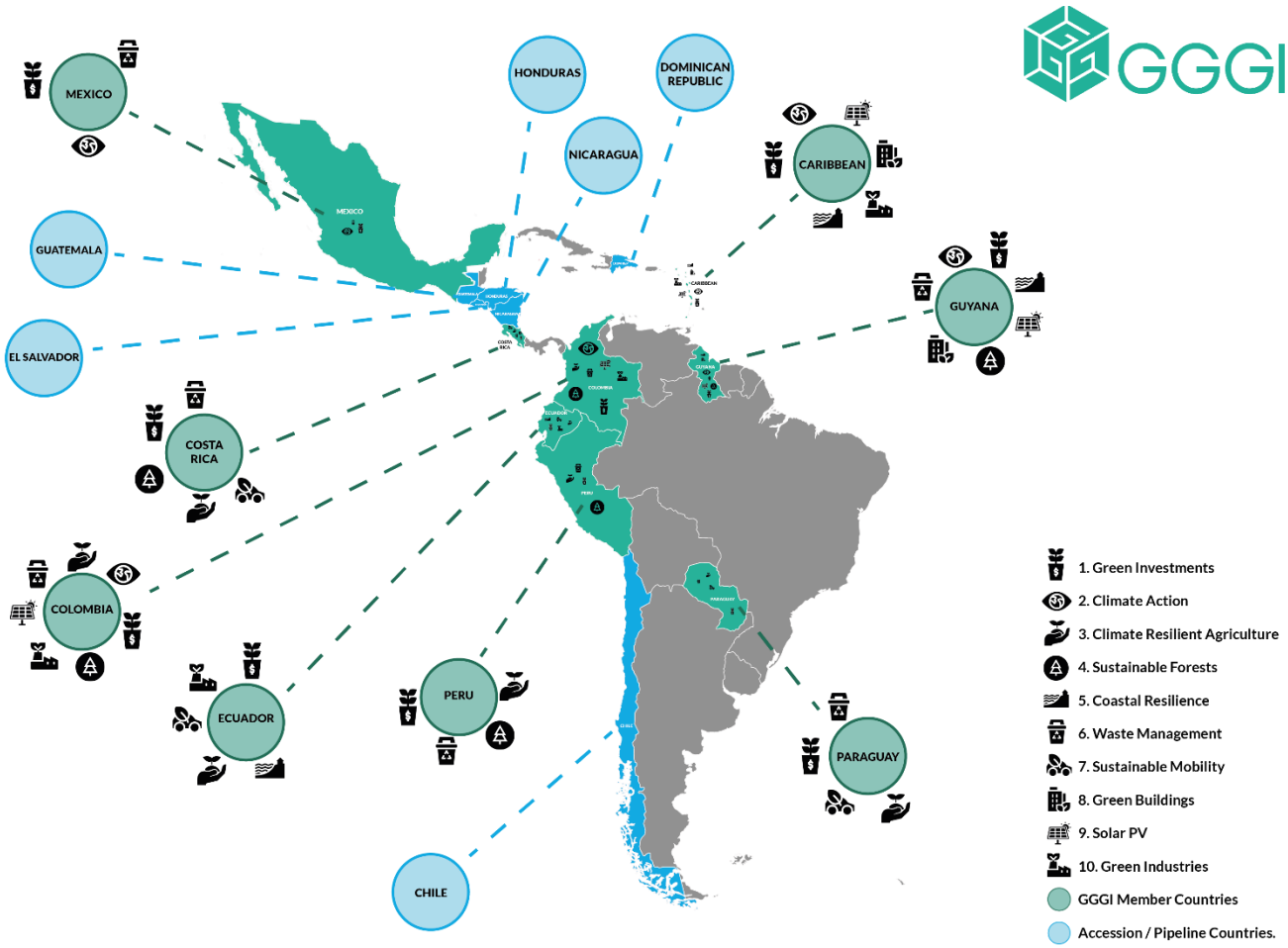
Organizations, funds, and multilateral development banks (such as IDB, CABEI, GCF) to enhance and expand delivery at scale.

Annex 1: LAC Region Expected Program Maturity

Program	Year of Membership	Year of Program Inception	Expected phase of Program Maturity, by Year				
			2021	2022	2023	2024	2025
Caribbean (OECS)	2019	2019	Phase In	Maturation	Maturation	Expansion	Expansion
Colombia	2021	2013	Expansion	Expansion	Expansion	Expansion	Expansion
Costa Rica	2014	2016*	-	Phase in	Phase In	Phase In	Maturation
Ecuador	2019	2022	-	Phase In	Phase In	Phase In	Maturation
Guyana	2012	2019	Phase In	Maturation	Maturation	Maturation	Expansion
Mexico	2012	2013	Maturation	Maturation	Maturation	Maturation	Maturation
Paraguay	2018	2020	Phase In	Phase In	Phase In	Maturation	Maturation
Peru	2016	2013	Maturation	Maturation	Maturation	Expansion	Expansion
Accession / Pipeline Countries							
Chile	In Accession	2024	-	-	-	Phase In	Phase In
Dominican Republic	In Accession	2022	-	Phase In	Phase In	Phase In	Maturation
Guatemala	In Accession	2022	-	Phase in	Phase In	Phase In	Maturation
Nicaragua	In Accession**	2022	-	Phase In	Phase In	Phase In	Maturation
El Salvador***	Pipeline	2022	-	-	Phase In	Phase In	Phase In
Honduras***	Pipeline	2022	-	-	Phase In	Phase In	Phase In

** Project activities were initiatied in Costa Rica in 2016, but have since been on hold*
***Nicaragua is expected to deposit the Instrument of Accession within 2021*
***El Salvador and Honduras have been included as part of a large scale regional proposal. Within this framework, some activities are expected to be initiatied in these countreies by 2023.*

Annex 2: LAC Country Presence and Programmatic Solutions to 2025



Global Green Growth Institute
Thirteenth Meeting of the Management and Program Sub-Committee
June 7-11, 2021 | E-Consultations
June 17, 2021 | Virtual Meeting
E-Consultations Item #6

GGGI Pacific Region Strategic Orientation Paper

PURPOSE/ACTION REQUIRED

Members of the MPSC will be invited to (please tick the relevant boxes and type in the details):

☒ Take note of the GGGI Pacific Region Strategic Orientation Paper	☒ Provide feedback on the Paper
☐ Endorse and recommend to Council _____	☐ 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 six years, and that trajectory is expected to be maintained/scaled-up in coming years. GGGI is now in a favorable position to decide on a strategic orientation that will further enhance its work and impact in the region, and support Pacific Island Countries (PICs) to ultimately achieve their national sustainable development goals, Nationally Determined Contribution (NDC) ambitions and climate action targets, and green their COVID-19 recovery.

