



GGGI Project Cycle Management (PCM) Manual

Part 5 – Results Reporting
and Evaluation – Edition 2

Current version	Version 2.0
Authorized by	Frank Rijsberman, Director-General
Date approved	6 October 2021
Date effective	14 October 2021
Signature	

Copyright © October 2021
The Global Green Growth Institute

19F Jeongdong Building, 21-15, Jeongdong-gil
Jung-gu, Seoul, Republic of Korea 04518

The Global Green Growth Institute does not make any warranty, either express or implied, or assumes any legal liability or responsibility for the accuracy, completeness, or any third party's use or the results of such use of any information, apparatus, product, or process disclosed of the information contained herein or represents that its use would not infringe privately owned rights.

Acknowledgements

This PCM 5 Manual has been prepared by the Head of Strategy at the Office of the Director General (ODG) and the Head of Impact and Evaluation Unit (IEU), with the support of and input from a significant number of staff members in the Investment and Policy Solutions (IPSD), Green Growth Planning and Implementation (GGPI), Operations Enabling Divisions (OED), and Office of the Director-General (ODG).

Comments on the Manual may be directed to the Head of Strategy, ODG.

Table of Contents

List of Acronyms and Abbreviations	4
BACKGROUND	5
What is the purpose of the PCM 5 Manual?	5
Who should use the PCM 5 Manual?	5
PART A: CORPORATE RESULTS REPORTING	7
Introduction	7
Reporting on Country Programs and Corporate Results	9
GGGI Annual Results Report	11
Annual Report	16
GGGI Mid-Year CRF Report	17
Templates and tools	18
Bilateral Donor Reports	18
OECD Reporting	19
IATI Data Reporting	19
PART B: EVALUATION	20
Introduction	20
Earmarked Project Evaluations	21
Core Project Evaluations	23
Donor/External Evaluations	23

List of Acronyms and Abbreviations

ADG	Assistant Director-General
CFO	Chief Financial Officer
CPF	Country Planning Framework
CPRR	Country Program Results Report
CRF	Corporate Results Framework
DDG	Deputy Director-General
DG	Director-General
ERP	Enterprise Resource Planning
FCDO	UK Foreign, Commonwealth and Development Office
GGPI	Green Growth Planning and Implementation
IATI	International Aid Transparency Initiative
IEU	Impact Evaluation Unit
IO	Intermediate Outcome
LOI	Letter of Intent
IPSD	Investment and Policy Solutions Division
MOU	Memorandums of Understanding
MPSC	Management Program and Sub-Committee
MT	Management Team
NGO	Non-Governmental Organization
ODG	Office of Director-General
OED	Operation Enabling Division
OECD	Organization of Economic Cooperation and Development
PCM	Project Cycle Management
RBM	Results Based Management
SO	Strategic Outcome
SU	Strategy Unit
TOR	Terms of Reference
WPB	Work Program and Budget

BACKGROUND

What is the purpose of the PCM 5 Manual?

1. The Project Cycle Management (PCM) 5 Manual¹ describes the roles, steps, processes, responsibilities, tools and timelines for corporate results reporting and evaluation in GGGI, as per GGGI's PCM. PCM 5 consists of two parts: Part A is on corporate results reporting and Part B is on evaluation. Both are also components GGGI's Results Based Management (RBM) system. The Manual promotes clarity and consistency of the two processes to ensure the standardization, efficiency, and effectiveness of GGGI's business processes that aims to raise the quality of reporting on the delivery of GGGI's strategic goals and evaluating the achievement of (or progress towards) green growth impact with a view to improve future interventions in partner countries.
2. The Manual gives effect to the 10-year [Strategy 2030](#) – accelerating the transition to a new model of corporate results framework approved by the Council in 2020 for GGGI to be an organization that maximizes impact, manages for results and delivers value for money. The Manual supports the implementation of the new regional strategies and the Country Planning Framework (CPF) developed with Members and partner governments outlining GGGI's country engagement over a five-year period. As part of Strategy 2030, GGGI has changed its business model, to leverage core resources with earmarked resources to support program development and implementation while delegating more powers and decision making to the Country Offices.
3. The processes, roles and responsibilities set out in this PCM 5 Manual are aligned with and complementary to other relevant GGGI regulations, policies and rules including the other four PCM steps, namely [PCM 1](#) (strategic framework and WPB), [PCM 2](#) (resource mobilization), [PCM 3](#) (project development) and [PCM 4](#) (project implementation and management) (see Figure 1). These include integration with GGPI and IPSD regular project monitoring process and reporting and meeting GGGI's accountability requirements such as production of GGGI's Annual Reports and contractual obligations, reporting to GGGI's governance bodies and bilateral reporting requirements of individual donors.

The Head of Strategy in the Office of the Director General (ODG) and the Head of Impact and Evaluation Unit (IEU) are co- business process owners for the Part A (Corporate Results reporting) and the Head of IEU for Part B (evaluation) respectively, and will be responsible for monitoring compliance and ensuring revisions of respective parts of this Manual as and when necessary. The business process owner shall periodically review the process based on lessons learned from every result reporting cycle and evaluations undertaken and propose changes to the Director ODG and the Director General (DG) for continuous improvement

Who should use the PCM 5 Manual?

4. All management and staff that are involved in and accountable for GGGI's corporate results generation, reporting and evaluation shall use and fully comply with the process defined in this Manual.

¹ PCM denotes project cycle management describes the processes and decision-making procedures that governs the life-cycle of a project. In GGGI, the project cycle is broken down into five key business processes (see Figure 1).

5. Within GGGI, it is highly recommended that the following management and staff should familiarize themselves with this Manual:
 - Members of the Management Team (MT).
 - Director General
 - Divisional Heads of GGPI, IPSD and OED.
 - Assistant Director General – Head of OED
 - Chief Financial Officer (CFO) and Manager Finance.
 - Head of Office of Director General (ODG)
 - Head of Strategy Unit (SU) and all other ODG Unit Heads and staff
 - Head of Impact and Evaluation Unit (IEU)
 - Regional Heads of Programs
 - GGPI Country Representatives, Project Managers and Country Focal Points
 - Regional Program Officers and Senior Country Portfolio Associates
 - IPSD Unit Heads and staff
 - OED Unit Heads and staff

6. While the Manual is primarily meant for use by GGGI staff and partner governments, it should also assist other stakeholders such as multilateral development banks, climate and environmental organizations, NGOs, non-state bodies and consultants to understand our results reporting, accountabilities and evaluation processes.

