

# GGGI's Approach to Results Based Management (RBM)

## Overview of the RBM

GGGI began implementing its Strategic Plan 2015-2020 together with a new Results Based Management (RBM) and a Corporate Results Framework (CRF) in 2015. The RBM serves as a strategic management tool that integrates products and services under the GGGI's Value Chain approach to achieve higher level outcomes and impacts, which align with GGGI's partner countries NDC and SDG commitments and national development priorities.

GGGI's RBM system connects the various steps in the project cycle along GGGI's Value Chain into causal relationships. It enables feedback loops that facilitate adjustments and improvements to the results delivery and monitoring process during implementation. The RBM process amplifies quality of project design at entry, implementation and reporting of results generated to transition GGGI's partner countries toward green growth.

In the Refreshed Strategic Plan 2015-2020, GGGI adopted six new Strategic Outcomes (SOs) for GGGI's operations. These SOs form the core of GGGI's RBM and focus its operations on measurable impacts that anchor in-country and global programmatic activities to GGGI's partner countries' NDC and SDG commitments. This shift from a traditional, input-based approach to a results-based approach challenges GGGI to define its contributions to the six SOs against partner countries' official targets. These changes have redefined GGGI's long-term goals and results framework and will set the organization's ambitions higher in ensuring its organizational relevance and value addition in the context of the global compacts and landmark agreements under the Agenda 2030.

## Corporate Results Framework (CRF)

The CRF (see Annex 1) was developed to provide a measurable basis for tracking and reporting progress in delivering on the Strategic Plan 2015-2020. The CRF has 25 output and outcome indicators, 10 of which have set targets, whereas performance under the rest of the indicators is tracked. The underlying project results frameworks are subject to periodic review

and revision over the course of the project lifetime to enable mid-course adjustments and early identification of shortfalls. In the context of the Refreshed Strategic Plan 2015-2020, the CRF (see Annex 2) included two additional targets for outcome indicators 2.1 and 2.2, namely USD 64 million and 4 respectively.

## Project Cycle, Monitoring and Evaluation

Since 2015, the outcomes of the Strategic Plan 2015-2020 were delivered through projects designed and implemented in two-year cycles under the two biennium periods of the WPB 2015-2016 and WPB 2017-2018. During these periods, GGGI deployed a project cycle management (PCM) that defines a series of stages through the lifecycle of a project. The key PCM stages included:

- Designing:** Scoping of a project requires the approval of a project concept note by the Management. Detailed objectives are set for every project in the form of a “logical framework”. This includes key outputs (products or services) as well as definition of outcomes expected to arise from the delivery of these outputs. Indicators, baselines, targets and timeframes are also defined as required to ensure that outputs and outcomes can be clearly measured.
- Implementation:** Most of GGGI’s projects are implemented through the GGGI country offices around the world and managed by their respective project teams. There are also multi-country projects, which are global or regional in nature mostly managed from GGGI’s headquarters.
- Monitoring:** GGGI project teams monitor progress under the outputs and outcomes of individual projects on a monthly and quarterly basis. They are required to regularly report project performance centrally to the Management. Disbursement of program budgets are also monitored as part of this process. As major delays (or risk of delays) in achieving progress are identified, corrective actions to address the issues are undertaken.
- Reporting:** At the year end, all country teams submit to GGGI headquarters a comprehensive end-of-year report detailing operations and progress and results against the project results frameworks. Project results are reviewed by the Strategy, Partnerships and Communications (SPC) Department and aggregated to generate a results report against the CRF every year, which is published as part of the Annual Report.
- Evaluation:** Since 2017, GGGI through the Impact and Evaluation Unit began commissioning independent evaluations of selected country programs each year. Consistent with common donor practices, these evaluations are conducted by independent experts engaged by GGGI to examine and verify the effectiveness and efficiency of specific country programs. These evaluations are intended to provide GGGI members and donors with additional independent evidence on the quality and results of GGGI’s programs and inform improvements to the design and delivery of country programs.





## Improving the Project Cycle Management

Under the umbrella of the iGROW business process reform initiative, GGGI has taken steps to review and revise its Project Cycle Management (PCM). The PCM has been divided into 5 (PCM 1-5) phases, covering programing, resource mobilization, bankable project and policy development, project implementation and management, and monitoring and evaluation. The intent of the revision is to be able to turn an idea into a project more effectively, efficiently and rapidly, to

foster stronger collaboration across GGGI’s divisions, and to apply adequate review and quality assurance drawing on expertise across the divisions to enable a healthy pipeline of policy and investment projects move quickly into implementation. Furthermore, GGGI will pursue additional enhancements to the results monitoring process, particularly through automation, which will enable more effective and efficient as well as more timely results management.

