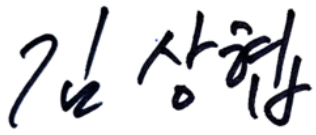
GGGI

GENDER EQUALITY & SOCIAL INCLUSION STRATEGY 2026 - 2030

Leaving No One Behind in the Transformation Towards a Low-Carbon, Resilient, Peaceful World of Inclusive, and Sustainable Growth.

Approval:	 Mr. Sanghyup Kim Executive Director	**Date approved:**	September 1, 2026
Effective date:	September 1, 2026	**Responsible Office:**	DGGI Front Office

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Gender Equality and Social Inclusion (GESI) Strategy 2026 - 2030

Leaving no one behind in the transformation towards a low-carbon, resilient, peaceful world of inclusive, and sustainable growth.

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01 GESI Strategy 2026-2030 at a Glance

In support of the GGGI Strategy 2030, this Gender Equality and Social Inclusion (GESI) Strategy 2026-2030 is GGGI's commitment to inclusive green growth that supports sustainable development in alignment with priorities of Members and Partners. It is founded on the principle of "leaving no one behind".

The GESI Strategy 2026-2030 represents a strengthened approach to achieving, measuring and reporting on inclusive outcomes of green transitions. Primarily through the introduction of a GESI Theory of Change that is backed by the Corporate Results Framework 2026-2030 (CRF). These enhancements are in response to the findings of the Strategy 2030 Mid-Term Evaluation calling for a more systematic approach to GESI integration in GGGI's program.

Accountability for the implementation of the GESI Strategy is anchored within GGGI Corporate level Key Progress Indicators (KPIs) - mechanisms for regular reporting against the CRF. Business processes are articulated and described under GGGI's Project Cycle Management (PCM), which also defines the roles and responsibilities for ensuring compliance with mandatory requirements. The GESI Strategy was reviewed by the Management and Program Sub-Committee (MPSC) in June 2026. The GESI Strategy sits under the supervision of the Executive Director, while day-to-day oversight sits with the GESI Unit of the Directorate for Green Growth Implementation (DGGI). This oversight is supported by Regional Monitoring, Evaluation and Learning (MEL) Focal Points, and GESI Specialists in countries and regions. A Global GESI Network is established internally and serves to share knowledge. Critical to the implementation of the GESI Strategy are resource mobilization leads; project, program and portfolio managers - such as Country Representatives and Regional Directors.

GESI will be included in the GGGI Annual Results Report, which provides the MPSC and Council an opportunity to monitor and track GGGI's GESI performance and impact.

The GESI Strategy highlights the global and regional trends on gender equality and social inclusion, and its implications for GGGI's work to support Members and Partners in achieving green transformations. The GESI Strategy highlights entry points for GESI outcomes and pathways to realizing its ambitions to achieving concrete and measurable outcomes in line with and as an enabler of the Strategy 2030 - that contribute to achieving sustainable development that "leaves no one behind".

The GESI Strategy is focused on GESI programmatic ambitions for inclusive outcomes. It refers only to related internal policies aimed at achieving GGGI's visions for being an inclusive organization and workplace.

GGGI 2030 Programmatic Strategic Goal	By 2030, the economies of GGGI's Member countries will have transformed into a low-carbon and resilience economic development model with GGGI's support to maximize their green growth outcomes and NDCs and SDGs commitments and implementation

GESI Impact Statement

By 2030, Members and Partners will advance transformative gender equality and social inclusion outcomes in climate action and green growth with GGGI support, contributing to poverty reduction, inclusive development, peace and social cohesion.

GESI Outcomes	1. Structural Transformations: GGGI-supported policies, institutions, investments and delivery models address structural barriers and strengthen enabling conditions for gender equality and social inclusion.	2. Equitable Benefits Distribution: The benefits of green transitions are distributed equitably through improved access to jobs, livelihoods, finance, technologies and services.	3. Inclusive Participation and Leadership: Decision-making processes related to green growth are more inclusive, participatory and responsive to diverse needs and perspectives
GESI Pathways	» Advance GESI through high-quality policy and investment advisory outputs, recommendations and technical assistance that ensures outcome level results across four 2030 Themes: » Integration of GESI in green policy to drive action (CRF Outcome 1) » Strengthened GESI-responsive investment mechanism (CRF Outcome 2) » GESI-responsive capacity building (CRF Outcome 3) » GESI-responsive approaches to technology deployment (CRF Outcome 4) » Strengthen evidence-base for GESI approaches (CRF Outcome 5) » Strengthened institutional integration of GESI across public and private sector organizations in GGGI Members and Partners (CRF Outcome 6)		
Operational Mechanism	Mandatory GESI assessments at project design and implementation stages to identify GESI barriers, opportunities and risks » GESI analysis translated to GESI indicators, outputs and outcomes in project logframes and implementation arrangements » GESI expertise is planned and budgeted during project design » Results framework captures differentiated outcomes through disaggregated indicators where feasible » GESI reviewed through quality assurance, reporting, evaluation and learning processes » GESI capacity building during staff onboarding and regularly at country, regional and corporate levels » Portfolio level oversight is secured through PCM » Mandatory Gender Equality and Social Inclusion Project Markers » Portfolio level indicators framework to standardize and enhance results management and reporting » Cascading corporate level KPIs for GESI set annually » Corporate level biennial GESI Action Plan resourced for implementation of GESI Strategy in alignment with the WPB, Country Planning Frameworks and Regional Strategies		
GESI Strategy Governance	» Endorsed by GGGI Executive Director » Coordinated through Directorate for Green Growth Implementation Front Office GESI Unit » Implemented by Project Managers, MEL staff, technical leads and officers across all programs » Supported by GGGI Global GESI Network		

Figure 1: GGGI GESI Strategic Framework

02 A Commitment to Just and Inclusive Green Transformations

The ambitious promise of green growth as "economic growth that is environmentally sustainable and socially inclusive" has gained traction with governments and communities facing a multi-sustainability crisis, an increasingly polarized global political environment, the retreat of multilateralism and the intensification of global and local conflicts.

Global Green Growth Institute (GGGI) Members and Partners are showing a commitment to realize GGGI's Strategy 2030 Vision for "a low carbon, resilient world of strong, inclusive, peaceful and sustainable growth".

Figure 2: GGGI Vision, Mission, and Position (GGGI Strategy 2030)

In support of the Strategy 2030, the Gender and Social Inclusion (GESI) Strategy 2026-2030 ("the GESI Strategy") articulates GGGI's commitment to inclusive green growth with an emphasis on a "just transition". The GESI Strategy builds the foundation for people and sustainable development centered approaches to achieving green transformations that leverage gender equality, poverty eradication and social inclusion. And contribute social cohesion and peace outcomes in line with the principle of "leaving no one behind".

Poverty eradication, gender equality, women's empowerment, and social inclusion are embedded in global frameworks for environmental and climate governance. From the Rio Declaration and the 1992 UN Conference on Environment and Development, to the 2015 Paris Agreement. The UNFCCC COP30 adopted the Belém Gender Action Plan for 2026–2034, enhancing focus on gender equality in climate action. The GESI Strategy is designed to support Members and Partners in meeting the aspirations and requirements of international conventions.

The GESI Strategy fulfills the GGGI Roadmap 2026-2030 priority to update GGGI's GESI Strategy 2021-2025, and responds to the GGGI Strategy 2030 Mid-Term Evaluation findings to meaningfully implement GESI by developing practical tools and increasing internal capacity. This will enhance the integration of GESI in GGGI's strategic framework for improved results and results management.