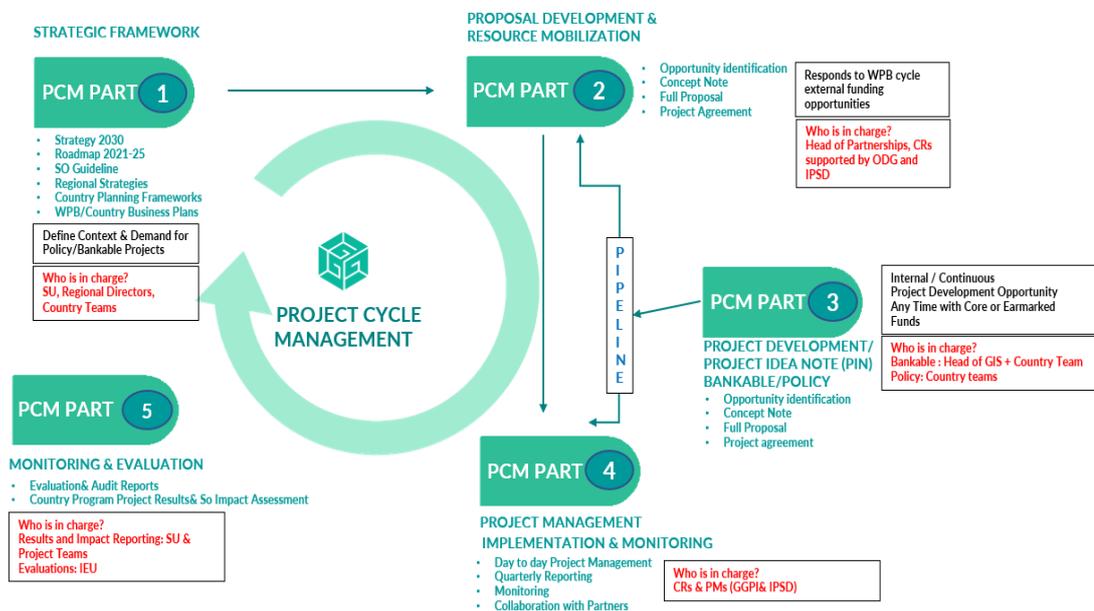
7. This Manual shall be made available on GGGI's website and SharePoint for external and public access.

Figure 1: GGGI's PCM Overview



GGGI's 5 Step PCM Process

GGGI countries move towards a model of green growth that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic growth



PART A: CORPORATE RESULTS REPORTING

Introduction

What is corporate results reporting?

8. Corporate results reporting is the annual process of reporting on the delivery of GGGI's Strategy 2030 through the aggregation of its biennium ex-ante impact estimates of the organization's activities in six Strategic Outcomes (SOs)² adopted in 2017, WPB programmatic, financial and operational results against the performance indicators and targets in its [CRF 2021-2025](#) (see Annex 1). The objective is to measure the extent to which GGGI has delivered its Strategy 2030 and impacted the transformation for its Members and partner countries towards inclusive green growth. It is an integral part of GGGI's RBM system that enables GGGI to report and account for its achieved results against its CRF targets and Strategy 2030 ambitions. The Strategy Unit (SU) in the Office of the Director General (ODG) led by the Head of Strategy is the business process owner of GGGI's corporate results reporting.

What is the Corporate Results Framework?

9. The [CRF 2021-2025](#) is a strategic results management tool which outlines the selected key performance indicators and targets against which the delivery of GGGI's Strategy 2030 through its WPB programmatic and non-programmatic results are measured. The CRF is a supplementary document to Strategy 2030. It will be reviewed from time to time to reflect the GGGI's strategic priorities, programmes and results reporting preferences. The next review of the CRF will coincide with the end of the WPB 2021-2022 in December 2022. The SU coordinates the development, review and implementation of the CRF in tandem with GGGI's corporate results reporting process.

What is the purpose of corporate results reporting?

10. Corporate results reporting is a component of [PCM 5](#) and RBM system which fulfills GGGI's reporting obligations and commitment to deliver quality results and impact. The process serves a range of strategic, accountability, transparency and communication requirements including:
 - i. Reporting results of implementation of the WPB and Strategy 2030 to GGGI's governance organs, e.g., MPSC, Council and Assembly.
 - ii. Meeting bilateral reporting requirements of individual donors under their funding agreements with GGGI.
 - iii. Preparation and publication of corporate communication and messaging products including GGGI's Annual Report, website, newsletter and communication teasers.
 - iv. Strengthen GGGI as a results-driven, transparent and accountable organization.
 - v. Strengthen GGGI's risk management ensuring that projects and corporate results are tracked and aligned with the Strategy 2030 and are effective and delivering value for money.
11. [PCM 5](#) sets out the requirements for GGGI's country program and corporate results reporting, including what, how, when and by whom? Since GGGI now reports its results at the country program level focusing primarily on outcomes and impacts, PCM 5 has been updated and it describes in detail the process of collecting, quality assurance and aggregating GGGI's annual program and corporate results from the Country Program Results Reports (CPRR) and preparing GGGI's Results Reports, Annual Reports and bilateral reports to individual donors

² Refer to GGGI SO Guideline for details: <https://gggi.org/site/assets/uploads/2020/02/GGGI-Technical-Guideline-No.-6-1.pdf>

including International Aid Transparency Initiative (IATI) and Organization of Economic Cooperation and Development (OECD). It also includes steps to collect information about programmatic achievements that may fall outside specific performance metrics in the CRF to contribute to knowledge products describing important insights, innovations, and best practices in green growth (e.g., to be included in the annual State of Green Growth report). PCM 5 replaces guidance formerly contained in Section 4.3 of the previous version of the PCM Manual (v1.0, January 2017).

12. The CPRR is the new end-of-year reporting template introduced in 2020 for reporting our programmatic results at the country program level focusing primarily on outcomes and impacts. The “impact pathways” is used as the format for results frameworks at country program level and serve as the basis of the CPRR. This is a new tool that does not exist in most country programs so support will be available for you from SU to put this together. All countries with programs and projects are required to submit a CPRR at the end of each under the guidance of SU. Guidance on how to develop a CPRR can be [accessed here](#). The CPRR is useful for country programs to have clarity on what to report against at the end of each year.
13. The process applies to all core and earmarked funded projects.
14. There are several key actors in GGGI that collectively contribute to this process and they include:
 - The ‘Results Team’ refers to the Team in the SU that is responsible for coordinating GGGI’s results management and annual reporting.
 - The term “Project Manager’ refers to the staff identified in the logframe as holding responsibility for overall delivery of a project and managing the entire project budget associated with it. Every project will have one Project Manager.
 - The Regional Directors will oversee the reporting of the country programs/projects for their regions (Asia, Pacific, Africa, Europe, Latin America, Caribbean and Middle East) by their country teams and will validate and quality assure them before they are submitted to the DDG/Head of GGPI for sign-off.
 - The Finance Unit is responsible for providing the calendar year’s budget figures, project disbursements and spending, and audited financial accounts.
15. To assist with the preparation of the CPRR, certain concepts and terms that form the components of the project results chain or value chain will need to be clearly defined and understood to ensure consistency in the standard of qualitative and quantitative results reported. These concepts and terms include:
 - **Project Cycle Management (PCM):** This is the process of designing, planning, coordinating, and controlling a project efficiently and effectively throughout its various phases from conception through execution then completion, in order to achieve objectives on time, on budget and in a quality manner that delivers the desired results in terms of outcomes and impacts. It involves the management of activities and decision-making procedures at every phase including key tasks, roles, and responsibilities.