SUMMARY

This Strategic Orientation Paper aims to layout GGGI's future short-term and long-term plans for the organizational development in the Pacific, guided by strategic considerations which support the following:

- GGGI's growth and expansion in the Pacific region: how do we consolidate and strengthen our position and ensure the sustainability of operations?
- Delivery of impact: how do we strategically target resource partners and build technical partnerships to step up results and accelerate impact in the region?
- Developing our people: how do we build the expertise to support the growth ambitions in the Pacific?
- Strategic alignment: how do we ensure alignment of GGGI operations in the Pacific with Strategy 2030 and remain relevant to our members and partners?
- Pacific region organizational structure: what does it take to structure the operations in the Pacific and operate with a regional office and sustainably support the costs of the operations?

GGGI Pacific Region Strategic Orientation

1. Purpose of the paper

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 six years, and that trajectory is expected to be maintained/scaled-up in coming years. GGGI is now in a favorable position to decide on a strategic orientation that will further enhance its work and impact in the region, and support Pacific Island Countries (PICs)[1] to ultimately achieve their national sustainable development goals, Nationally Determined Contribution (NDC) ambitions and climate action targets, and green their COVID-19 recovery.

This Strategic Orientation Paper aims to layout GGGI's future short-term and long-term plans for the organizational development in the Pacific, guided by strategic considerations which support the followings:

- *GGGI's growth and expansion in the Pacific region*: how do we consolidate and strengthen our position and ensure the sustainability of operations?
- *Delivery of impacts*: how do we strategically target resource partners and build technical partnerships to step up results and accelerate impact in the region?
- *Developing our people*: how do we build the expertise to support the growth ambitions in the Pacific?
- *Strategic alignment*: how do we ensure alignment of GGGI operations in the Pacific with Strategy 2030 and remain relevant to our members and partners?
- *Pacific region organizational structure*: what does it take to structure the operations in the Pacific and operate with a regional office and sustainably support the costs of the operations?

This paper paves the way for preparation of the Pacific Regional Strategy which will be developed as part of the next Work Program & Budget (WPB) 2023-2024 cycle, with a timeframe likely to cover the period of 2023-2030 and shaped as *GGGI's 2030 Regional Strategy for the Pacific*. The paper serves to inform the MPSC, seek their comments, and inform the Council of GGGI's plans for the Pacific.

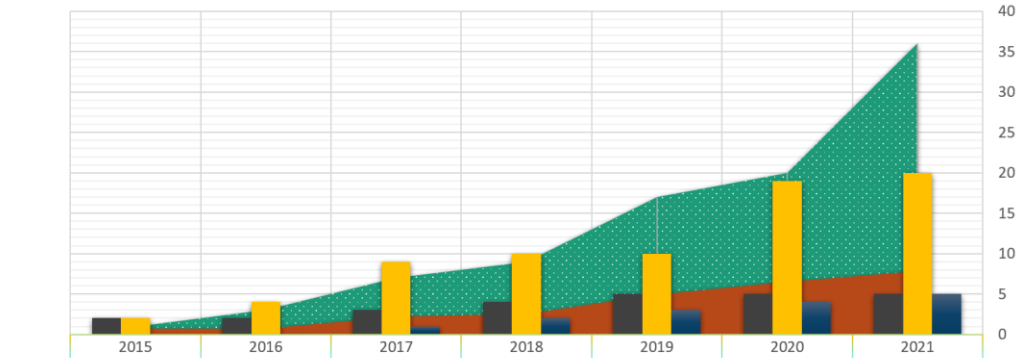
2. Introduction to the region and Pacific Island Countries

The Pacific Island Countries (PICs) are highly diverse geographically, ecologically and culturally, and as such are presented with a number of distinct economic opportunities and challenges. With such diversity, social and environmental safeguards are vital in the context of the Pacific to achieve poverty reduction, social inclusion, environmental sustainability, and resource security. The economies of most PICs are highly dependent on development assistance, diaspora remittances, and government services and a few sectors such as fisheries, agriculture and tourism. The Pacific region has been described as having the highest levels of ODA inflows per capita of any region globally. Numerous studies have documented the extreme vulnerability of PICs to external economic fluctuations, natural disasters and environmental shocks. The impacts of COVID-19 have been particularly severe in the Pacific region.

[1] Federated States of Micronesia, Fiji, Kiribati, Palau, Papua New Guinea, Nauru, Republic of the Marshall Islands, Samoa, Solomon Islands, Tuvalu, Tonga and Vanuatu. Timor Leste is also sometimes included as a PIC. Cook Islands and Niue are not included as they cannot join GGGI as members, although they may be included in regional activities.

3. Overview of GGGI in the Pacific

Kiribati was the first PIC member of GGGI, joining as a founding member in 2012. Since 2015, GGGI has welcomed further membership and established country operations in 5 PICs – Fiji, Kiribati, Papua New Guinea, Tonga and Vanuatu – and has delivered projects in 4 other PICs – Marshall Islands, Samoa, Solomon Islands, and Tuvalu. In 2015, GGGI's operational budget for the Pacific was USD 0.72m; in 2021 it stands at USD 7.8m. Close to 90% of operational resources now come from earmarked donor funds.