The GESI Strategy sets out a transformational ambition that recognizes that gender equality, social inclusion, peace and stability are pre-requisites for achieving inclusive green growth as well as being the outcomes of green transformations. It acknowledges that GESI transformative outcomes can only be achieved through deliberate planning, resource allocation, and implementation. The GESI Strategy outlines GGGI's approaches and service offerings to support Members and Partners in achieving national priorities for inclusive green growth and sustainable development.

2.1 The Strategic Architecture for GESI

The GESI Strategy is built around the GGGI 2030 strategic architecture as an enabler for achieving GGGI's GESI ambitions at all levels and across goals, strategic objectives, priorities, and themes. The Corporate Results Framework 2026-2030 subsequently anchors the GESI Strategy's result management.

The Strategy 2030 articulates a programmatic and non-programmatic strategic goal as shown below:

Goal 1 (Programmatic)	Goal 2 (Non-Programmatic)
By 2030, the economies of GGGI's Member countries will have transformed into a low-carbon and resilience economic development model with GGGI's support to maximize their green growth outcomes and NDCs and SDGs commitments and implementation.	By 2030, GGGI will be a world-leading, effective, and agile intergovernmental organization that is respected, financially sustainable, efficient, transparent, accountable, and considerate of its people.

The bulk of the GESI Strategy is focused on the pathways for achieving programmatic results represented in Goal 1. However, the GESI Strategy is complementary to the non-programmatic rules, policies and strategies that lay the foundation for GGGI to realize impactful results considered in the non-programmatic Goal 2. This includes the People Strategy that aims to achieve GGGI's internal goal of becoming an inclusive organization with gender balance among staff and managers at all levels.

It also fully integrates an approach to GESI that considers both opportunities to enhance inclusive outcomes ("do good"), as well as fulfillment of GGGI's Environmental and Social Safeguard Policy (ESSP) for identification and management of risks ("do no harm"). While the ESSP has a risk focus, the main aim of the GESI Strategy is to identify opportunities to maximize and multiply social impacts.

The main pathway for transformative GESI outcomes is through the identification of entry points and integration of strategic and impactful GESI considerations in the 2030 Priorities and Themes defined under the 2030 Strategic Goal.

This GESI Strategy provides an overarching architecture for GESI in GGGI's Programs, whereby Strategy 2030 will be achieved through six Key Priorities and four Themes (Figure 3)

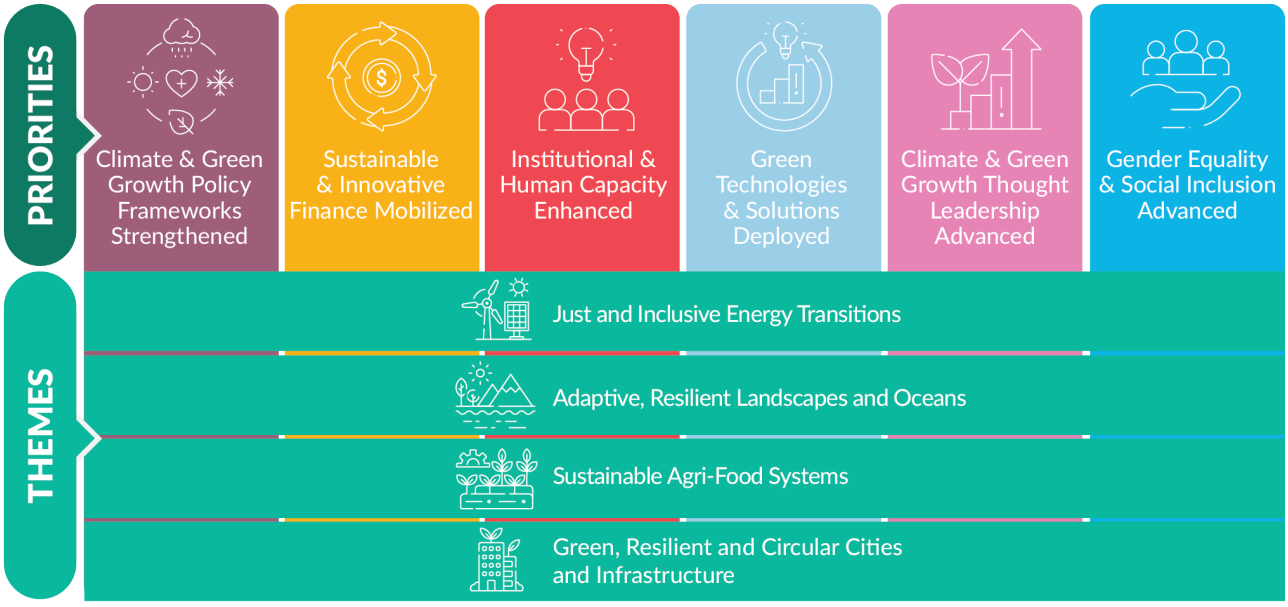

Figure 3: GGGI Strategy 2030 Programmatic Architecture

All of the priorities hold important entry points for achieving GESI outcomes, e.g. the integration of GESI solutions in policies and financial mechanisms to remove barriers to access and control of resources and sustainable services for women and vulnerable communities. At the same time, priority six is principally focused on the strengthening of institutions to advance GESI in Members and Partners. These priorities represent an enhancement in GGGI's ambition compared with the former GESI Strategy 2021-2025.

The priorities are implemented through four themes: Just and Inclusive Energy Transitions; Adaptive, Resilient Landscapes and Oceans; Sustainable Agri-Food Systems; and, Green, Resilient and Circular Cities and Infrastructure. These themes were identified in Strategy 2030 based on Members' needs, while also enabling agile responses to emerging needs. The GESI Strategy recognizes the potential through these themes to achieving significant and transformative GESI outcomes in line with national development priorities.

The themes and the priorities are catalysts to achieving higher Strategic Outcomes (SO) ambitions articulated in the updated 2030 SO target: By 2030, GGGI will contribute to 1 gigaton of CO_2e emissions reduced, 4.3 million green jobs created, 30 million hectares of natural capital sustained, access to sustainable services extended to 100 million people, and income increased for 130,000 individuals.[1]

The GESI Strategy reflects the social dimensions of SOs and their distribution, such as access to green jobs and livelihoods, access to services and enhanced resilience, etcetera. While outlining approaches to ensuring just and inclusive results. However, the 2030 Strategy acknowledges GESI as an accelerator of ambitious emissions reduction targets and natural capital sustention. As it contributes to just transitions that underpin political will and public demand for green growth.