The PCM system refers to the policies, processes and tools used in GGGI to manage projects from beginning to end. GGGI’s PCM system has existed in various forms since 2015 and is being continuously refined and improved. GGGI has adopted a new 5-step PCM process to improve efficiency and effectiveness in its project management and delivery of results as follows:

1. PCM 1: Strategic framework and budgeting
2. PCM 2: Project proposals for resource mobilization

3. PCM 3: Project development/PIN – project idea notes
 4. PCM 4: Project implementation, management, and monitoring
 5. PCM 5: Corporate results reporting and evaluation
- **Strategic Outcome (SO):** SOs measure the impact of GGGI projects in following areas:
 1. greenhouse gas emission reduction,
 2. creation of green jobs,
 3. increased access to sustainable services (clean affordable energy, improved sanitation, sustainable waste management, and public transport),
 4. improved air quality,
 5. adequate supply of ecosystem services ensured,
 6. Enhanced adaptation to climate change.

SOs were introduced in 2017 and represent the end-goals or target impacts areas that GGGI aims to achieve through its project activities in support of the green growth transition in its member and partner countries. The six SOs are aligned to GGGI's Member and partner countries' long-term national development goals. Ex-ante estimations of SO impacts provide evidence of impacts from GGGI's activities.

- **Impact:** The long-term development objective or overall goal to which the project contributes. Changes at this level can be assessed in terms of economic, environmental, and social benefits but take longer to achieve and a project only contributes to this goal. Changes at this level occur due to other factors as well and the project cannot fully attribute the change only to its interventions. 'Impact' refers to ex-ante impacts in six GGGI Strategic Outcomes (SOs) as defined in GGGI [SOs Guideline](#) and outlined in [Strategy 2030](#). Impacts are measured in terms of attribution impacts which are directly the result of GGGI project activities and contribution impacts which are the contribution that GGGI makes to achieving NDCs, national and sector goals and targets.
- **Outcome:** For GGGI, these may include the government adoption of completed green growth policy or investment advisory output or demonstratable changes in human behaviors, knowledge, attitudes, perceptions, awareness and conditions resulting from the influence of project outputs. They represent the medium-term results.
- **Output:** What the project will deliver in terms of products and services produced or competences and capacities established directly as a result of project activities. Outputs are the project deliverables that the project is in full control of; they are the immediate or short-term results which provide evidence that the activity did occur. Note that a completed activity does not necessarily mean an output has been achieved.
- **Activity:** Each task or action that the project will carry out using resources and methods to achieve the intended outputs. It constitutes the process of converting inputs (human resources and expertise, finance and technology) into outputs.
- **Input:** Each of the required resources that a project needs to carry out the activities and product the outputs including finance, budget, and human resources and expertise, time, technology and materials.

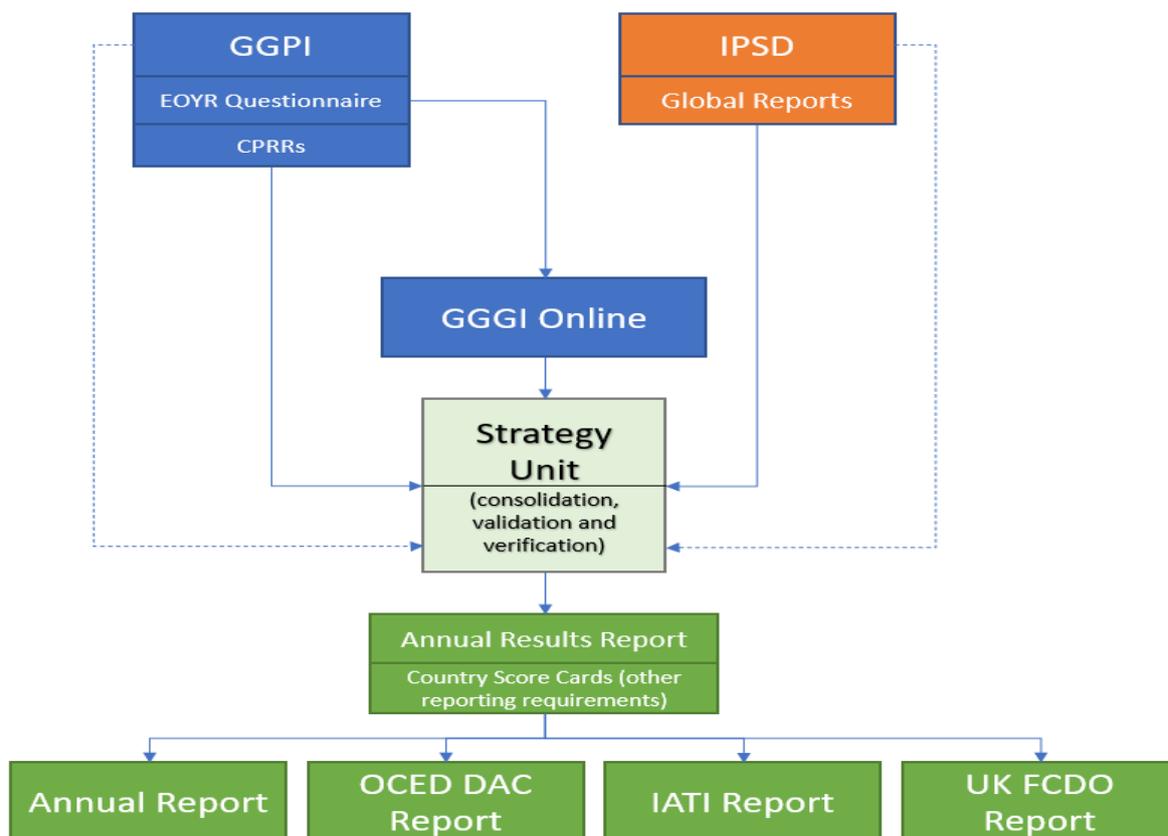
Reporting on Country Programs and Corporate Results

16. The key deliverables for GGGI's annual reporting include:
 - i. Annual Results Report
 - ii. Annual Report
 - iii. Country Scorecards (based on Country Program Results Report (CPRR))
 - iv. Bilateral Donors Reports
 - v. IATI and OECD reporting

Figure 2 shows the flow of results information and data from its origination by the country and global teams through GGGI Online onto SU which consolidates, aggregates and quality assures the annual

results report and inputs these into the production of the annual report and other core donor reports and global reporting commitments.

Figure 2: Process on production of GGGI's key results and core donor and global reports



Notes:
 EOYR Questionnaires are submitted on GGGI Online
 CPRRs and global reports are submitted directly to Strategy Unit and kept on [sharepoint](#)

In addition, many GGGI results, and impact will be captured along with more qualitative descriptions, insights, innovations, and best practices that capture the broader green growth experience for use in project proposal development, policy briefs, communications and information briefs and knowledge products.

17. The implementation timeline for when these reports are prepared, completed and approved are outlined in Table 1 below.

