

# GGGI's Work Program and Budget 2017-2018

## Mobilizing Green Investment

In 2017, GGGI continued to deliver on the strategic outcomes and policy priorities set out in its Strategic Plan 2015-2020 and Work Program and Budget (WPB) 2017-2018. The WPB 2017-2018 is aligned with GGGI's goals to achieve systematic and long-term transformational change primarily through its partner countries programs. National priorities and specific

country needs, and circumstances that are reflected in Country Planning Frameworks (CPFs) contextualize GGGI's engagements as its interventions seek to address the underlying objectives of economic growth, poverty reduction, environment sustainability and social inclusion as the key drivers of a transition to a model of green growth.

The Work Program and Budget (WPB) is GGGI's main programmatic and budget planning document which outlines the organization's proposed programmatic and non-programmatic activities, as well as the budget associated with this, over 2-year periods.

The WPB 2017-2018 was approved in September 2016 to operationalize the Strategic Plan 2015-2020 and sets out what GGGI intends to achieve through its country projects and programs, global programs, and non-programmatic activities to enable operations.

The overall aim of the WPB 2017-2018 is to support GGGI's mission of helping countries transition toward green growth, by delivering the Refreshed Strategic Plan 2015-2020:

- Intermediate Outcome 1: strengthened green growth planning, financial and institutional framework;
- Intermediate Outcome 2: increasing green investment; and
- Intermediate Outcome 3: multi-directional knowledge sharing and learning.

Over the course of 2017, GGGI's programs prioritized the acceleration of green finance mobilization in support of green growth policy implementation to demonstrate greater visibility of green growth outcomes and strategic impact. This saw a strategic shift in emphasis toward the 'right side' of GGGI's value

chain which will accelerate the transformational change of partner countries toward green growth. Previously, GGGI's programs and activities focused on supporting Member and partner countries to develop green growth planning frameworks and adopt green growth policies – the 'left side' of GGGI's value chain.



It is important to note that GGGI operates under an integrated delivery model under the 'ONE GGGI' approach, which is encompassed in the GGGI Value Chain. GGGI's value chain sets out a green growth planning and implementation approach commencing from the initial green growth potential assessment to sector strategy, green planning, project design, and finally, mobilizing financing for green investments. Implementation refers to policy implementation and monitoring and evaluation (M&E) support of initiatives undertaken by the partner governments. Each component of the value chain is followed by a systematic appraisal process that captures learning, sharing, and application of experience and knowledge from programs, and ensures the robustness of GGGI's advice and assistance.

Against the background of the global compacts of the adoption of 2030 Agenda on the Sustainable Development Goals (SDGs) and the Paris Agreement on Nationally Determined Contributions (NDCs) on emissions reduction, 2017 was an important year for GGGI as it aligned its programs with Member and partner countries priorities. The implications of these broad global development agendas drove GGGI's planned work program in 2017 and presented opportunities and challenges for GGGI in supporting the needs and priorities of our partner countries to achieve the commitments they made in these agreements.

The WPB was structured according to programmatic and non-programmatic activities. The programmatic elements are delivered by the Green Growth Planning and Implementation (GGPI) Division and the Investment and Policy Solutions Division (IPSD) and include in-country programs, global programs and poverty reduction and social inclusion initiatives aimed at achieving GGGI's three intermediate outcomes. Both GGPI and IPSD are supported by the Safeguards, Poverty Reduction and Social Inclusion Unit (SPRSI) and the Office of Thought Leadership (TL), which was established in 2017 to encompass knowledge and research functions linking GGGI's programs to cutting edge leadership in evidence-based green growth interventions. GGGI's non-programmatic elements include the work of the Operations Enabling Division (OED) which guide, support and enable the work of programmatic divisions, and the Office of the Director General, which spearheads strategy development and corporate planning, and supports programmatic operations with partnerships, communications and governance operations.



The WPB 2017-2018 had a total budget of USD 56.88 million in 2017, consisting of USD 46.57 million (81.8%) in core funds and USD 10.31 million (18.2%) in earmarked funds (see the Summary of Financial Statements). A further USD 9 million was approved under the Envelope Budget in January 2017, to fund 12 additional projects that were geared to meet partner country demands for GGGI to engage in priority impact areas. An integrated and output-based budget approach was adopted for the WPB 2017-2018 to enhance the coherence of resource allocation among divisions and country programs to ensure a 'ONE GGGI' approach. This was also extended to the additional projects funded under the Envelope Budget. The total actual budget expenditure in 2017 was USD 44.11 million, or 77.6% of the budget.

In addition to its programmatic priorities, GGGI also implemented several institutional reforms to improve its business processes, ensure financial stability and strengthen GGGI's efficiency, productivity and capacity to deliver value for money. The overall intent of these reforms is to make GGGI a nimble organization that is better organized and prepared to deliver the Refreshed Strategic Plan 2015-2020, and shift GGGI's predominant reliance on core resources toward a mix of core and earmarked resources. These reforms and initiatives included: continuing efforts to expand membership and resource mobilization, revamping of the project cycle management (PCM), further strengthening of GGGI's results-based management (RBM) system, establishing the Impact and Evaluation Unit (IEU); and various human resources initiatives including a job evaluation exercise and various staff training which includes for example Focus 45 for managers and supervisors, monthly induction training and harassment prevention training.

These initiatives were intended to be achieved within GGGI's underlying goal of spending no more than 17% of core budget on management and administration by 2020.

The subsequent sections of this report provide a comprehensive description on the aggregate corporate performance and results of GGGI's work in 2017, based on the indicators and targets set out in GGGI's CRF (see Annex 1). In addition, a list of the projects undertaken under GGGI's in-country and global programs is also included (see Annex 3).