	2015	2016	2017	2018	2019	2020	2021
# of Staff	1	3	7	9	17	20	36★
Operational Budget (USD in Millions)	0.72	0.75	2.18	2.5	4.9	6.5	7.8
# of Country Programs	2	2	3	4	5	5	5
# of Projects	2	4	9	10	10	19	20
# of Donors	0	0	1	2	3	4	5

Figure 1: Growth of GGGI operations in the Pacific between 2015-2021

GGGI's successful growth and delivery of impactful results over the past 6 years are a testament to the strategic and technical demand-driven services that the organization provides country stakeholders and regional partners alike. GGGI has brought value to the Pacific region in the form of independent advice and technical support direct to government; green investment services, including project pipeline, concept note and financial analysis, and development of pre-feasibility studies; and through flexible, integrated, and innovative approaches. Some of the major achievements include Fiji's green National Development Plan, NDC Implementation Roadmap and Low Emissions Development Strategy launched at COP23 and COP24, Tonga and PNG Enhanced NDCs submitted to UNFCCC and Vanuatu's National Green Energy Fund and installation of solar freezers and solar powered waters systems in rural communities in Vanuatu to name a few. GGGI's value proposition has been augmented and facilitated through a dual approach of tailored country programs and regional initiatives.

Country-level Approach: Unlike other development partners, GGGI is committed to having a sustained long-term presence in PICs and GGGI advisors embedded within our counterpart ministries is one of GGGI's core comparative advantages. The practice of having an embedded country office and staff within one (or more) ministries has been critical to GGGI success in the Pacific.

Regional Approach: To enhance in-country delivery, GGGI leverages its resources and technical capacity across the region to enhance specific in-country delivery. This approach not only benefits existing country programs that may not have a particular set of technical skills, but it also allows GGGI to deliver in more PICs through particular GGGI programs or regional platforms engaging diverse partners. GGGI can still promote green growth options within PICs through regional partnerships, particularly in countries with challenging operational environments. Indeed, for a relatively lower investment from GGGI, it is feasible to mainstream green growth and climate action in planning in non-member PICs. Regional programs and

platforms have also been an effective mechanism to mobilize resources for GGGI operations. In 2020, GGGI mobilized over USD 6.5m in resources for its Pacific regional programs, including the new Low Emissions Climate Resilient Development program funded by New Zealand and the Pacific Green Entrepreneur Network program funded by Qatar.

During the first two years of GGGI's Strategy 2030 implementation, the Pacific region with a budget of USD 16+ million for 2021-2022, has the following top priorities: Climate Action with. Solar PV, Climate Resilient Agriculture, and Costal Resilience & Blue economy (Figure 2). The target for committed green investments to mobilize is set at USD 70 million during the biennium.

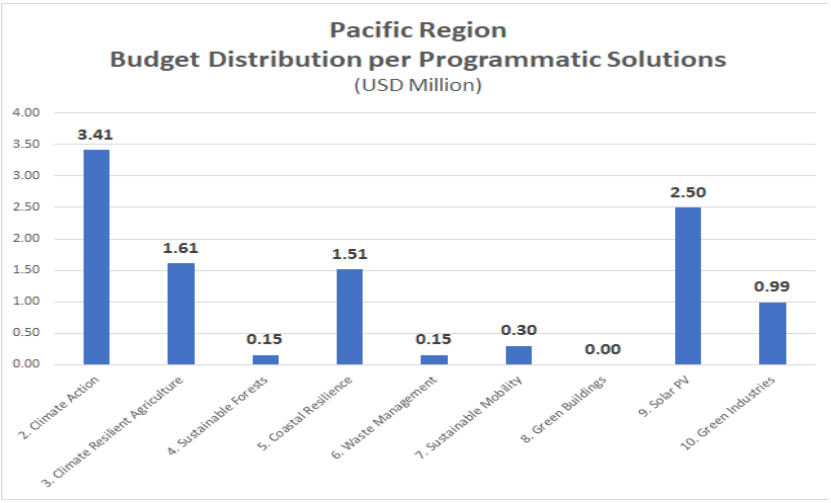


FIGURE 2: Pacific Region Budget Distribution per Programmatic Solutions

4. Challenges, Trends and Strategic Opportunities for impact

Challenges: PICs are extremely vulnerable to climate change which threatens the very existence of some nations and the livelihoods of the majority of Pacific peoples. Climate change compounds other challenges faced by PICs including high vulnerability to external economic shocks, a narrow economic base and high levels of development assistance, long supply chains, high import costs and often low prices for exports. While energy is a driver for development, there is a very high dependence on imported fossil fuels for commercial energy[2]. Electricity access issues impede development. There is high unemployment and poverty with high proportions of the workforce engaged in informal sectors and subsistence agriculture. Complex land issues and gender inequality interact and exacerbate poverty. Pacific ecosystems are continually being degraded by pollution, overexploitation, and deforestation, including mangrove removal, conversion of forestland to cropland, logging and mining and overfishing.

Response of PICs is constrained by low capacity, weak coordination and lack of bankable projects to translate green growth and climate resilience commitments into green investments and project implementation. Lack of data, systematic information, knowledge management and analysis constrain informed decision-making. Governments recognize that the public sector cannot meet the challenges alone but the lack of a business-friendly environment persists. The impacts of COVID-19 have been particularly severe as many PICs have suffered tremendously from the collapse of international tourism and disruptions to inter-island commerce. The economic constriction is foreseen to extend into 2022, with tourism not expected to recover until 2023 or beyond. Gains made in biodiversity conservation, sustainable development and climate change action risk being wiped out with the prospect that economic recovery may take precedence over environmental protection in future.