Table 1: Corporate Results Reporting - Implementation Timeline

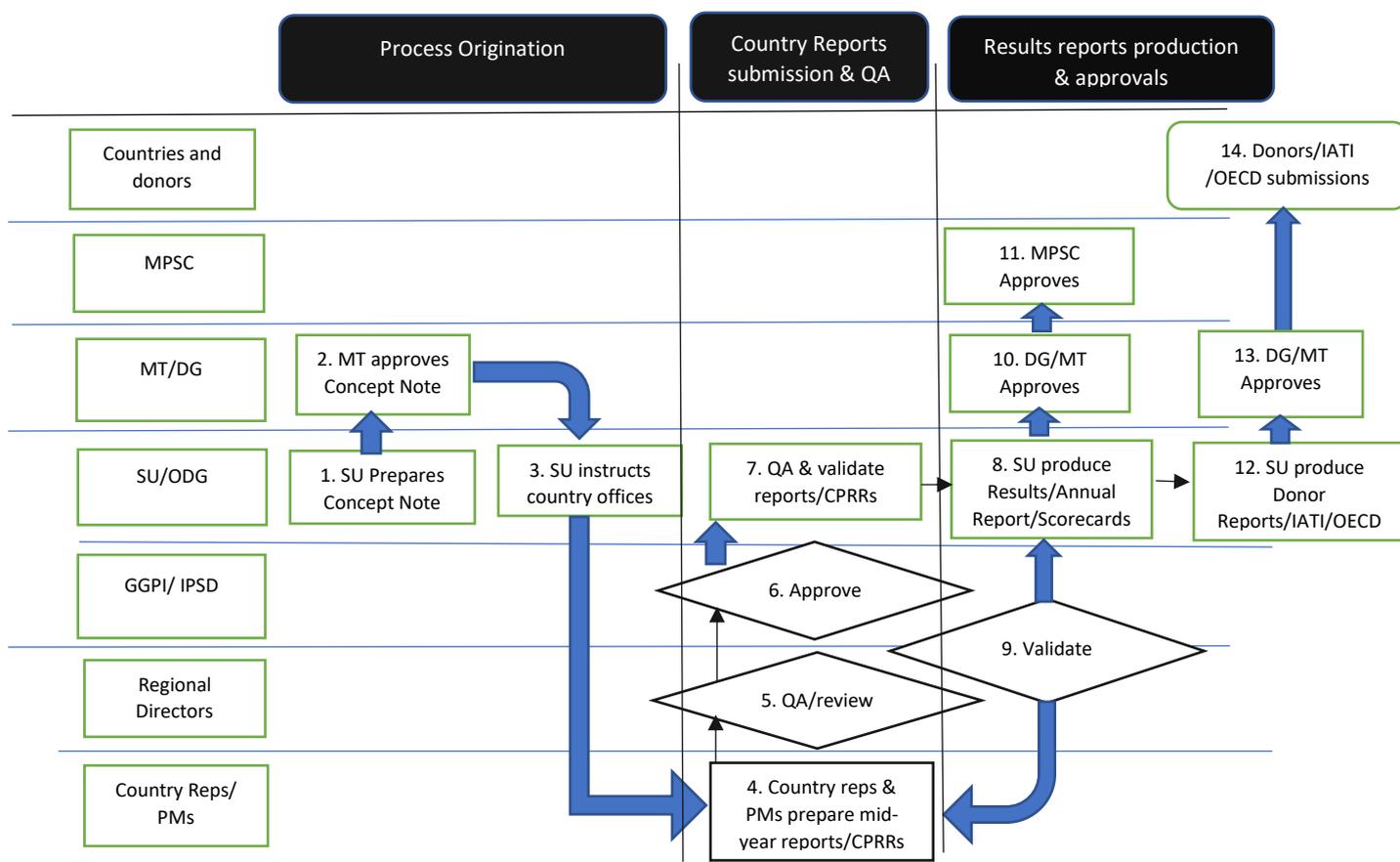
Type of Report	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep
Concept Note												
Results Report												
Annual Report												
Country Scorecards												
OECD/IATI Data Reporting												

18. GGGI's corporate results and donor reporting process flows is shown in Figure 2 below.

Concept Note and Workplan

1. MT's approval is required to commence the reporting cycle for a calendar year. The cycle will commence at the beginning of the fourth quarter of the calendar year that is being reported.
2. The Head of Strategy will prepare a concept note and a workplan which will be submitted to MT for approval before the end of October.
3. The concept note is intended to seek MT's approval of the workplan, timeline, content and preparation of the Annual Results Report and the Annual Report, and the CPRR that will be used.

Figure 2: Corporate Results and Donor Reporting Process Flows



GGGI Annual Results Report

Steps & Responsibilities

Step 1: SU develops and issues templates and instructions for annual reporting

4. In line with GGGI's new business model, the full accountabilities for project monitoring and annual country program/project results reporting will be devolved to the relevant business units with the Project Managers in GGPI and IPSD technical lead/support staff assuming full responsibility for country projects and for global projects, respectively. Along with this

devolution of project management and reporting responsibilities as well as resource mobilization and client relationship management in cooperation with Partnerships unit, the relevant country and HQ offices will be required to operate as localized business units in order to manage their new and broader responsibilities.

5. On November 1 of each year, SU will issue guidance on how the CPRRs are to be filled out and submitted using GGGI Online, GGGI's project management and reporting online system. In preparing the program reports, SU will support Country Representatives and Project Managers. In early November, SU will conduct timely calls with Country Representatives and Project Managers individually or collectively in regional blocks to explain and provide guidance on how the CPRRs will be filled out and submitted.
6. Elements of the PCM will be automated through GGGI Online which integrates with ERP, and CRM. Essentially, GGGI Online integrates the processes for project design/development, project management, monitoring and the end of year results reporting process. For the purpose of results reporting, country program level data will be generated in the end of year questionnaire in GGGI Online and the CPRR. The data will be collated against the CRF, cleaned up, aggregated, validated, quality assured, reporting and communicated internally and externally as GGGI's corporate results. Project Managers, Country Representatives and all other users will need to obtain system access from the System Administrator to use GGGI Online.
7. Within GGGI Online, all country programs have a **program** tab through which to access the end of year questionnaire that all country teams need to fill and complete. The detailed instructions and requirements (e.g., questions, responses, and criteria guidance) of how to fill in the questionnaire will be included in it.
8. The first step in the end-of-year results process is for Project Managers to review and ensure that all project information in their country program in GGGI Online is correct, validated, and up-to-date and that all information tabs are filled up appropriately as required. All completed project outputs, outcomes and impacts must be tagged to their correct CRF output, outcome and impact indicators in GGGI Online. Focus should be on filling in only the information required in the questionnaire relating to the results achieved and delivered and exclude information on processes or how the project was implemented which are not required. When filling in the questionnaire, the user can save it and come back to it later or publish if it is "completed."
9. With regards to the CPRR, this will be completed in a word template that can be accessed on Sharepoint. SU will upload the CPRRs for each country in alphabetical order. The instructions on how to complete the CPRRs are on the Sharepoint page, the CPRR template and the SU official communication to inform country teams about the end of year results reporting. The instruction covers the preparation of the excel table that lists all the projects, related programmatic solutions and qualifying outcomes, completion of the impact pathway canvas and SO impact estimations and a list of all active projects under a country program during year.
10. GGGI's CRF reporting requirements has been incorporated into the logframe and monthly reporting functionality in GGGI Online. This makes it mandatory for Country Reps and Project Managers to diligently report against their project logframes at the end of every month.
11. Country Representatives and Project Managers will have the entire month of November to fully prepare their CPRRs, with a deadline of December 1 or thereabout. Within this time, the Project Managers together with output coordinators will ensure that their CPRRs are prepared

and validated and provide quality assurance, and respective Regional Directors and Divisional Heads will approve them prior to submission.