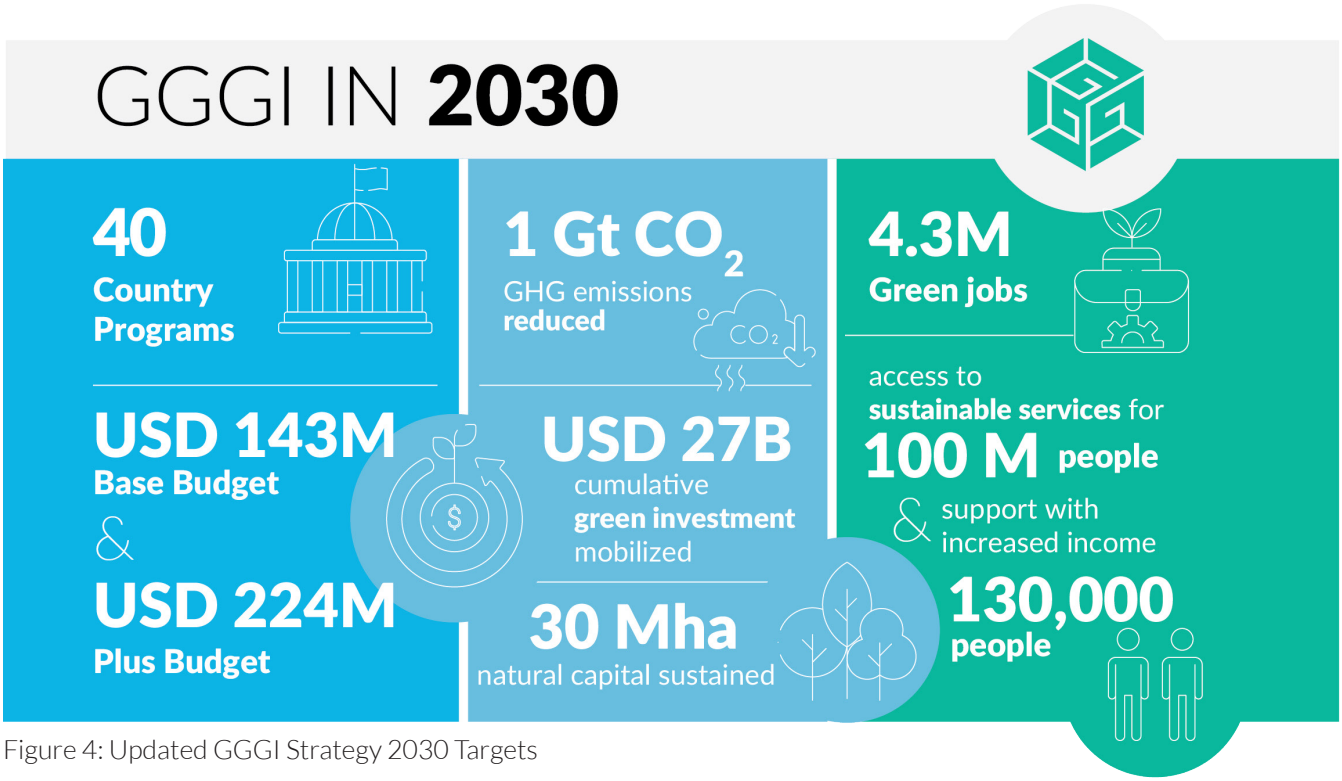

Figure 4: Updated GGGI Strategy 2030 Targets

[1]Global Green Growth Institute. (2025). GGGI Strategy 2030: A Low-Carbon, Resilient World of Strong, Inclusive, Innovative, and Sustainable Growth. Update for 2026-2030 Item-5.-Strategy-2030_combined.pdf

03 Responding to Inequalities, Exclusion, and Instability: Setting the Ambition for GESI

3.1 Taking Stock of Global Trends

The transition towards green growth is unfolding in the context of overlapping global crises. Climate change, biodiversity loss, rising inequality, and increasing fragility and intensification of armed conflicts are reshaping development trajectories and exposing structural vulnerabilities across countries and communities. In response, GGGI Members and Partners are advancing a shared ambition to achieve a low-carbon, resilient world that delivers inclusive, peaceful, and sustainable growth.

The impacts of environmental degradation and climate change are highly uneven. People living in poverty - despite contributing least to global emissions - face the most severe consequences. Including loss of livelihoods, declining health outcomes, and increased exposure to shocks. These pressures can further heighten inequality, drive displacement, and contribute to instability (Figure 5).

Global poverty remains a persistent, multi-dimensional challenge. As of 2025, approximately 808 million people live in extreme poverty representing 9.9 percent of the world's population[2], with progress slowed by crises such as COVID 19, with the burden falling heavily on sub-Saharan Africa and conflict-affected regions. Projections indicate that a significant share of the global population will remain poor by 2030 without accelerated action.

Least Developed Countries (LDCs), home to 1.1 billion people, have contributed the least to global emissions. Yet have experienced 69 percent of all deaths from climate-related disasters over the last 50 years. Climate change is expected to drive an additional 132 million people into poverty by 2030, with 60 percent of the global extreme poor projected to be concentrated in Fragile and Conflict States by that time[3]. Globally, 19 of the 25 most climate-vulnerable countries are fragile and/or affected by conflict. These countries often receive disproportionately low climate finance, despite having the greatest need. The fragile and conflict-affected countries received less than 10 percent of global adaptation finance in 2022[4]. Small Island Developing States (SIDS), face their unique sets of challenges - being extremely vulnerable to climate change, while facing high costs and barriers to financial access.

At the same time, climate change interacts with existing social, political, economic, and socio-cultural inequalities. Its impacts are shaped by gender, age, disability, ethnicity, geography, and other dimensions of identity. Resulting in differentiated vulnerabilities and capacities to respond. Structural barriers continue to limit women's economic opportunities and participation in decision-making. While other groups face distinct risks linked to livelihoods, social roles, and unequal access to assets, services, and institutions. These patterns

[2]World Bank. (2025). Poverty and Inequality Platform: Global Poverty Update https://pip.worldbank.org/home

[3]Intergovernmental Panel on Climate Change. (2023). Summary for Policymakers. Climate Change 2023: Synthesis Report. Contribution of Working Groups I, II and III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change [Core Writing Team, H. Lee and J. Romero (eds.)]. IPCC, Geneva, Switzerland, pp. 1-34, doi: 10.59327/IPCC/AR6-9789291691647.001 https://www.ipcc.ch/report/ar6/syr/downloads/report/IPCC_AR6_SYR_SPM.pdf

[4]ODI Global. (2025). Small change. Our projection for the conflict blind spot in climate finance by 2030. https://odi.org/en/insights/small-change-conflict-blind-spot/

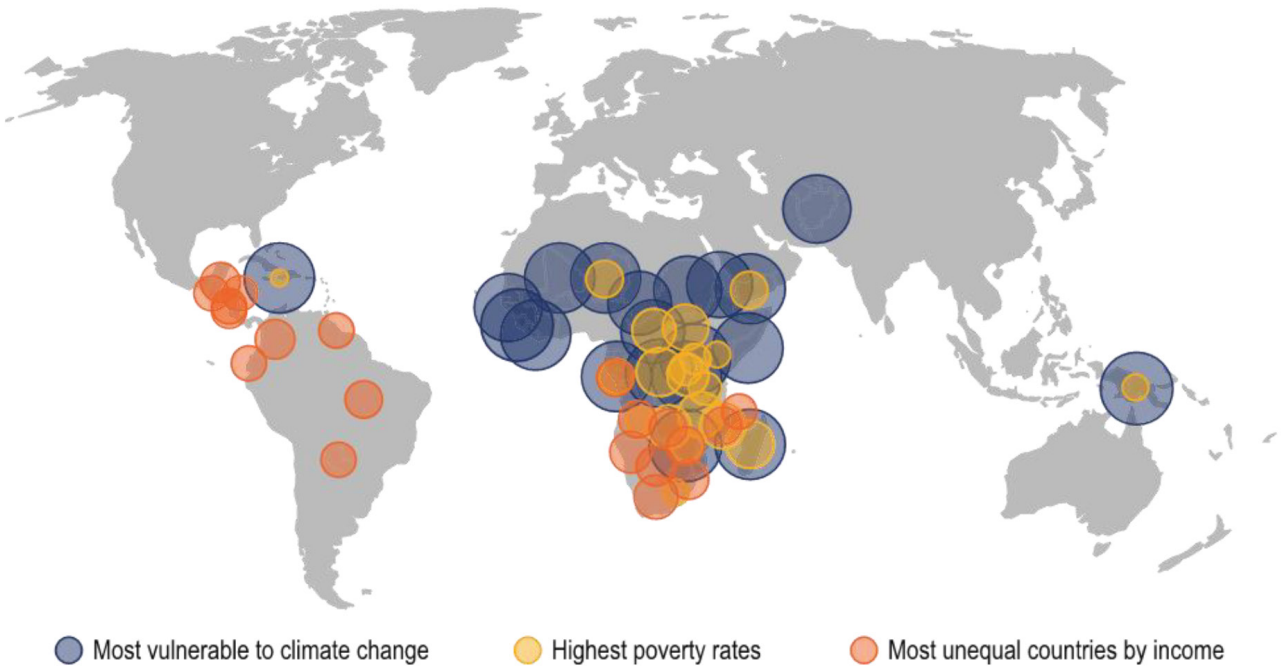

Figure 5: Climate Vulnerability, Poverty and Inequality[5]