[2] PNG is the exception, as the only PIC with its own fossil fuel production

Trends: The above challenges highlight the urgency for high quality technical support to PICs. A number of factors place GGGI in a strong position to deliver. First, GGGI has been able to rapidly achieve high impact and high-profile results[3] while expanding the number of country programs and projects. This is due to the dual approach of tailored country design and regional initiatives, the relatively smaller capital investments needed, shorter vertical government structures and direct access to key decision-makers through our embedded staff. Second, PIC governments continue to show leadership[4] and high commitment to green growth and climate action with high renewables targets, enhanced NDCs and development of long-term low emission strategies. While Governments have increasingly highlighted adaptation needs and the required increase in climate finance in this area, a high commitment to mitigation action clearly remains. Third, GGGI's support to key Ministries driving the climate change and economic agenda to develop a number of the central policies and strategies, means GGGI's contribution and value added in the environmental and climate action space is clearly recognized in the Pacific. Fourth, GGGI has aligned with the UN System in recognizing SIDS as special cases for development alongside LDCs, and committing core funding to be allocated to SIDS alongside LDC. Finally, the prominence GGGI has given to the Pacific is aligned with the global shift that has put the small Pacific Island Countries on the world's stage due to their extreme climate change vulnerability, their willingness to put themselves at the forefront of negotiations and hold other countries to account.

Opportunities: Building on GGGI's well-aligned support for PICs, its proven track-record and trust with governments, and the continued external trends there is a high potential for green growth and climate action that can be often felt more tangibly due to the relatively smaller scales involved and the strong human stories and sense of urgency, which are coming out of the Pacific. GGGI is in a good position to continue to deliver high impact for fewer resources in decisive step-by-step actions, leveraging a tailor-made approach into regional initiatives and expanding delivery to new sectors, with an increased share of adaptation activities and contributing to a green recovery from COVID-19. This includes the opportunity to support more countries through expanded programs and membership in line with the GGGI 2030 Strategy. GGGI's commitment to having a long-term, embedded presence in Government Ministries has been instrumental for success. Utilizing the full breadth of GGGI's value chain enables a demand-driven, evidence based, tailored technical assistance specific to country context. Given the challenges and diversity of PICs, GGGI's technical assistance to PICs needs to be tailored to the country context and respond to demand from government and other stakeholders. Flexible, targeted interventions will reinforce GGGI's niche as an organization that can adapt to individual country needs, be flexible and responsive. GGGI collaborates strongly with development partners in the Pacific in all programming, which leverages complementarity, avoids duplication and maximizes impact.

5. GGGI's Value Proposition and Strategic Choices priorities

Working across GGGI's eight Global Operational Priorities, GGGI can add value in the Pacific through the following approaches and principles:

- Providing in-country independent advice and support direct to government;

[3] Fiji's green National Development Plan, NDC Implementation Roadmap and Low Emissions Development Strategy launched at COP23 and COP24, Tonga and PNG Enhanced NDCs submitted to UNFCCC and Vanuatu's National Green Energy Fund and installation of solar freezers and solar powered waters systems in rural communities in Vanuatu to name a few.

[4] Fiji COP23 Presidency, RMI on shipping emissions at IMO, PNG at the Coalition of Rainforest Nations

- Being flexible, targeted and demand-driven through country and regional approaches;
- Facilitating coordination, collaboration and partnerships within and outside government;
- Being at the forefront of gender, social inclusion, pro-poor and environmental safeguards;
- Combining and integrating proven approaches, processes, financing and technologies;
- Participating in high level dialogues, facilitating and promoting evidence –based decision making Recognizing the partnership and contribution of counterpart governments and other stakeholders engaged.

The regional approach on programmatic priorities aims to address opportunities that commonly exist in PICs and where GGGI can add value for high impacts. However, due to vast differences in PICs, one size fits all solutions will not be suitable. This is where GGGI's ability to be flexible and responsive and tailor project design to individual country needs will come in. Building on GGGI's work to date and aligning to the GGGI 2030 Strategy, GGGI in the Pacific will focus on the following Programmatic Solutions:

- **Climate Action:** supporting PICs for NDC and LT-LEDS development and implementation, including MRV systems, cross-cutting issues and capacity building.
- **Green Investments:** developing bankable project ideas, high quality concept notes, investment pipelines, exploring national and regional financial instruments, carbon focused engagement and promoting and facilitating private sector participation and green entrepreneurship.
- **Solar Energy**: supporting energy transition and energy access in the Pacific, including solar for rural electrification, roof-top and utility scale solar including applications for consumptive and productive uses and promoting integrated approach across water, housing, commerce, tourism and agriculture.
- **Coastal resilience/Blue economy:** creating programs to protect oceans and develop the blue economy including mangrove conservation, nature-based adaptation, sustainable livelihoods, reducing pollution and looking at the links to other programmatic solutions.
- **Sustainable mobility, waste management and green buildings for low carbon, resilient human settlements**: focusing on non-motorized and e-vehicles for land transport, integrated urban development, energy efficiency for residential and commercial buildings and strengthening standards.
- **Climate resilient agriculture**: supporting food security, sustainable livelihoods, strengthening the agriculture value chain and facilitating linkages for integrated approaches to water, energy, tourism and waste while taking into account issues surrounding land management and ownership.

Over the next few years, these programmatic solutions will also algin to support the Pacific short-term goals of Green COVID-19 Recovery, while supporting long-term green growth planning in the leadup to 2030 and beyond. At the same time GGGI technical assistance should always consider disaster risk management and reduction opportunities as part of the solutions offered in all programmatic areas cognizant of the ongoing vulnerability that Pacific Islands face.

6. Growth and expansion

By consolidating the capacity, relationships and networks that have been established and building on the results achieved, GGGI is in a position to grow in terms of both membership and programmatic delivery. In a phased approach over the next five years, GGGI will manage its programs to i) Consolidate and prepare for growth – Phase 1 and ii) Grow and expand – Phase 2. In phase 1 the Pacific Region will focus on solidifying current programs through strong implementation and preparing for expansion through resource mobilization. A Pacific Regional Director will drive strategy and performance and lead preparations with the support of a Regional Portfolio Officer in line with other GGGI regions. In Phase 2

GGGI will gain new member countries, add human and financial resources and expand programs and projects across the region and into new sectors, following the identified Programmatic solutions above.