Step 2: Country Reps prepare reports and submit to Regional Directors

12. Program Managers are responsible for filling in and completing the CPRR template using the new automated GGGI online system, in line with quality standards and the timeframe issued by SU. The Part A of the CPRR on the reporting of completed project outcomes and ex-ante SO attribution and contribution impact will be done on the word template issued by SU while Parts B on CRF outcomes and outputs and Part C on reporting on previous years green investments will be done in GGGI Online.
13. The CPRR questionnaire will be produced in three parts, the purpose of which are:
 - i. Part A – to report on the country program outcomes and ex-ante SO attribution and contribution impact estimates using the impact pathway approach focusing on outcomes and impact.
 - ii. Part B – to report the aggregate results of each country program against the CRF indicators and targets to measure extent of GGGI's delivery of its Strategy 2030 and six strategic outcomes.
 - iii. Part C – to report and track the results and impact of previous years completed investment mobilized projects.
14. In Part A, Program Managers are responsible for reporting all annual results and achievements for their country program outcomes and SO impacts in line with their project logframes and country impact pathways, both quantitatively and qualitatively. The CPRR is a self-explanatory template that includes information on country program programmatic solution priorities and context, outcomes delivered and completed aligned with GGGI's six strategic outcomes. The CPRRs will also include qualitative descriptions, insights, innovations, and best practices towards advancing the green growth agenda. In doing so, Program Managers are responsible for liaising with all relevant project managers to ensure their reports and facts are accurate and up to date. The SO impact reported for the year will be added to the cumulative SO impact achieved under the country program since 2017.
15. In Part B, Program Managers will report on each country program's result against each of the CRF indicators to measure the both the quantity and quality of the outputs and outcomes delivered in addressing the key elements of green growth and aligning it with the six strategic outcomes, and the scale at which GGGI has delivered on its performance targets and Strategy 2030.
16. In Part C, Program Managers are required to report and track the results and impacts of green investment projects from previous years at GGGI's point of exit and how have they have helped transform partner countries green growth transformation. This report will focus on the status of an investment project's eventual funding and implementation. All reported green investment results should at best be supported by concrete and valid evidence such as an official 'Letter of Intent.'
17. Program Managers shall submit their completed CPRRs to their respective Regional Directors in accordance with the instructions and timeframe issued under Step 1 for review and quality assurance.

Step 3: Regional Directors quality assure project reports, DDG approves and submits to SU

18. The Regional Directors should review, and quality assure the CPRRs reports submitted by the Program Managers to verify that the results, data and information reported are accurate and of a quality suitable to release to external audiences. The reports will then be submitted to the

DDG/Head of GGPI for clearance and approval. The respective unit heads of IPSD will provide quality assurance for global program reports managed by IPSD and need to ensure there is no duplication or double counting of results in the CPRRs.

19. The key aspects to review include:

- i. Project facts are correct and up to date.
- ii. The alignment of project outputs, activities, outcomes and impacts with the project logframes and Strategic Outcomes and Intermediate Outcomes.
- iii. Outputs relating to confirmed investment mobilized should have supporting evidence including letters of intent (IOU), memorandums of understanding (MOUs), and supportive government memorandums.
- iv. Safeguards, poverty reduction, social inclusion and gender aspects are adequately considered and reflected.
- v. Important insights, innovations, best practices, and lessons learned in advancing the green growth agenda are effectively captured.
- vi. All questions and sections of the reporting template are answered or filled in. Where relevant simply indicate N/A – not applicable.

20. The Program Managers will ensure in coordination with all Portfolio Managers that all CPRRs are submitted in GGGI Online in accordance with the SU's instructions and stated timeframe. All CPRRs should be received by SU on 1 December, or the specific deadline mentioned in the SU's communication.

Step 4: SU reviews and validates reports with Project Managers

21. The SU team shall review and provide quality assurance for all CPRRs against their approved logframes and budgets. Each reported result will be entered into a master database prepared by SU which will be adjusted based on the validated results returned by the Country Teams.
22. The SU team shall contact Program Managers, Project Managers, Divisional Heads, Regional Directors, and Country Portfolio Officers and IPSD staff to verify and validate facts and aspects of the CPRR, and if necessary, request additional information, to improve their quality and standards. SU will request evidence of results as well.
23. Once all project results reports are validated and finalized, the SU shall aggregate all the country program/projects results against the GGGI CRF reflecting the intermediate outcomes and SO impacts and produce a country score card (see Annex 2) for each CPRR.
24. Previously under the old results reporting system, SU used to prepare a Project Results Report (PRR) for each reported project based on the end-of-year report. This was discontinued in 2020 when the PRR was replaced by the country scorecard as GGGI switched to country program level reporting using the CPRR. The scorecard provides a snapshot of country projects and performance, budget performance and key CRF results – like a health report of each country program. The information from the CPRR and program questionnaire is used to populate the CPRR together with RM information from Partnership and financial and budget information from Finance.
25. The preparation of the country scorecards is the responsibility of SU. Once a CPRR is received, the report is validated, and the key results and project information are populated in the country scorecard and shared again with the Country Teams to validate and verify. The scorecards will form the core of the results report and added as link in the Annual Report together with the CPRRs. The scorecards will be prepared in February to early March.

26. The last step is for the SU to draft the organizational level annual corporate results report with the country score cards being the heart of the report. The results report will include country case examples to demonstrate the type of interventions that GGGI is carrying for its Member and partner countries.

Step 5: Finance provides data on project budgets, expenditures and overall budget

27. The Finance Unit shall provide the SU Team with accurate and up-to-date financial data and information on project budgets and expenditures and the overall organizational budget.
28. It will also provide audited financial accounts and information on GGGI's financial indicators and targets as per the CRF. All budget financial figures used in the Annual Results Report will be obtained from or validated by the Finance Unit.

