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## GGGI'S STRATEGIC FRAMEWORK AND WORK PROGRAM BUDGET (WPB) 2019-2020

### STRATEGIC FRAMEWORK

GGGI's implementation of the Refreshed Strategy 2015-2020 has continued through 2019 via the delivery of the WPB 2019-2020. In doing so, it reinforces GGGI's mandate to support the transformation of its Members and partners toward a green growth development pathway.

The Refreshed Strategy sets out GGGI's strategic direction until the end of 2020, when GGGI will make the transition to the new Strategy 2030. It focuses GGGI's programmatic interventions on six Strategic Outcomes (SOs), which represent the target impact areas where GGGI will make direct and indirect contributions to supporting its Members and partners deliver on their NDCs and SDGs.

The six SOs are:

- i. Green House Gas (GHG) emission reduction;
- ii. Creation of green jobs;
- iii. Increased access to sustainable services such as clean affordable energy, sustainable public transport, improved sanitation and sustainable waste management;
- iv. Improved air quality;
- v. Adequate supply of ecosystem services;
- vi. Enhanced adaptation to climate change.

In order to deliver the SOs at the higher and long-term impact level, GGGI's programs and projects are designed to contribute to three target Intermediate Outcome (IOs) areas, which are:

- i. IO1: Strengthening national and sub-national green growth planning, and regulatory frameworks;
- ii. IO2: Catalyzing increased flows of green investments;
- iii. IO3: Multi-directional knowledge sharing and capacity building.

GGGI's programs are designed to deliver one or more of these three IOs under four core thematic areas, which are:

- i. Sustainable energy;
- ii. Sustainable landscapes;
- iii. Water and sanitation;
- iv. Green cities.

GGGI's programs and projects are delivered within the four thematic areas at the activities, outputs, outcomes and impact levels. These programmatic results, which are reported annually through the End of Year (EOY) projects results reports, are measured against the Corporate Results Framework (CRF) 2019-2020, and then aggregated and presented in the annual results report.

GGGI has a unique in-country presence and prominent role as a neutral, trusted advisor and strategic development partner embedded in Member and partner governments. This special arrangement or positioning sets GGGI apart from other international development and environmental development partners that collectively serve the agenda of green growth and conservation.

GGGI serves the role of an enabler and facilitator of Members' transition into a low-carbon green economy, providing policy advice and technical support in the development of green growth plans, policies and regulations, mobilization of green investments, implementation of green growth projects, and development of local capacities and knowledge sharing.

GGGI's value chain cuts a wide swathe from green impact assessment, to strategy and planning, to financing and implementation and knowledge sharing. By linking policy and implementation along the value chain, GGGI supports its Members to develop and implement green growth plans and strategies adopted by governments, translated into green investment plans and financing vehicles aligned with national priorities and supported by knowledge sharing and best practices, and finally, on the right side – the design, financing and implementation of green growth projects.

## GGGI's Value Chain



## OVERVIEW OF THE WORK PROGRAM BUDGET 2019-2020

The WPB 2019-2020 is the main programming and budgeting tool for implementing GGGI's strategies outlined in the Refreshed Strategic Plan 2015-2020. The WPB 2019-2020 in 2019 sets out what GGGI intended to achieve through its country and global programs and non-programmatic activities.

The actual budget spending under the WPB 2019-2020 was USD 47 million in 2019, funded by a mix of 69% core funding and 31% earmarked funding. GGGI spent USD 27 million or 58% on country programs. The balance of 42% was spent on global programs and HQ based divisions.

The WPB 2019-2020 was the first WPB to be developed and implemented under the new envelope budgeting method. Unlike previously, where GGGI implemented a program/project based budget, which saw the development and approval of fully developed programs/project proposals and their budgets at the start, the envelope method saw the allocation of budget envelopes to each country comprising a mix of core and indicative earmarked funding. Countries then developed their projects through the Project Cycle Management (PCM) 2 and PCM 3 process, for implementation during the biennium budget period.

In 2019, the End-of-Year (EOY) results reporting process covered a total of 131 projects, compared to 70 in 2018, and 49 in 2017. This represents a significant increase of 87% and 167% in the number of projects reported in 2019, compared to 2018 and 2017 respectively. The graph shows the increase

in the number of reported projects over the three-year period, 2017-2019.

The notable increase in the number of projects implemented and reported in 2019, compared to previous years, is a significant development and administrative burden. This sharp increase in the number of GGGI's projects is attributed to the envelope budget approach that was introduced in the WPB 2019-2020, and particularly the PIN process which led to the formulation of a larger number of smaller-sized projects than usual.

**Number of projects reported in the annual results reports, 2017-2019**