Programmatic growth: As noted above there are a range of programmatic solutions that may be employed to address development challenges and leverage inclusive growth opportunities. This menu of programmatic solutions will be refined through substantive consultations and based on the needs of country stakeholders as well as the priorities of regional and global partners and donors. A hybrid approach to programmatic growth will be taken with GGGI interventions in the Pacific continuing to build on the experiences of regional and country-level delivery.

Membership expansion: Though membership is decoupled from programming, GGGI will continue engaging with new members in the Pacific will be done by leveraging the regional platforms and programs with which GGGI already engages non-member countries. Through these programs GGGI has already deliver outputs and projects in Marshal Islands, Samoa, Solomon Islands, and Tuvalu, and has therefore developed productive networks and relationships with government stakeholders. This in turn allows GGGI to effectively assess the level of buy-in from prospective countries and determine what level of resources GGGI would need to invest to establish an effective country program. To support expansion in the Pacific, GGGI would apply its framework for membership based on core principles emphasizing quality, impact and value for money[5]. GGGI core resources will be used to initially support establishment of country offices and administrative requirements.

Resources and partnerships: Growth in the Pacific will be driven by earmarked funding. The strategic investments in core resources will be sought based on the programming needs. GGGI in the Pacific has cultivated effective partnerships with regional donors that have clear strategic priorities, which are fully aligned with GGGI objectives in support of country stakeholders. 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, France/French Development Agency, Luxembourg, Republic of Korea/KOICA, Qatar/ Qatar Fund for Development and potential from United Kingdom. GGGI has also been successful in bringing into the region new, global partners that have sectoral priorities and eager to catalyze innovation and economic activity/ job creation. Partnerships with universities and strategic partners like Climate Works will be to develop and expand to other institutions.

7. Next Steps and Timing

The paper serves to inform the MPSC13 Delegates and seek their comments. The MPSC updates to the Council will be the next step in sharing this Strategic Orientation Paper. In 2022, GGGI will develop a Pacific Regional Strategy in line with the organization's other regional strategies in line with the planning and development of GGGI's Work Program and Budget 2023-24. This will ensure the alignment of timelines within GGGI's 2021-25 Roadmap 2021-2025 and contribute to achieving the goals and objectives of GGGI Strategy 2030. The Pacific Regional Strategy will i) elaborate on and refine the GGGI Programmatic Solutions that will best leverage the trends and opportunities for impact in the Pacific, ii) detail the country and regional approaches to implement and maximize GGGI's value proposition in the region, and iii) account for the human and financial resources necessary to facilitate GGGI's programmatic and membership growth.

[5] https://gggi365.sharepoint.com/sites/infohub/SitePages/GGGI-Membership.aspx

Global Green Growth Institute
Thirteenth Meeting of the Management and Program Sub-Committee
June 7-11, 2021 | E-Consultations
June 17, 2021 | Virtual Meeting
E-Consultations Item #6

GGGI Pacific Region Strategic Orientation Paper

PURPOSE/ACTION REQUIRED

Members of the MPSC will be invited to (please tick the relevant boxes and type in the details):

☒ Take note of the GGGI Pacific Region Strategic Orientation Paper	☒ Provide feedback on the Paper
☐ Endorse and recommend to Council _____	☐ 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 six years, and that trajectory is expected to be maintained/scaled-up in coming years. GGGI is now in a favorable position to decide on a strategic orientation that will further enhance its work and impact in the region, and support Pacific Island Countries (PICs) to ultimately achieve their national sustainable development goals, Nationally Determined Contribution (NDC) ambitions and climate action targets, and green their COVID-19 recovery.

SUMMARY

This Strategic Orientation Paper aims to layout GGGI's future short-term and long-term plans for the organizational development in the Pacific, guided by strategic considerations which support the following:

- GGGI's growth and expansion in the Pacific region: how do we consolidate and strengthen our position and ensure the sustainability of operations?
- Delivery of impact: how do we strategically target resource partners and build technical partnerships to step up results and accelerate impact in the region?
- Developing our people: how do we build the expertise to support the growth ambitions in the Pacific?
- Strategic alignment: how do we ensure alignment of GGGI operations in the Pacific with Strategy 2030 and remain relevant to our members and partners?
- Pacific region organizational structure: what does it take to structure the operations in the Pacific and operate with a regional office and sustainably support the costs of the operations?

GGGI Pacific Region Strategic Orientation

1. Purpose of the paper

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 six years, and that trajectory is expected to be maintained/scaled-up in coming years. GGGI is now in a favorable position to decide on a strategic orientation that will further enhance its work and impact in the region, and support Pacific Island Countries (PICs)[1] to ultimately achieve their national sustainable development goals, Nationally Determined Contribution (NDC) ambitions and climate action targets, and green their COVID-19 recovery.

This Strategic Orientation Paper aims to layout GGGI's future short-term and long-term plans for the organizational development in the Pacific, guided by strategic considerations which support the followings:

- *GGGI's growth and expansion in the Pacific region*: how do we consolidate and strengthen our position and ensure the sustainability of operations?
- *Delivery of impacts*: how do we strategically target resource partners and build technical partnerships to step up results and accelerate impact in the region?
- *Developing our people*: how do we build the expertise to support the growth ambitions in the Pacific?
- *Strategic alignment*: how do we ensure alignment of GGGI operations in the Pacific with Strategy 2030 and remain relevant to our members and partners?
- *Pacific region organizational structure*: what does it take to structure the operations in the Pacific and operate with a regional office and sustainably support the costs of the operations?