Step 6: GGGI Results Report Production and Format

29. Using the aggregated annual corporate programmatic and financial results, SU shall draft the annual GGGI Results Report according to the approved table of contents in the Concept Note. This shall include:
 - i. An executive summary of the report.
 - ii. An overview of GGGI's strategic plan and reporting framework.
 - iii. An overview of the WPB and budget.
 - iv. Aggregated results against the CRF indicators and targets including the annual and cumulative SO impacts since 2017.
 - v. Aggregated budget expenditure performance for the calendar year compared with previous years.
 - vi. Other non-program activities related to value for money and institutional effectiveness and efficiency.
 - vii. Production of country scorecards summarizing country projects performance/status, budget performance and key results and achievements.
30. Once drafted, the SU shall circulate the draft Results Report to the following management and staff for their review, validation and clearance:
 - i. Director General, Director ODG and Head of Strategy.
 - ii. Director Governance.
 - iii. Heads of divisions including GGPI, IPSD and IEU.
 - iv. CFO and Manager Finance
 - v. Regional Director and Country Reps.
 - vi. Sector Leads and Head of GIS.
 - vii. Manager HR.
31. The SU shall incorporate any feedback from the reviewers before the draft GGGI Results Report is finalized for MT's approval.
32. The SU must submit the Results Report to MT for consideration and endorsement within 3 months of the end of the financial year being reported on.

Step 7: MT approves Results Report for internal and external use

33. MT shall discuss, comment and approve the Results Report which will feed into the preparation of the corresponding Annual Report. The SU shall edit the Results Report to incorporate all comments of MT.

34. Once approved, the material in the report should be regarded as GGGI's official information and account of its programmatic and financial results and achievements for the reported year. The principle used is to 'collect all the relevant data and information once and use multiple times' for different results and donor reporting purposes. Divisions, departments and staff should avoid providing information to external stakeholders that conflicts with this officially cleared material.
35. The SU will ensure that the approved Results Report is made known and accessible to all staff by uploading it in the GGGI Sharepoint. A summary of the results and key messaging will also be produced and made available to staff in a glossy brochure leaflet.
36. The Annual Results Report is usually presented by the SU at the March All Staff meeting to inform staff on GGGI's programmatic achievements from the previous year. The aim of this presentation is to ensure transparency and a shared ownership of our results across GGGI. The present also complements the Regions presentation of their programmatic achievements and challenges at the All-Staff Meeting.
37. The Annual Results Report shall be tabled for noting at the MPSC meeting that is usually scheduled in April or May of each year.

Annual Report

38. The Annual Report is GGGI's primary external official results report that is used to communicate externally to its donors, partner governments and stakeholders its key programmatic and non-programmatic achievements and results and audited financial accounts during a calendar year. It basically summarizes GGGI's annual results and achievements in the delivery of its Strategy 2030 and will also include the success stories from country and global projects to showcase the green growth impact delivered by partner governments with GGGI's support.

Steps & responsibilities

Step 1: Production and format of the Annual Report

39. The Communications Unit in ODG is responsible for coordinating the production of the Annual Report in collaboration with the SU and other divisions. The divisions and country offices will also be involved particularly in the production and validation of project information and country case studies.
40. The content of the Annual Results Report will feed into the drafting of the Annual Report.
41. The Annual Report will follow the format approved in the Concept Note focusing on strategic and project level results and tells a corporate-level results story reflecting GGGI's three intermediate outcomes. It will highlight the alignment of GGGI's programmatic activities with its six strategic outcomes, budget and progress in delivering value for money and effectiveness.
42. The format of the Annual Report will change from time to time depending on innovative concepts that are engaging and places GGGI on a competitive edge in terms of global image and branding. A 4-5 pages summary will also be produced and circulated publicly for quick glancing and reading.

43. The Annual Report will be made available in a 'full' (website) and 'summary' (print) formats.

Step 2: Approval of the Annual Report by DG and MT

44. Consolidation and final design of the Annual Report will be submitted to DG and MT for approval at the end of March. Comments from DG and MT shall be incorporated into the Annual Report before it is finalized for publication.

Step 3: Publication of the Annual Report

45. The target date for the publication of the Annual Report is mid-April when the main annual MPSC meeting is scheduled. As the MPSC is responsible for approving GGGI's Audited Financial Statements, the initial launch of the Annual report will not include financials; only after MPSC has approved will the Audited Financial Statements be uploaded to the Annual Report website platform.

GGGI Mid-Year CRF Report

46. At the request of Council in October 2019, GGGI is required to also prepare the Mid-Year CRF Results Report since 2020 to inform MT at mid-year on the progress in the delivery of GGGI's key CRF results against its annual targets. This will enable MT to take corrective actions to address the CRF result areas that are off track or facing obstacles as well as aligning results delivery with the progress in projects implementation. This report is also compiled by SU using data from GGGI Online including evidence of results and impacts.

47. The Mid-Year CRF Results Report covers the first six months period from 1 January to 30 June. The scope of this report excludes any reporting on the SO impacts and will be limited only to four key CRF indicators which are:

1. CRF outcome indicator IO1: green investments mobilized with GGGI's support.
2. CRF outcome indicator IO2: number of green growth policies adopted by governments with GGGI's support.
3. CRF output indicator O1: number of completed advisory outputs that inform decisions on green growth investments.
4. CRF output indicator O2: number of completed advisory outputs that inform the development of green growth policies.

48. This mid-year report will be a light report that does not require program teams to prepare and submit results reports like the CPRR at the end of the year. Instead, the data on program/project performance will be taken from the second quarter progress reports which are prepared by the GGPI and IPSD front offices using inputs from GGGI Online project reports.

49. SU will use the data to populate a country score card report for each country program and this will be cross checked against the project's performance report and logframes in GGGI Online. The score cards provide a kind of a health check reading on the performance of each country program in terms of results achieved against key CRF indicators and program budget performance. Additional information that is included in the score cards includes earmarked resources committed by donors and the RM pipeline for each country and program budget performance.

50. Once completed, the country score cards are sent to the Country Teams to quality assure and validate. The final aggregated mid-year results will be presented in a brief report that is

prepared by SU. The report will also provide an update on evaluation results (from IEU) and risk management updates (from GGPI).

51. The final Mid-Year CRF Results Report once finalized will be tabled to MT for approval as well as tabled to the MPSC and Council for information. The Report will also be presented at the Fall All Staff Meeting for discussion and uploaded on SharePoint for internal use.
52. The timeline for the preparation of the mid-year report is estimated to be a month covering the whole of July. The mid-year report is expected to be tabled to MT in early August.

Templates and tools

53. The main tools and documents that are used in the results reporting process include the following:
 - The 10-year plan - Strategy 2030.
 - The CRF 2021-2025.
 - The projects in the WPB and all additional new projects approved and implemented during the calendar year.
 - The project logframes.
 - GGPI second quarter progress report (for the mid-year report).
 - The country scorecards and the CPRR excel spreadsheet.
 - GGGI Online.