are often reinforced by discriminatory social norms, unequal care responsibilities, restrictions on mobility and voice, and exclusion from education, finance, land, and decent work. Violence against women and girls remains a major barrier to autonomy, agency, and safe participation in green transitions. Recognizing these intersecting dynamics is essential to designing effective, equitable, and inclusive green growth responses.

During or after weather shocks, boys can be taken out of schools to work; and men working in agriculture are often forced to migrate to find alternative sources of income[6]. The Intergovernmental Panel on Climate Change (IPCC) foresees that the poorest people will continue to experience the worst effects of climate change through lost income and livelihood opportunities, displacement, hunger and adverse impacts on their health[7]. Increasing weather and extreme climate events have exposed millions of people to acute food insecurity and reduced water security, with the largest adverse impacts observed globally for Indigenous Peoples, small-scale food producers and low-income households[8].

Fragility and conflict further compound these global challenges. Climate-related stresses – such as water scarcity, land degradation, and food insecurity – can exacerbate tensions, while weak institutions in conflict-affected contexts limit the ability to respond effectively. These dynamics reinforce cycles of poverty, exclusion, and insecurity – underscoring the need for conflict-sensitive and inclusive approaches to green transitions.

These global trends highlight a central imperative: without deliberate efforts to address inequality, exclusion and fragility, the green transition risks leaving the most vulnerable behind. The integration of conflict-sensitive approaches is critical to breaking spirals of instability and vulnerability. A well-managed transition offers a critical opportunity to reduce poverty, expand access to opportunities, strengthen resilience, stability, and social cohesion.

[5]Organisation for Economic Co-operation and Development. (2024). Development Co-operation Report 2024: Tackling Poverty and Inequalities through the Green Transition. https://www.oecd.org/en/publications/development-co-operation-report-2024_357b63f7-en.html

[6]World Bank. (2023). Gendered Impacts of Climate Change: Evidence from Weather Shocks https://wrd.unwomen.org/sites/default/files/2023-07/WB-gendered-impacts-climate-change.pdf

[7]Intergovernmental Panel on Climate Change. (2014). Climate Change: Impacts, Adaptation and Vulnerability, Synthesis Report, Summary for Policymakers https://www.ipcc.ch/site/assets/uploads/2018/02/ar5_wgII_spm_en.pdf

[8]Intergovernmental Panel on Climate Change. (2023). Summary for Policymakers. Climate Change 2023: Synthesis Report. Contribution of Working Groups I, II and III to the Sixth Assessment Report of the Intergovernmental Panel on Climate Change https://www.ipcc.ch/report/ar6/syr/downloads/report/IPCC_AR6_SYR_SPM.pdf

3.2 Regional Trends and Differentiated Priorities

While global dynamics set the overall context, the pathways and challenges of a just and inclusive transition vary across regions. Strategy 2030 and the GESI Strategy are designed to be agile and responsive to the different needs and priorities of Members and Partners across different regions.

In **Africa**, socio-economic progress continues to be shaped by the combined effects of climate vulnerability, poverty, and fragility. On gender parity, Sub-Saharan Africa ranks sixth globally, having achieved a score of 68.0 percent[9]. The continent has the potential to advance inclusive green growth through investments in climate smart agriculture, renewable energy, natural resource management, circular economy and green industrial development. With a very young population, opportunities lay in harnessing the demographic dividend by removing barriers to decision making and economic participation. Wider development gains can also be unlocked by expanding access to opportunities and participation for women, rural communities, underserved and disadvantaged groups.

In **Asia**, rapid economic transformation has contributed to major development gains, including reductions in poverty and expanded access to services in many countries. Wide disparities persist across and within countries, including in relation to gender equality, social inclusion, and exposure to climate and fragility-related risks. Asia ranks fourth lowest globally with only 22.2 percent of parliamentary seats being occupied by women[10]. Significant opportunities to advance more inclusive and resilient green growth through investments in just-renewable energy transitions, sustainable urbanization, resilient food systems, and climate adaptation could be harnessed. Strengthening leadership and economic participation for disadvantaged groups, alongside broader efforts to expand access to opportunities for underserved groups, can help generate wider benefits.

In **Latin America and the Caribbean (LAC),** important social gains have been made, including progress in poverty reduction and relatively strong levels of women's political participation in several countries. The Americas in total is the highest-ranking region regarding female political participation with 35.7 percent of parliamentary seats held by women, with the Caribbean at 40.7 percent, Central America at 30.8 percent, and South America at 32.1 percent[11]. The region continues to have the fastest rate in closing the gender gap, having advanced 8.6 percentage points since 2006[12]. Persistent inequalities, institutional weaknesses, and localized fragility continue to shape development outcomes across the region. These also point to significant opportunities to advance more inclusive and resilient green growth through investments in sustainable livelihoods, climate resilience, natural resource governance, and green urban and infrastructure solutions.

In the **Middle East and North Africa (MENA),** fragility, resource constraints, and uneven social and economic participation underscores the importance of inclusive green growth approaches. The region ranks second lowest in terms of female political participation, with 16.7 percent of seats in parliament being occupied by women. It also ranks lowest – at 61.7 percent - among regions that have closed the gender gap[13] . At the same time, the region presents significant opportunities to advance resilient and inclusive development through investments in renewable energy, water security, climate-resilient livelihoods, and institutional capacity. GESI transformative approaches can support more resilient institutions, stronger

[9]World Economic Forum. (2025). Global Gender Gap Report https://www.weforum.org/publications/global-gender-gap-report-2025/

[10]Inter-Parliamentary Union. (2026). Global and Regional Averages of Women in National Parliaments. https://data.ipu.org/women-averages

[11]Inter-Parliamentary Union. (2026). Global and Regional Averages of Women in National Parliaments. https://data.ipu.org/women-averages.

[12]World Economic Forum. (2025). Global Gender Gap Report https://www.weforum.org/publications/global-gender-gap-report-2025/

community engagement, and more sustainable green transition pathways.

In the **Pacific**, Small Island Developing States face distinctive vulnerabilities linked to climate change, geographic isolation, and narrow economic bases. They are particularly fragile due to small economies, governance challenges, and acute exposure to natural disasters[14]. Despite these challenges, there are important opportunities to advance inclusive and resilient green growth through investments in climate adaptation, renewable energy, sustainable oceans and fisheries, and community-based resilience. Building on strong traditions of community cohesion and local governance, efforts to strengthen women's leadership and economic participation, alongside broader inclusion of underserved groups, can help enhance development effectiveness and long-term resilience.