This paper paves the way for preparation of the Pacific Regional Strategy which will be developed as part of the next Work Program & Budget (WPB) 2023-2024 cycle, with a timeframe likely to cover the period of 2023-2030 and shaped as *GGGI's 2030 Regional Strategy for the Pacific*. The paper serves to inform the MPSC, seek their comments, and inform the Council of GGGI's plans for the Pacific.

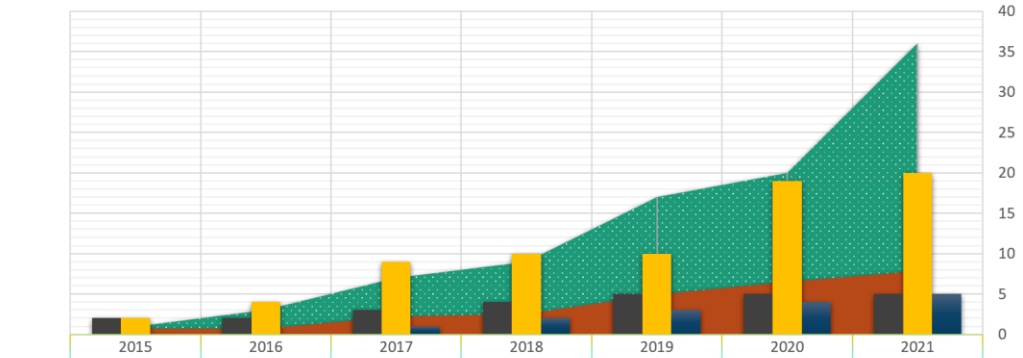
2. Introduction to the region and Pacific Island Countries

The Pacific Island Countries (PICs) are highly diverse geographically, ecologically and culturally, and as such are presented with a number of distinct economic opportunities and challenges. With such diversity, social and environmental safeguards are vital in the context of the Pacific to achieve poverty reduction, social inclusion, environmental sustainability, and resource security. The economies of most PICs are highly dependent on development assistance, diaspora remittances, and government services and a few sectors such as fisheries, agriculture and tourism. The Pacific region has been described as having the highest levels of ODA inflows per capita of any region globally. Numerous studies have documented the extreme vulnerability of PICs to external economic fluctuations, natural disasters and environmental shocks. The impacts of COVID-19 have been particularly severe in the Pacific region.

[1] Federated States of Micronesia, Fiji, Kiribati, Palau, Papua New Guinea, Nauru, Republic of the Marshall Islands, Samoa, Solomon Islands, Tuvalu, Tonga and Vanuatu. Timor Leste is also sometimes included as a PIC. Cook Islands and Niue are not included as they cannot join GGGI as members, although they may be included in regional activities.

3. Overview of GGGI in the Pacific

Kiribati was the first PIC member of GGGI, joining as a founding member in 2012. Since 2015, GGGI has welcomed further membership and established country operations in 5 PICs – Fiji, Kiribati, Papua New Guinea, Tonga and Vanuatu – and has delivered projects in 4 other PICs – Marshall Islands, Samoa, Solomon Islands, and Tuvalu. In 2015, GGGI's operational budget for the Pacific was USD 0.72m; in 2021 it stands at USD 7.8m. Close to 90% of operational resources now come from earmarked donor funds.



	2015	2016	2017	2018	2019	2020	2021
# of Staff	1	3	7	9	17	20	36★
Operational Budget (USD in Millions)	0.72	0.75	2.18	2.5	4.9	6.5	7.8
# of Country Programs	2	2	3	4	5	5	5
# of Projects	2	4	9	10	10	19	20
# of Donors	0	0	1	2	3	4	5

Figure 1: Growth of GGGI operations in the Pacific between 2015-2021

GGGI's successful growth and delivery of impactful results over the past 6 years are a testament to the strategic and technical demand-driven services that the organization provides country stakeholders and regional partners alike. GGGI has brought value to the Pacific region in the form of independent advice and technical support direct to government; green investment services, including project pipeline, concept note and financial analysis, and development of pre-feasibility studies; and through flexible, integrated, and innovative approaches. Some of the major achievements include Fiji's green National Development Plan, NDC Implementation Roadmap and Low Emissions Development Strategy launched at COP23 and COP24, Tonga and PNG Enhanced NDCs submitted to UNFCCC and Vanuatu's National Green Energy Fund and installation of solar freezers and solar powered waters systems in rural communities in Vanuatu to name a few. GGGI's value proposition has been augmented and facilitated through a dual approach of tailored country programs and regional initiatives.

Country-level Approach: Unlike other development partners, GGGI is committed to having a sustained long-term presence in PICs and GGGI advisors embedded within our counterpart ministries is one of GGGI's core comparative advantages. The practice of having an embedded country office and staff within one (or more) ministries has been critical to GGGI success in the Pacific.

Regional Approach: To enhance in-country delivery, GGGI leverages its resources and technical capacity across the region to enhance specific in-country delivery. This approach not only benefits existing country programs that may not have a particular set of technical skills, but it also allows GGGI to deliver in more PICs through particular GGGI programs or regional platforms engaging diverse partners. GGGI can still promote green growth options within PICs through regional partnerships, particularly in countries with challenging operational environments. Indeed, for a relatively lower investment from GGGI, it is feasible to mainstream green growth and climate action in planning in non-member PICs. Regional programs and

platforms have also been an effective mechanism to mobilize resources for GGGI operations. In 2020, GGGI mobilized over USD 6.5m in resources for its Pacific regional programs, including the new Low Emissions Climate Resilient Development program funded by New Zealand and the Pacific Green Entrepreneur Network program funded by Qatar.

During the first two years of GGGI's Strategy 2030 implementation, the Pacific region with a budget of USD 16+ million for 2021-2022, has the following top priorities: Climate Action with. Solar PV, Climate Resilient Agriculture, and Costal Resilience & Blue economy (Figure 2). The target for committed green investments to mobilize is set at USD 70 million during the biennium.