Bilateral Donor Reports

54. GGGI's annual reporting obligations include submitting individual ad-hoc reports to its bilateral donors and partners such as UK Foreign, Commonwealth and Development Office (FCDO), OECD, Norway, etc. These reports are usually prepared following the donor's reporting templates and donor agreements, with some donors such as FCDO having their own logframes and specific performance indicators.
55. The approved annual results report provides the information base for preparing the annual core donors reports which includes OECD, IATI and UK FCDO. The SU will coordinate the preparation of donor reports with other divisions and departments except for specific bilateral earmarked donor reports which have to be prepared by the project manager. For example, the Norway Report for Indonesia will be prepared by the Indonesia country office.
56. The timing for preparing and submitting the core donor's reports will be between April and July every year.
57. GGGI will continue to strive to mainstream, harmonize and standardize its results data collection and reporting with the reporting needs and expectations of its donors.
58. Donor reporting is an obligation on the one hand, but the scale of annual reporting is also limited to GGGI's available resources and the capacity of the SU. In the future, donors demanding additional and separate results reports will be expected to cover the related costs as part of their commitments.

OECD Reporting

59. OECD reporting is a global Common Reporting Standard (CRS) and international development financing requirement that GGGI complies with. It was developed in response to the G20 request and was approved by the OECD Council in 2014, calling on all jurisdictions that benefit from the OECD financial institutions to share their financial information on an annual basis. It is considered international best practice for the full disclosure of GGGI's financial spending which is supported by GGGI's core donors.
60. GGGI works with the OECD Secretariat to complete this report in May of every year. The report which is coordinated primarily by SU is usually prepared using a series of excel sheet templates which draws upon the corporate results information in the GGGI annual results report. The OECD template sets out the financial account information to be exchanged, the financial institutions required to report, the different types of accounts and taxpayers covered, as well as common due diligence procedures to be followed by financial institutions.
61. The OECD Secretariat usually convenes this annual reporting exercise with a full set of instructions to guide reporting institutions based on the CRS XML Schema user guide. It also provides close technical support to help institutions complete their OECD reports. This exercise should take no more than one month to complete.

IATI Data Reporting

62. IATI is a voluntary, multi-stakeholders initiative that seeks to improve development aid transparency by publishing data on aid, development and human resources flows in a standard format, *the IATI Standard*, for use by all organizations in development, including governments, donors, multilateral banks, NGOs, media and private sector. Organizations implement IATI by publishing their aid information in IATI's agreed electronic format (XML) on their website which is linked to the IATI registry.
63. Since October 2018, GGGI has been publishing its aid data in the IATI registry using the IATI's AidStream template. The IATI reporting has been done manually since 2018 because the integration of the IATI reporting requirements into GGGI Online has proved more difficult than was originally anticipated after GGGI Online went live in January 2019. For this reason, IATI reporting will continue to be done manually using the IATI XML excel format and uploading it to the IATI registry on a regular basis. To support this, SU has prepared a IATI manual to guide the annual IATI reporting exercise.
64. The IATI files will include basic information about projects, logframe data and financial data (budget and actuals). An Administrator will manually trigger the generation of XML files in GGGI Online. The generated files will be manually uploaded to the IATI website by an Administrator as and when required. The IATI reporting will be coordinated by SU in collaboration with IT/OED and Finance.

PART B: EVALUATION

Introduction

65. Evaluation involves systematic and evidence-based assessment of achievements or progress towards green growth impacts as a result of GGGI's interventions (projects or programs) and deriving lessons on how the interventions can be scaled up or replicated effectively and efficiently to realize transformative climate action and green growth.
66. In doing so, evaluation complements key goals in GGGI's Strategy 2030, particularly:
- Assessing progress of projects and programs towards the strategic outcomes.
 - Strengthening GGGI as a results-driven, transparent, accountable, and learning organization.
 - Promoting continuous learning and improvement by ensuring evaluation lessons are used to inform country programming and project design.
 - Contributing to continuous improvement in value for money.
67. This part of PCM 5 Manual provides users with guidance on GGGI's approaches towards evaluation of projects, and the policies, processes and responsibilities associated with them. It replaces guidance formerly contained in Section 5.1 of the previous version of the PCM Manual (v1.0, January 2017).
68. Consistent with OECD DAC definitions widely observed in the international development sector, evaluation is defined here as "the systematic and objective assessment of an ongoing or completed project, program or policy, its design, implementation or results".
69. Users should note that this part of PCM 5 focuses on evaluation only. Project monitoring, although linked to evaluation, is addressed in GGGI's PCM system as a critical aspect of project implementation and thus covered in PCM 4.
70. There are 3 types of approaches to evaluation of projects:
- **Earmarked project evaluations:** Commissioned and managed by project managers as part of project funding agreements, funded from earmarked budgets.
 - **Core project evaluations:** Commissioned and managed by IEU as part of GGGI Annual Evaluation Workplans and funded from core budget. Core evaluations follow GGGI's Evaluation Rules³.
 - **Donor/external evaluations:** Commissioned and managed by donors (either jointly or individually) as part of their internal policy requirements, funded from donor's own budgets.
71. All 3 evaluation approaches typically involve the following 5 general steps:
- Step 1: Plan the evaluation with necessary stakeholders' engagement, and prepare a TOR and related documents for the evaluation
 - Step 2: Engage an independent evaluator
 - Step 3: Conduct the evaluation, and prepare the evaluation inception and final reports
 - Step 4: Prepare a GGGI management response, and factor in monitoring modality as required and appropriate
 - Step 5: Communication of evaluation findings to key audiences

³ Refer to: <https://gggi.org/site/assets/uploads/2017/11/GGGI-Evaluation-Rules-version-1.0.pdf>

72. Specific responsibilities and processes relating to each step will vary from approach to approach. Further guidance on each approach is provided below, structured around the 5 steps above.
73. Within GGGI, IEU has overall responsibility for keeping track of all evaluation activities across GGGI, and providing advice, coordination, or other support as required. The aim of this is to ensure that learnings from the evaluations are maximized, resources are not wasted due to duplication, and GGGI management responses are consistent across evaluations.

Earmarked Project Evaluations

What are earmarked project evaluations?

74. Earmarked project evaluations are evaluations that are required by individual donors for earmarked projects. Where required, such evaluations would be mandated in project funding agreements and the costs of conducting such evaluations are fully covered in project budgets.

When do earmarked project evaluations need to be done, and who decides?

75. Proposal Leaders are responsible for determining whether an earmarked evaluation is required during the preparation of earmarked proposals (PCM2), in consultation with the donor and the IEU. If required, this should be reflected in the proposal narrative, workplan and budget.
76. Whether an earmarked project evaluation needs to be included or not generally depends on:
 - **The donor's policy:** For some donors, project evaluations are mandatory, while for others, it is not. Even where project evaluations are mandatory, donors may have different requirements regarding whether evaluations should be delivered by implementing agencies (i.e., GGGI) or by the donor themselves in order to ensure greater independence.
 - **Program nature:** Evaluation budgets are generally limited, and donors may wish to prioritize evaluation funds towards projects that are: larger in value; have a higher risk or innovative profile; or considered a pilot that aims to inform decisions on potential replication or scale up at a later stage.
 - **Available funding:** In general, evaluation budget could be less than 1% of project resources (after deducting overhead), and up to 5% of project budget (after deducting overhead) where the project is innovative in nature and there is strong learning and participatory aspects for the donor and the stakeholders. Thus, budget to be factored for earmarked evaluations will depend on donor needs and project size. IEU's experience to date suggests that to be of credible quality, a project evaluation requires a minimum investment of around \$25,000-\$30,000.