3.3 Implications for Just and Inclusive Transformations

Diversified and localized approaches

These global and regional trends underscore that there is no single pathway to achieving a just transition. Instead, approaches must be tailored to context – addressing both global, regional and country specific opportunities and vulnerabilities in line with Member and Partner priorities, while emphasizing the need for localized approaches.

Achieving a just and inclusive transition requires a strategic view of development processes and the opportunities to:

- Address structural inequalities that limit access to opportunities and resources
- Integrate gender equality and social inclusion across policies, investments, and programs
- Strengthening institutions and capacities, particularly in fragile and conflict-affected settings
- Ensure that all groups can participate in - and benefit from - green growth pathways

Intersectionality

Applying an equity lens to these processes builds on the recognition of the inherent rights of all sexes and genders, indigenous peoples, local communities, people with disabilities, ethnicities, classes, nationalities, religions, and sexual orientations. Noting that this list is not exhaustive and is dependent on local contexts. Development of GESI assessments help understand how different groups are impacted by and benefit from green growth transformations. They can unlock intersectional approaches to maximizing opportunities and managing risk from the early stage of program design.

Recognizing the gender nexus

In line with the Belem Gender Action Plan, effective GESI integration should support an enhanced evidence base for gender-responsive climate policies and action. The ambition is to go beyond gender markers and demonstrate GESI results through the updated Strategy 2030 and Corporate Results Framework. As a strategic partner to governments, national and international financial institutions, indigenous peoples, local communities, and other development partners – GGGI will strive to become a thought leader in demonstrating impact in addressing the gender nexus in green growth.

Meaningful participation

Meaningful participation in decision-making across broad stakeholder groups could support more inclusive outcomes. This is also founded in an early understanding of how green transformation carries both opportunities and risks.

Systematic GESI Assessments

Assessments will bring an understanding of the risks and opportunities of green transformations, and how both risks and opportunities are distributed unevenly (Figure 6).

[13]World Economic Forum. (2025). Global Gender Gap Report 2025 https://www.weforum.org/publications/global-gender-gap-report-2025/ Global Gender Gap Report 2025 https://www.weforum.org/publications/global-gender-gap-report-2025/

[14]Organisation for Economic Co-operation and Development. (2025). States of Fragility 2025, OECD Publishing, Paris, https://doi.org/10.1787/81982370-en.

Who Participates	Problem statement: Vulnerable and underserved groups are not adequately represented at decision-making levels of green transformations Ensuring broad and meaningful participation in decision-making.					
Who Benefits	Problem statement: Institutions in green transformations are faced with limited resources to address barriers to inclusion in green transformations » Ensuring that opportunities are equally distributed to improve lives of vulnerable and underserved individuals and communities. » Strengthening of institutions that are well placed to address barriers to inclusion. » Identifying and addressing the barriers to participation and access.					
Green Growth Benefits	Participation	Capacity building	Decent, green jobs	Technologies	Access to services	Health
Safeguard Risks	Environmental and social safeguard risks managed through GGGI's ESS Policy.					
Internal Capacity	Investments in internal capacity to deliver the GESI Strategy through human and financial resources, capacity, systems and tools.					

Figure 6: Understanding Participation and Differentiated Impacts and Risks

Defining clear GESI ambitions

GGGI applies a two-track approach by designing interventions where GESI is the principal objective as well as projects where GESI is significantly integrated in project design. GGGI will – when and where possible – take a high ambition approach to achieving GESI transformative outcomes in line with the commonly recognized GESI ambition continuum (Figure 7). This will be supported by the GESI Strategy Theory of Change and integration into the CRF, which defines indicators for GESI with higher ambition targeting participation and leadership, benefits sharing, and institutional strengthening on GESI.

GESI-NEGATIVE	GESI-BLIND	GESI-SENSITIVE	GESI-RESPONSIVE	GESI-TRANSFORMATIVE
Unequal roles, relations, and norms are upheld	Ignores unequal roles, relations, and norms and identity-based discrimination	Recognises unequal roles, relations, and norms, but does not actively address them	Recognises unequal roles, relations, and norms, and attempts to actively combat them	Addresses the deep roots of unequal identity-based roles, relations, and norms

Figure 7: GESI Ambition Continuum[15]

[15]Adapted from The Federal Government of Germany International Climate Initiative. (2023). IKI Gender Strategy: Supporting Gender Justice for Effective Climate and Biodiversity Projects. https://www.international-climate-initiative.com/fileadmin/iki/Dokumente/Gender/IKI_Gender_Strategy_EN_2023.pdf

3.4 Sustainable Development Principles

Ensuring effectiveness and efficiency, GGGI is embedded with governments as a neutral advisor, well placed to ensure that green transitions are anchored in national development processes and founded on partnerships.

Sustainable Development Goals (SDGs): SDGs are directly aligned with Strategy 2030, including SDGs 1, 2, 3, 5, 6, 8, 10, 11 and 17 (respectively: No Poverty; Zero Hunger; Good Health and Well-Being; Gender Equality; Sanitation; Decent Work and Economic Growth; Reduced Inequalities; and Sustainable Cities and Communities; Peace, Justice and Strong Institutions). GGGI aims to support national development priorities and processes in coordination with Members and Partners.

Human Rights: GGGI is committed to promoting principles of human rights in green growth processes, particularly with regards to non-discrimination, participation, and good governance. This is achieved through broad stakeholder engagements and partnerships with government, civil society, and private sector actors and institutions. It ensures multiple voices and perspectives, and helps incorporate a wide range of needs, skills, and potential into green growth solutions.

Just Transitions: Aligned with the UNFCCC definitions of Just Transition[16], recognizing that green transitions generate benefits, but also impact communities that are reliant on fossil industries. GGGI promotes just transitions through economic diversification, capacity building, education and inclusive planning processes.

Environmental and Social Safeguards (ESS): GGGI's risk-focused Environmental and Social Management Framework ensures systematic identification and management of risks in compliance with national laws and regulations, as well as commonly recognized international standards for "doing no harm".

Conflict Responsive: GGGI is committed to strengthening its capacities as an organization to work and deliver high impact outcomes in conflict affected and fragile settings. Conflict-sensitive approaches are addressed in GGGI's programming[17]. Conflict sensitivity encompasses the use of conflict analysis, planning, and monitoring tools, but it extends far beyond technical approaches. It represents an institutional ethos—a fundamental attitude, management principle, and organizational norm that integrates conflict awareness into all aspects of project cycles, organizational behavior, and decision-making. Effective integration of conflict sensitivity rests on five essential pillars: institutional commitment, whereby leadership champions it as a strategic imperative; organizational culture and structure, embedding it into daily workflows, hiring, training, and decision-making; capacity development, strengthening staff skills to analyze contexts and adapt accordingly; external relationships, fostering partnerships that reinforce conflict-aware practices; and accountability, through mechanisms that ensure feedback, transparency, evaluation, and continuous learning[18].

3.5 Recognizing Instability and Conflict in GGGI's Work

GGGI operates in 22 fragile and conflict-affected countries, making the application of conflict-sensitive approaches a prerequisite to achieving inclusive green growth. In such settings, green growth without a conflict-sensitive approach risks reinforcing existing inequalities or inadvertently triggering new tensions by altering access to, or control over valuable resources .

