

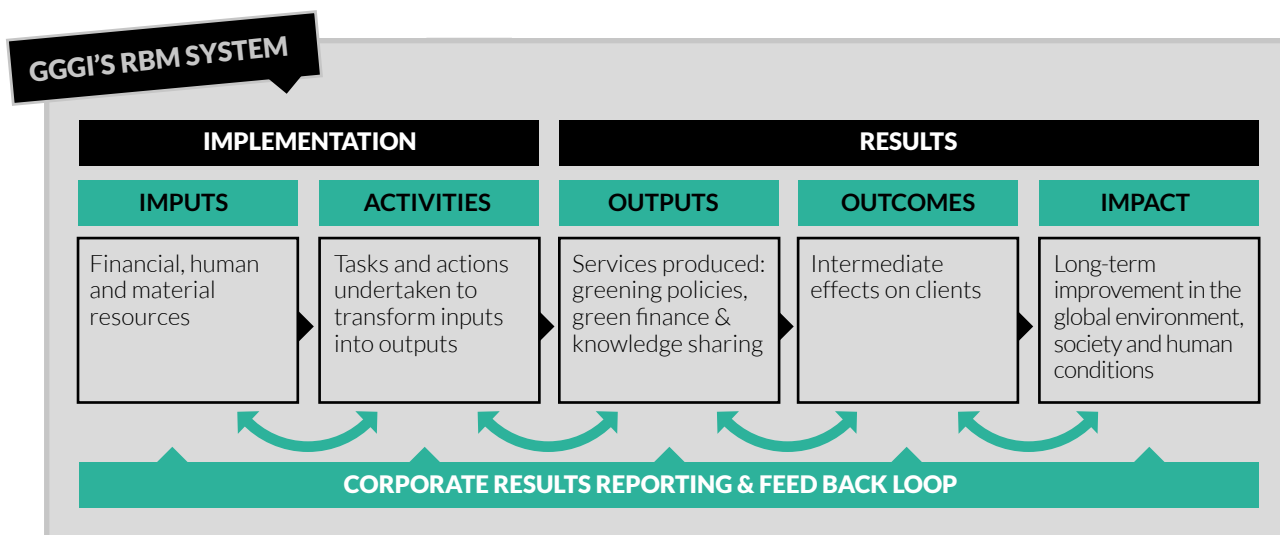
# Approach to Results-based Management

GGGI adopted the Refreshed Strategic Plan 2015-2020, in 2017, with six new Strategic Outcomes to increase the impact of its interventions and accelerate the green growth transformation of Member and partner countries. GGGI also took a range of actions under the umbrella of the iGROW reforms to reinforce and strengthen its management for results under a more effective results-based management (RBM) system. The RBM serves as a strategic management tool that integrates and drives GGGI interventions and service along its Value Chain toward the achievement of higher-level outcomes and impacts, which align with Member and partner countries SDGs and NDCs commitments.

The range of new project management tools that were introduced to reinforce GGGI's RBM process include the introduction of the five new Project Cycle Management

(PCM) steps and manual (see below) and project information management automation through the new GGGI Online platform. The GGGI Online provides a single platform for GGGI to manage project information, from project development through project implementation to project closure, and results reporting. It provides a common platform for GGGI's results framework to be applied and for results to be collected and aggregated. It also supports knowledge management by making all project information available to all staff in GGGI, promoting cross-country learning and replication. It enables flexibility and traceability in project delivery by providing clear change control in project management.

## GGGI's RBM system



The Refreshed CRF 2015-2020 was reviewed and approved by the GGGI Council in 2017 to provide a set of metrics for tracking, measuring and reporting on the results and progress in delivering the Refreshed Strategic Plan 2015-2020. While greater efforts are being made to improve GGGI's results reporting system towards world best practice, its evaluation function under the Impact and Evaluation Unit is also being strengthened to effectively assess the quality and effectiveness of delivery of GGGI's programmatic and project interventions against its strategic goals and share lessons learned for systems improvement to achieve better results in future.

## New GGGI PCM

A core part of the iGROW reforms involved uncoupling the design and approval of individual projects from the preparation and approval of GGGI’s biennial WPB. Instead, GGGI moved towards a less rigid system of providing budget envelopes for country programs in the WPB, which could then be flexibly programmed on a continuous basis at any time during GGGI’s 2-yearly budget cycles.

To make this change possible, a cross-organizational taskforce was assembled in 2018 to revise and modernize GGGI’s Project Cycle Management (PCM) system.

The PCM system refers to the policies, processes and systems through which projects are managed from start to end. It comprises 5 distinct parts:

**Part 1 Strategic Planning:** This covers the processes by which GGGI sets strategic priorities, at both an organizational and country level.

**Part 2 Proposal development and resource mobilization:** This describes the processes for developing and submitting proposals to donors for earmarked funding.

**Part 3 Project development:** This outlines a continuous process for developing and quality-assuring a pipeline of projects, for either immediate or future funding approval using core or earmarked sources.

**Part 4 Project implementation:** This section describes how approved projects should be implemented, monitored, reported on, and where necessary, adjusted.

**Part 5 Results reporting and evaluation:** The final part outlines how GGGI’s corporate results reporting and evaluation functions are undertaken.