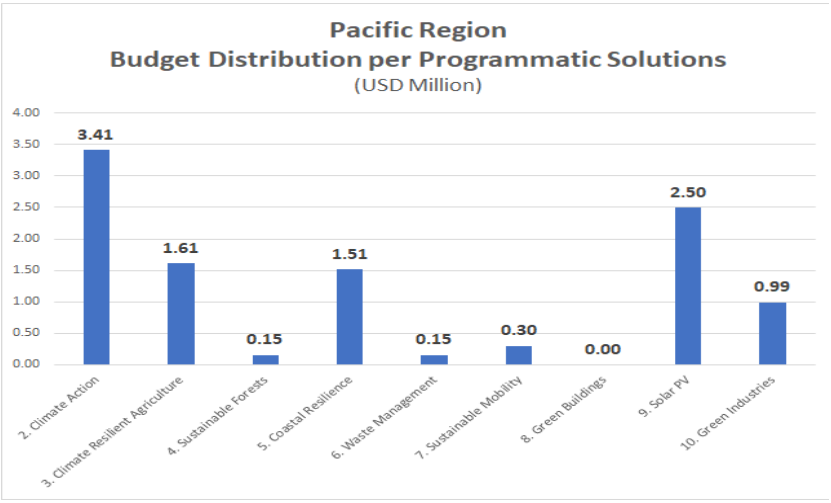


FIGURE 2: Pacific Region Budget Distribution per Programmatic Solutions

4. Challenges, Trends and Strategic Opportunities for impact

Challenges: PICs are extremely vulnerable to climate change which threatens the very existence of some nations and the livelihoods of the majority of Pacific peoples. Climate change compounds other challenges faced by PICs including high vulnerability to external economic shocks, a narrow economic base and high levels of development assistance, long supply chains, high import costs and often low prices for exports. While energy is a driver for development, there is a very high dependence on imported fossil fuels for commercial energy[2]. Electricity access issues impede development. There is high unemployment and poverty with high proportions of the workforce engaged in informal sectors and subsistence agriculture. Complex land issues and gender inequality interact and exacerbate poverty. Pacific ecosystems are continually being degraded by pollution, overexploitation, and deforestation, including mangrove removal, conversion of forestland to cropland, logging and mining and overfishing.

Response of PICs is constrained by low capacity, weak coordination and lack of bankable projects to translate green growth and climate resilience commitments into green investments and project implementation. Lack of data, systematic information, knowledge management and analysis constrain informed decision-making. Governments recognize that the public sector cannot meet the challenges alone but the lack of a business-friendly environment persists. The impacts of COVID-19 have been particularly severe as many PICs have suffered tremendously from the collapse of international tourism and disruptions to inter-island commerce. The economic constriction is foreseen to extend into 2022, with tourism not expected to recover until 2023 or beyond. Gains made in biodiversity conservation, sustainable development and climate change action risk being wiped out with the prospect that economic recovery may take precedence over environmental protection in future.

[2] PNG is the exception, as the only PIC with its own fossil fuel production

Trends: The above challenges highlight the urgency for high quality technical support to PICs. A number of factors place GGGI in a strong position to deliver. First, GGGI has been able to rapidly achieve high impact and high-profile results[3] while expanding the number of country programs and projects. This is due to the dual approach of tailored country design and regional initiatives, the relatively smaller capital investments needed, shorter vertical government structures and direct access to key decision-makers through our embedded staff. Second, PIC governments continue to show leadership[4] and high commitment to green growth and climate action with high renewables targets, enhanced NDCs and development of long-term low emission strategies. While Governments have increasingly highlighted adaptation needs and the required increase in climate finance in this area, a high commitment to mitigation action clearly remains. Third, GGGI's support to key Ministries driving the climate change and economic agenda to develop a number of the central policies and strategies, means GGGI's contribution and value added in the environmental and climate action space is clearly recognized in the Pacific. Fourth, GGGI has aligned with the UN System in recognizing SIDS as special cases for development alongside LDCs, and committing core funding to be allocated to SIDS alongside LDC. Finally, the prominence GGGI has given to the Pacific is aligned with the global shift that has put the small Pacific Island Countries on the world's stage due to their extreme climate change vulnerability, their willingness to put themselves at the forefront of negotiations and hold other countries to account.

Opportunities: Building on GGGI's well-aligned support for PICs, its proven track-record and trust with governments, and the continued external trends there is a high potential for green growth and climate action that can be often felt more tangibly due to the relatively smaller scales involved and the strong human stories and sense of urgency, which are coming out of the Pacific. GGGI is in a good position to continue to deliver high impact for fewer resources in decisive step-by-step actions, leveraging a tailor-made approach into regional initiatives and expanding delivery to new sectors, with an increased share of adaptation activities and contributing to a green recovery from COVID-19. This includes the opportunity to support more countries through expanded programs and membership in line with the GGGI 2030 Strategy. GGGI's commitment to having a long-term, embedded presence in Government Ministries has been instrumental for success. Utilizing the full breadth of GGGI's value chain enables a demand-driven, evidence based, tailored technical assistance specific to country context. Given the challenges and diversity of PICs, GGGI's technical assistance to PICs needs to be tailored to the country context and respond to demand from government and other stakeholders. Flexible, targeted interventions will reinforce GGGI's niche as an organization that can adapt to individual country needs, be flexible and responsive. GGGI collaborates strongly with development partners in the Pacific in all programming, which leverages complementarity, avoids duplication and maximizes impact.

5. GGGI's Value Proposition and Strategic Choices priorities

Working across GGGI's eight Global Operational Priorities, GGGI can add value in the Pacific through the following approaches and principles:

- Providing in-country independent advice and support direct to government;

[3] Fiji's green National Development Plan, NDC Implementation Roadmap and Low Emissions Development Strategy launched at COP23 and COP24, Tonga and PNG Enhanced NDCs submitted to UNFCCC and Vanuatu's National Green Energy Fund and installation of solar freezers and solar powered waters systems in rural communities in Vanuatu to name a few.