For GGGI, integrating conflict sensitivity goes beyond risk mitigation. It equips the organization to better understand existing conflicts, their root causes, and the stakeholders involved; to reflect on how its work affects — and is affected by — the political, social, cultural, and economic context in which it operates. And to propose more accurate decisions and actions that maximize positive outcomes while mitigating the exacerbation of existing tensions or the creation of new ones. This capacity to read context and adapt accordingly is what allows GGGI to remain agile, relevant, and impactful in environments marked by instability or active conflict.

[16]United Arab Emirates Just Transition Work Program. https://unfccc.int/topics/just-transition/united-arab-emirates-just-transition-work-programme#:~:text=Just%20Transition%20Pathways-,The%20First%20Dialogue%20under%20the%20United%20Arab%20Emirates%20Just%20Transition,June%200800%20to%201200%20CEST. Accessed May 29, 2026

The call for integrating conflict sensitivity was strongly positioned at COP28, where the Declaration on Climate, Relief, Recovery and Peace emphasized the need for collective climate action in fragile and conflict-affected countries. This recognition was realized at COP29, with the launch of the Baku Call on Climate Action for Peace, Relief, and Recovery and the Baku Climate and Peace Action Hub, reinforcing the centrality of peace-responsive climate approaches. The COP16 central theme was 'Peace with Nature', highlighting the international community's increased understanding on the nature-peace-and-conflict- nexus.

In line with these global trends, GGGI recognizes the need to integrate a conflict-sensitive approach throughout its priorities and themes that intentionally seeks to "do no harm" while maximizing green growth and peace potential co-benefits.

3.6 Theory of Change

GESI Impact Statement

By 2030, Members and Partners will advance transformative gender equality and social inclusion outcomes in climate action and green growth with GGGI support, contributing to poverty reduction, inclusive development, peace and social cohesion.

GESI Outcomes		
1. Structural Transformations: GGGI-supported policies, institutions, investments and delivery models address structural barriers and strengthen enabling conditions for gender equality and social inclusion.	2. Equitable Benefits Distribution: The benefits of green transitions are distributed equitably through improved access to jobs, livelihoods, finance, technologies and services.	3. Inclusive Participation and Leadership: Decision-making processes related to green growth are more inclusive, participatory and responsive to diverse needs and perspectives.

Pathways

Advance GESI through high-quality policy and investment advisory outputs, recommendations and technical assistance that ensures outcome level results across four 2030 Themes:

- Integration of GESI in green policy to drive action (CRF Outcome 1)
- Strengthened GESI responsive investment mechanism (CRF Outcome 2)
- GESI responsive capacity building (CRF Outcome 3)
- GESI responsive approaches to technology deployment (CRF Outcome 4)
- Strengthen evidence-base for GESI approaches (CRF Outcome 5)
- Strengthened institutional integration of GESI across public and private sector organizations in GGGI Members and Partners (CRF Outcome 6)

Operational Mechanism

- Mandatory GESI assessments at project design and implementation stages to identify GESI barriers, opportunities and risks
- GESI analysis translated to GESI indicators, outputs and outcomes in project logframe and implementation arrangements
- GESI expertise is planned and budgeted during project design
- Results framework captures differentiated outcomes through disaggregated indicators where feasible
- GESI reviewed through quality assurance, reporting, evaluation and learning processes
- GESI capacity building during staff onboarding and regularly at country, regional and corporate levels
- Portfolio level oversight is secured through:
  - » Mandatory Gender Equality and Social Inclusion Project Markers

- » Portfolio level indicators framework to standardize and enhance results management and reporting
- » Cascading corporate level KPIs for GESI set annually
- Corporate level biennial GESI Action Plan resource for implementation of GESI Strategy

04 Achieving GESI Outcomes: Approaches to GESI in Priorities and Themes

4.1 GESI in the 2030 Corporate Results Framework

The Strategy 2030 Corporate Results Framework (CRF) is key to anchoring GESI in GGGI's programmatic approaches and results management. Implementation of the CRF will generate a results narrative for GESI across GGGI's priorities and themes.

Gender Equality and Social Inclusion Project Markers: Based on the OECD DAC Gender Equality Policy Markers[20], GGGI has applied Gender Equality Markers since 2020 at portfolio level. In 2026, GGGI is developing a Social Inclusion Project Marker that will support measurement of inclusive project design. At portfolio level, the Markers inform the portfolio percentage that significantly addresses gender equality and/or social inclusion as a principal objective (categories 2) or as an integrated project component (category 1). The Markers can be disaggregated by priority, themes, or geography for a more detailed and nuanced narrative.

Annual corporate level KPIs for GESI provide a target for the global program portfolio, which further cascades to thematic units, countries and regions.

While the Markers capture the GESI intent in project design, the Corporate Results Framework 2026-2030 will measure whether the intent materializes into intermediate outcomes. The CRF definitions of outcomes, outputs and indicators will guide reporting on GESI across outcomes and outputs. GESI related outcomes, outputs, indicators, and indicator definitions are provided in the CRF to ensure uniformity and quality of program and reporting.

Separate indicators and approaches to conflict-sensitivity are currently under development. While conflict sensitivity is anchored in the GESI Strategy and its Theory of Change, the GESI Strategy does not intend to fully capture GGGI's conflict-sensitive approach.

The below provides a schematic overview of GESI integration and relevance across the Strategy 2030 priorities and themes as supported by the CRF:

GESI in the GGGI Corporate Results Framework 2026-2030

Themes Just and Inclusive Energy Transition Sustainable, Adaptive and Resilient Landscapes and Oceans Sustainable Agri-Food Systems Green, Resilient and Circular Cities and Infrastructure			
Priorities	CRF reference	GESI entry points	Reporting
Policies adopted	Outcome 1: Enhanced policy and regulatory environment for low-carbon, inclusive and resilient development across GGGI Members and Partners	GESI is integrated through the design and adoption of inclusive, rights based, and conflict sensitive green policies (e.g., NDCs, NAPs, LTLEDS), supported by GESI analysis and broad stakeholder participation.	GESI Project Markers to disaggregate GESI integration at portfolio level in CRF reporting.
Finance mobilized	Outcome 2.a: Increased mobilization of sustainable finance for low-carbon, inclusive and resilient development in GGGI Members and Partners. Outcome 2.b: Increased availability and deployment of financial resources for Article 6 aligned carbon markets through funds placed under management for the purchase of carbon supported by GGGI.	Entry points focus on embedding gender and social inclusion in financial instruments, investment pipelines, and climate finance governance, while addressing barriers faced by women and vulnerable and/or financially excluded groups and tracking inclusive finance mobilization through CRF indicators and markers.	GESI Project Markers to disaggregate GESI integration at portfolio level in CRF reporting.
Capacity building	Outcome 3: Strengthened institutional capacity of GGGI Members and Partners, and relevant public and private sector actors, to advance low-carbon, inclusive and resilient development.	GESI is advanced by strengthening institutional systems, skills, and governance arrangements to mainstream inclusion in decision making and implementation, with explicit monitoring of participation (e.g., sex disaggregated training data) and institutional change.	Sex disaggregated data on capacity building participation.
Technology adoption	Outcome 4: Increased adoption and operationalization of innovative technologies and solutions for low-carbon, inclusive, and resilient development by public and private actors in GGGI Members and Partners.	GESI entry points target equitable access to innovation, addressing digital and labor market gaps, and ensuring technologies are designed, deployed, and adopted in ways that benefit underserved groups while contributing to inclusive development outcomes.	GESI not included in standard CRF reporting. GESI Markers available for outcome level data on demand.
Thought leadership	Outcome 5: Increased use of GGGI analytical knowledge by public and private stakeholders for climate and green growth research and knowledge products.	GESI is mainstreamed through the production and dissemination of evidence, tools, and knowledge that integrate gender equality, social inclusion, and conflict sensitivity, influencing broader policy and investment ecosystems and uptake by external actors.	GESI not included in standard CRF reporting. GESI Markers available for outcome level data on demand.
GESI advanced by institutions in Members	Outcome 6: Strengthened institutional integration of gender equality and social inclusion (GESI) across public and private sector organizations in GGGI Members and Partners	Supports the strengthened institutional integration of gender equality and social inclusion (GESI) across public and private sector organizations in GGGI Members and Partners. GESI capacity leverages organizational mandates, systems, technical skills, policies and tools, to ensure that policies and regulations are supported by GESI analysis and developed through inclusive participation.	Explicit GESI CRF indicator: "Number of institutions that establish or strengthen internal GESI systems, capacities, or accountability mechanisms with GGGI support".

The focused GESI reporting on CRF results for policy (Outcome 1), finance (Outcome 2), capacity building (Outcome 3), and institutional GESI capacity (Outcome 6) aims to generate a sharper GESI results narrative beyond corporate portfolio level results compared to GESI reporting under GGGI's previous GESI Strategy 2021-2025.

GESI integration in GGGI's technology transfer (Outcome 4) and thought leadership (Outcome 5) remain relevant and will be captured as part of the corporate KPI targets.

4.2 GESI Entry Points to 2030 Themes

Just and Inclusive Energy Transitions

Access to energy is central to sustainable development - expanding renewable energy offers major benefits—such as economic growth, job creation, improved health, and enhanced livelihoods. It also plays a critical role in advancing gender equality and social inclusion by reducing time burdens for women and girls; enables greater access to income, education, and services; as well as improving accessibility for people with disabilities. Achieving just and inclusive energy transitions is particularly challenging in fragile and conflict-affected contexts, where energy poverty remains most severe and investment is limited due to systemic risks. In these settings, expanding equitable access to clean energy can be transformative, supporting service delivery, food security, livelihoods, and social stability. It however requires deliberate efforts to address underlying resource tensions; engage diverse stakeholders; and ensure inclusive, locally owned processes that strengthen social cohesion and prevent conflict.

Adaptive, Resilient Landscapes and Oceans

Forests and coastal ecosystems are critical for livelihoods, climate regulation, and economic development, yet access to and use of these resources are shaped by gender roles, rights, and inequalities. Often leaving coastal and forest-dependent communities, especially vulnerable, low-income and excluded groups from decision-making. Natural resource management is closely linked to both environmental sustainability and conflict dynamics: competition over land, water, and resources has driven a significant share of global conflicts, while resource exploitation can finance violence and degrade ecosystems, further undermining governance and livelihoods. Natural resources also present important opportunities for peacebuilding, supporting recovery, cooperation, and inclusive economic growth. Embedding conflict-sensitive, socially inclusive and gender-transformative approaches in sea and landscape management is therefore essential to prevent escalation of tensions, promote equitable access to resources, restore ecosystems, and strengthen resilient and inclusive governance systems.

Sustainable Agri-Food Systems

Barriers to inclusion in agri-food systems limit the participation of women and underserved groups, despite women contributing significantly to global agriculture. Unequal access to land, finance, technology, and services undermines both livelihoods and the adoption of climate-resilient practices. Empowering these groups, particularly rural women, can increase incomes, enhance resilience, and support low-emission agricultural transitions. At the same time, the intersection of climate change, conflict, and food insecurity is especially severe in fragile settings - where violence disrupts production, markets, and livelihoods - disproportionately affecting vulnerable populations. Embedding gender-transformative and conflict-sensitive approaches is therefore essential to protect food systems, address inequalities, and build resilience by supporting smallholders and engaging affected communities in shaping sustainable solutions.

Green, Resilient and Circular Cities and Infrastructure

Effective waste management and circular economy approaches can improve environmental health while creating livelihoods, particularly for informal workers. Empowering women, youth, and underserved groups in these sectors leads to more equitable and sustainable outcomes. Green buildings and infrastructure offer opportunities for job creation and improved living conditions but require deliberate efforts to ensure equal access and avoid exacerbating housing inequalities. In fragile and rapidly urbanizing contexts, cities are increasingly affected by conflict and displacement, placing pressure on services and increasing social tensions. Integrating conflict sensitivity into urban planning is therefore essential to ensure that investments promote equitable access, strengthen resilience, and support social cohesion among both host communities and displaced populations.

05 Operationalizing GGGI's GESI Strategy

5.1 GESI in GGGI's Project Cycle Management

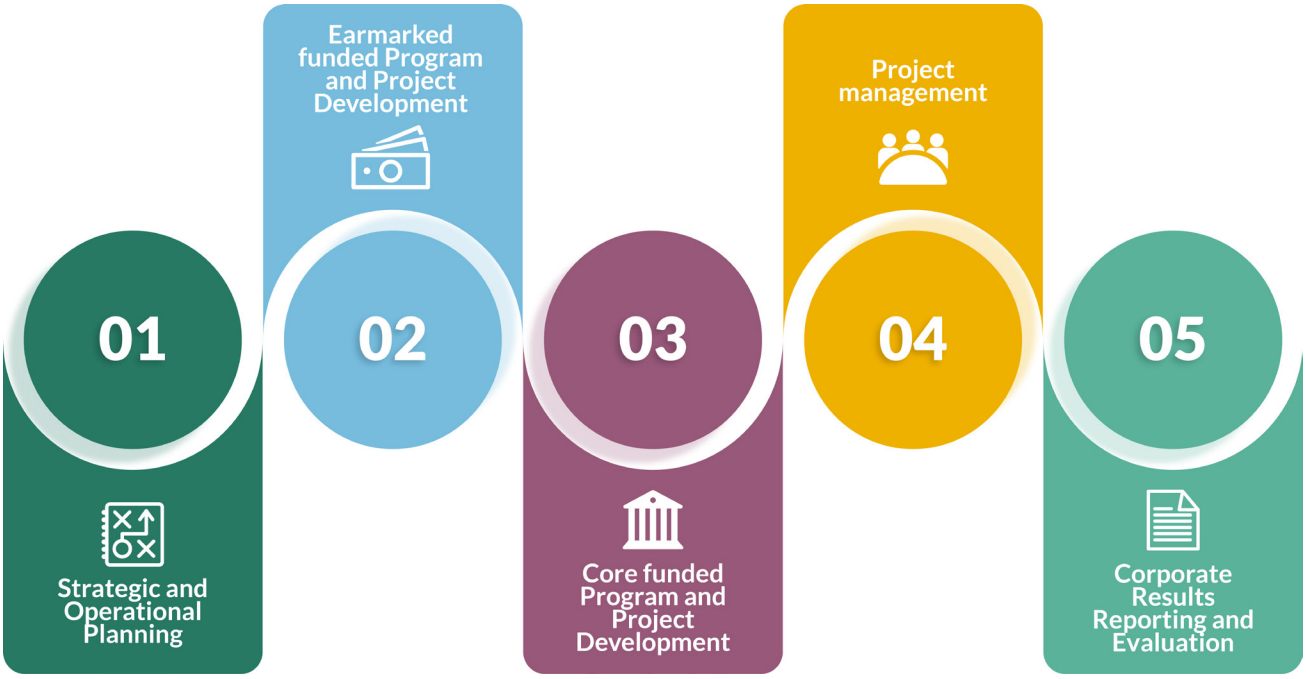

Figure 8: GGGI Project Cycle Management

Strategic and Operational Planning (PCM1)

The GESI Strategy accompanies GGGI's Strategy 2030, which is operationalized by the CRF to ensure a dedicated focus on GESI results management. This also ensures the integration of GESI considerations in GGGI planning processes, such as Country Planning Frameworks (CPFs), Regional Strategies, and Work Program and Budget (WPB) Processes.