[4] Fiji COP23 Presidency, RMI on shipping emissions at IMO, PNG at the Coalition of Rainforest Nations

- Being flexible, targeted and demand-driven through country and regional approaches;
- Facilitating coordination, collaboration and partnerships within and outside government;
- Being at the forefront of gender, social inclusion, pro-poor and environmental safeguards;
- Combining and integrating proven approaches, processes, financing and technologies;
- Participating in high level dialogues, facilitating and promoting evidence –based decision making Recognizing the partnership and contribution of counterpart governments and other stakeholders engaged.

The regional approach on programmatic priorities aims to address opportunities that commonly exist in PICs and where GGGI can add value for high impacts. However, due to vast differences in PICs, one size fits all solutions will not be suitable. This is where GGGI's ability to be flexible and responsive and tailor project design to individual country needs will come in. Building on GGGI's work to date and aligning to the GGGI 2030 Strategy, GGGI in the Pacific will focus on the following Programmatic Solutions:

- **Climate Action:** supporting PICs for NDC and LT-LEDS development and implementation, including MRV systems, cross-cutting issues and capacity building.
- **Green Investments:** developing bankable project ideas, high quality concept notes, investment pipelines, exploring national and regional financial instruments, carbon focused engagement and promoting and facilitating private sector participation and green entrepreneurship.
- **Solar Energy**: supporting energy transition and energy access in the Pacific, including solar for rural electrification, roof-top and utility scale solar including applications for consumptive and productive uses and promoting integrated approach across water, housing, commerce, tourism and agriculture.
- **Coastal resilience/Blue economy:** creating programs to protect oceans and develop the blue economy including mangrove conservation, nature-based adaptation, sustainable livelihoods, reducing pollution and looking at the links to other programmatic solutions.
- **Sustainable mobility, waste management and green buildings for low carbon, resilient human settlements**: focusing on non-motorized and e-vehicles for land transport, integrated urban development, energy efficiency for residential and commercial buildings and strengthening standards.
- **Climate resilient agriculture**: supporting food security, sustainable livelihoods, strengthening the agriculture value chain and facilitating linkages for integrated approaches to water, energy, tourism and waste while taking into account issues surrounding land management and ownership.

Over the next few years, these programmatic solutions will also algin to support the Pacific short-term goals of Green COVID-19 Recovery, while supporting long-term green growth planning in the leadup to 2030 and beyond. At the same time GGGI technical assistance should always consider disaster risk management and reduction opportunities as part of the solutions offered in all programmatic areas cognizant of the ongoing vulnerability that Pacific Islands face.

6. Growth and expansion

By consolidating the capacity, relationships and networks that have been established and building on the results achieved, GGGI is in a position to grow in terms of both membership and programmatic delivery. In a phased approach over the next five years, GGGI will manage its programs to i) Consolidate and prepare for growth – Phase 1 and ii) Grow and expand – Phase 2. In phase 1 the Pacific Region will focus on solidifying current programs through strong implementation and preparing for expansion through resource mobilization. A Pacific Regional Director will drive strategy and performance and lead preparations with the support of a Regional Portfolio Officer in line with other GGGI regions. In Phase 2

GGGI will gain new member countries, add human and financial resources and expand programs and projects across the region and into new sectors, following the identified Programmatic solutions above.

Programmatic growth: As noted above there are a range of programmatic solutions that may be employed to address development challenges and leverage inclusive growth opportunities. This menu of programmatic solutions will be refined through substantive consultations and based on the needs of country stakeholders as well as the priorities of regional and global partners and donors. A hybrid approach to programmatic growth will be taken with GGGI interventions in the Pacific continuing to build on the experiences of regional and country-level delivery.

Membership expansion: Though membership is decoupled from programming, GGGI will continue engaging with new members in the Pacific will be done by leveraging the regional platforms and programs with which GGGI already engages non-member countries. Through these programs GGGI has already deliver outputs and projects in Marshal Islands, Samoa, Solomon Islands, and Tuvalu, and has therefore developed productive networks and relationships with government stakeholders. This in turn allows GGGI to effectively assess the level of buy-in from prospective countries and determine what level of resources GGGI would need to invest to establish an effective country program. To support expansion in the Pacific, GGGI would apply its framework for membership based on core principles emphasizing quality, impact and value for money[5]. GGGI core resources will be used to initially support establishment of country offices and administrative requirements.

Resources and partnerships: Growth in the Pacific will be driven by earmarked funding. The strategic investments in core resources will be sought based on the programming needs. GGGI in the Pacific has cultivated effective partnerships with regional donors that have clear strategic priorities, which are fully aligned with GGGI objectives in support of country stakeholders. 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, France/French Development Agency, Luxembourg, Republic of Korea/KOICA, Qatar/ Qatar Fund for Development and potential from United Kingdom. GGGI has also been successful in bringing into the region new, global partners that have sectoral priorities and eager to catalyze innovation and economic activity/ job creation. Partnerships with universities and strategic partners like Climate Works will be to develop and expand to other institutions.

7. Next Steps and Timing

The paper serves to inform the MPSC13 Delegates and seek their comments. The MPSC updates to the Council will be the next step in sharing this Strategic Orientation Paper. In 2022, GGGI will develop a Pacific Regional Strategy in line with the organization's other regional strategies in line with the planning and development of GGGI's Work Program and Budget 2023-24. This will ensure the alignment of timelines within GGGI's 2021-25 Roadmap 2021-2025 and contribute to achieving the goals and objectives of GGGI Strategy 2030. The Pacific Regional Strategy will i) elaborate on and refine the GGGI Programmatic Solutions that will best leverage the trends and opportunities for impact in the Pacific, ii) detail the country and regional approaches to implement and maximize GGGI's value proposition in the region, and iii) account for the human and financial resources necessary to facilitate GGGI's programmatic and membership growth.

[5] https://gggi365.sharepoint.com/sites/infohub/SitePages/GGGI-Membership.aspx