Project and Program Development (PCM2, PCM3)

PCM2 for Earmarked resource mobilization and PCM3 for Core funding allocation have integrated GESI through mandatory preliminary Gender and Social Inclusion Assessments, integration of explicit GESI outcomes, outputs and activities with indicators in theory of change, logical frameworks, and application of Gender Equality and Social Inclusion Project Markers.

- ***Gender Equality and Social Inclusion Project Markers***

Since 2019, GGGI has implemented Gender Equality (GE) Project Markers to track projects with GE as Principal objective and projects where GE is significantly addressed.

The Strategy 2026-2030 introduces new Social Inclusion (SI) Project Markers to track projects that explicitly and significantly address the needs and rights of individuals and groups that are under-represented or underserved within their national and local context.

The aim of the Markers is to ensure that all projects conduct a preliminary GESI assessment, and when applicable and relevant explicitly integrate GESI outcomes, outputs and indicators into the project logframe. Integration of GESI in the logical framework of projects will result in accountability through monitoring, reporting, evaluations and learning processes.

Project and Program Management (PCM4)

- ***MEL Frameworks***

By securing explicit GESI integration in project logical frameworks under PCM2 and PCM3, GESI will be systematically embedded in the results

management and learning (MEL) frameworks established at program and project levels in PCM4.

- ***Gender and Social Inclusion Assessments and Action Plans***

Gender and Social Inclusion Assessments are developed to help identify and manage opportunities in project interventions from the outset of design. This is based on the preliminary review of gender and social inclusion (GESI) in the intervention country/region to identify entry points and roles and responsibilities for effective GESI integration.

The findings of the GESI Assessment guide design of the GESI Action Plan - concrete actions to support and realize equitable participation and influence in the intervention decision-making process; and equitable access to financial resources and other benefits resulting from investments in the intervention.

- ***Conflict and Fragility Assessments and Action Plans***

When required, context-specific analysis to identify root causes of fragility, the actors involved, and how environmental stresses may exacerbate tensions will be conducted. Specific actions will be designed to either mitigate conflict and fragility-related risks or promote positive peace and social cohesion outcomes.

- ***ESS Risk Management***

The GGGI Environmental and Social Safeguards Policy (2025) ensures fit-for-purpose and commensurable Risk Identification and Management of all GGGI activities. The process is mandated through project design and implementation processes. The Risk Identification Tool is the foundation of the process of identifying unwanted environmental and social impacts that may be the outcome of a GGGI activity.

Corporate Results, Reporting and Evaluation (PCM5)

- ***Corporate Results Framework (CRF)***

The CRF 2026-2030 includes gender outcomes, outputs, and indicators for reporting GGGI's achievements and impacts on GESI. Outcome 6 of the CRF details "Strengthened institutional mainstreaming of gender equality and social inclusion (GESI) across public and private sector organizations in GGGI Member and Partner States".

- ***Reporting***

Project and portfolio level reporting on GESI outcomes and results is embedded within GGGI's reporting mechanisms, including the Annual Reports against the CRF. At portfolio level, GGGI maintains its target for 75 percent of projects significantly addressing gender equality. The new Social Inclusion Markers will be piloted in 2027 to build capacity and set a baseline. Additionally, reports on GE and SI markers and implementation of the GESI Strategy Action Plans are generated annually.

- ***Evaluations***

The Evaluation Rules (2026) and Approach (2026) lay the foundation for systematic and independent review and evaluation of GGGI Programs and Operations, including for achievement of GESI in priorities and themes and Operational GESI targets.

- ***Learning***

A Global GESI Network is established for knowledge management and sharing across GGGI's global program. While efforts are made to ensure all countries and regions are represented, its membership and engagement is voluntary. The Network provides a platform for strategy development; technical discussion and tool development for GESI integration in project design and implementation; generation and dissemination of best practice examples and lessons learned for replication and scaling of results.

Internal Capacity Building

GESI training of programming staff to support the implementation of the GESI Strategy and biennial GESI Action Plan will be conducted regularly at global, regional and country levels through earmarked and core funding opportunities. Onboarding of new staff includes training on GESI and ESS through a dedicated GESI and ESS training module.

5.2 GESI in Non-Programmatic Operations

GGGI maintains its commitment to address GESI throughout its internal operations. The GESI Strategy is firmly embedded in GGGI's core values of Boldness, Inclusiveness, and Integrity. This GESI Strategy aligns with and reconfirms GGGI's commitment to inclusion as a principle of both external and internal operations as expressed in GGGI's Legal Framework, including:

- GGGI Environmental and Social Safeguards Policy
- GGGI Staff Regulation and Rules
- GGGI Rules on Child Protection
- GGGI Rules on Prevention of Sexual Exploitation, Abuse and Harassment
- GGGI Respectful Workplace Policies
- GGGI Rules on Private Sector Engagement
- GGGI Rules on Procurement

Internal GGGI targets for gender quality and social inclusion are set in GGGI's People Strategy under the Human Resources Unit, striving for GGGI to achieve gender balance and equality across functions and grade levels.

5.3 GESI Strategy Governance

Delegation of Authority

The GESI Strategy is reviewed by the Management and Program Sub-Committee (MPSC) and endorsed by the Executive Director.

The Executive Director is responsible for the overall oversight mechanisms of the GGGI GESI Strategy. Its operational implementation will be guided by the accompanying biennial GESI Action Plan.

Overall coordination of the GESI Strategy development and implementation is provided by the Directorate for Green Growth Implementation Front Office (DGGI FO) GESI and ESS Unit. The GESI Markers are applied through project design or project managers, consolidated by Regional MEL officers, and verified by the DGGI FO. Annual global marker application reports are produced by the DGGI FO.

Key to the implementation of the GESI Strategy are leads for program design, project, program and portfolio managers including Country and Regional Representatives. Based on KPIs, they are responsible for achieving GESI KPIs; design GESI transformative projects; implement, report and ensure communication and learning.

Both the Executive Director's Office (EDO) and the Directorate for Green Finance and Corporate Services (DGFCS) are responsible for ensuring gender diversity and inclusion in GGGI's Internal Operations. The Human Resources Unit, in the EDO, is responsible for implementing Rules and Policies related to the creation of a respectful, diverse, and inclusive workplace aligned with GGGI's People Strategy. The Legal Unit, in the Directorate for Green Finance and Corporate Services (DGFCS), is responsible for the consistency in GGGI's Legal Framework and its alignment with the GESI Strategy.

Resourcing

The GESI Strategy 2026-2030 is implemented through a biennial GESI Action Plan that commits GGGI to invest in internal processes and strengthen its capacity to achieve GESI related results in line with Strategy 2030. The biennial GESI Action Plan defines roles and responsibilities. Adopted by the GGGI Management Team, it secures financial investments in its implementation.

ABOUT THE GLOBAL GREEN GROWTH INSTITUTE

The Global Green Growth Institute was founded to support and promote a model of economic growth known as “green growth”, which targets key aspects of economic performance such as poverty reduction, job creation, social inclusion, and environmental sustainability.

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