What are the steps and responsibilities for undertaking earmarked project evaluations?

77. Earmarked project evaluations are commissioned and managed by Project Managers as part of project funding agreements and funded from earmarked project budgets.
78. Alternatively, IEU can undertake these steps on behalf of Project Managers, if this was agreed during the proposal preparation stage (PCM2). If this is the case, then IEU assumes the role of Project Manager in the steps below.
79. Guidance on each evaluation step and the associated responsibilities is provided below.

Step 1: Preparing a TOR for the evaluation

- Project Manager to seek advice from IEU on the contents of an evaluation TOR.
- Project Manager drafts TOR for the evaluation.
- TOR shared with Country Representative, Head of Program, IEU and the donor for comments.
- Project Manager revises and finalizes the TOR based on comments received.

Step 2: Engaging an independent evaluator

- Project Manager recruits and contracts an independent evaluator – either an individual consultant or a firm, depending on what was specified in the TOR – in accordance with relevant GGGI policies and processes.
- Project Manager should consult with the donor to check if they wish to be involved in the selection of the independent evaluator.

Step 3: Conducting the evaluation and preparing the evaluation report

- Once the independent evaluator is contracted, the Project Manager manages the delivery of the evaluation in accordance with the contract. This may include some or all the following activities undertaken by the independent evaluator:
 - Inception meeting to confirm arrangements in the TOR or update if necessary.
 - Outline the methodology and scope of the evaluation; disclose evaluation limitations.
 - Data collection, which at minimum typically includes review of key documents and a mission to project site to interview key stakeholders and inspect project activities.
 - Preparation of draft report and presentation that present the findings and recommendations based on analyzed facts, data, and information supported by strong quantitative or qualitative evidence and not anecdotes, hearsay, or people's opinions. Recommendations should be specific, practical, action-oriented, and define who is responsible for the action. An annex that consists of full description of relevant data, methods and tools (e.g. questionnaire, surveys, etc.) as necessary.
 - Communication of the above report with all required contents to key stakeholders within a reasonable time of completion. The Project Manager shall share draft reports with their relevant managers, the MT, the IEU and the donor as soon as available.
 - Revision and finalization of final evaluation reports based on comments received.

Step 4: Preparing a GGGI management response

- Once an evaluation report has been drafted or finalized, GGGI will typically need to prepare a formal management response for publishing the report, outlining whether the Institute agrees (or otherwise) to an evaluation recommendation, and if so, how they will be addressed.
- The Project Manager of the evaluation is responsible for preparing the management response on the evaluation by a resource partner, in consultation with regional director, the global program and/or community of practice lead, and keeping IEU informed. U Management responses must be reviewed and approved by the MT before being released externally, as they reflect the official views and commitments of the entire organization.

Step 5: Communication of evaluation findings to key audiences

- Once the evaluation has been finalized, the Project Manager shall arrange any key lessons to be shared with relevant stakeholders as appropriate.
- The project manager, in consultation with IEU, shall arrange for the evaluation to be published on GGGI's website, in line with GGGI's Disclosure Policy and Evaluation Rules. The project manager, in consultation with IEU, should also arrange for lessons to be shared within GGGI or amongst executive organs of GGGI (e.g., MPSC or Council) and external stakeholders as part of its regular communication activities.

Core Project Evaluations

What are core project evaluations?

80. Core project evaluations are evaluations commissioned by IEU and funded through core budget. They may cover both core and earmarked funded activities, although IEU will endeavor to avoid duplication with earmarked and external evaluations.

When do core project evaluation need to be done, and who decides?

81. In consultation with internal colleagues, IEU will select a sample of country and thematic evaluations to be undertaken each year and prepare an Annual Evaluation Workplan for the Institute, in line with the GGGI Evaluation Rules. The workplan will be submitted to MPSC for feedback and to MT for final approval. The final workplan is published on GGGI's website after approval by MT.

What are the steps and responsibilities for undertaking core project evaluations?

82. For guidance on all steps and responsibilities relating to core project evaluations, refer to the [GGGI Evaluation Rules](#). This policy document has been developed in consultation with MPSC and MT and approved by the DG.

Donor/External Evaluations

What are external evaluations?

83. External evaluations are evaluations commissioned by donors and funded through their own budgets. The scope of external evaluations may cover (1) the entire organization, such as in the case of Joint Donor Reviews, or (2) specific programs or projects funded by an earmarked donor.

When do external evaluation need to be done, and who decides?

84. The need for, and timing of, external evaluations will be decided by the donor themselves, in accordance with their own internal policies.

What are the steps and responsibilities for undertaking external evaluations?

85. External evaluations will generally follow the same standard steps as for core and earmarked evaluations, namely:
- Step 1: Preparing a TOR for the evaluation

- Step 2: Engaging an independent evaluator
- Step 3: Conducting the evaluation and preparing the evaluation report
- Step 4: Preparing a GGGI management response, as applicable
- Step 5: Communication of evaluation findings to key audiences

86. The nature and extent of GGGI's responsibilities in each step will normally be determined and advised by the donor.

87. In external evaluations, the donor will typically request a focal point within GGGI to support the undertaking of the evaluation, particularly where in-country missions are required. In such cases, the appropriate focal points within GGGI shall be:

- Strategy Unit, or Partnerships Unit - for external evaluations covering the whole of GGGI.
- Relevant Country Representative (or their assigned nominee) or project manager - for external evaluations covering specific country programs or earmarked projects

88. Should a GGGI management response be required, the assigned GGGI focal point SU shall be responsible for coordinating the preparation of management responses on behalf of MT, including tasking individual units with the drafting of specific responses and arranging for MT to review and approve responses.



CORPORATE RESULTS FRAMEWORK (CRF) 2021-2025

GGGI countries move towards a model of green growth that simultaneously achieves poverty reduction, social inclusion, environmental sustainability, and economic growth

I. EXPECTED IMPACTS

STRATEGIC OUTCOMES (SO)		ATTRIBUTED OUTCOME TARGETS 2021-2022 (000)	ATTRIBUTED OUTCOME TARGETS 2021-2025 (000)	ATTRIBUTED OUTCOME TARGETS 2017-2030 (000)	CONTRIBUTED OUTCOME TARGETS 2017-2030 (000)
SO1	GHG emission reduction SO1.1 GHG emissions reduction from business as usual (MtCO ₂ e)	85	300	1000	1,600
SO2	Creation of green jobs SO2.1 Number of green jobs created (millions)	0.1	0.5	2	4
SO3	Increased access to sustainable services (millions of people who gained access to each service)	14	40	100	500
	SO3.1 Access to clean affordable energy	3	10	30	90
	SO3.2 Access to improved sanitation	2	4	10	50
	SO3.3 Access to sustainable waste management	7	20	80	400
	SO3.4 Access to sustainable public transport	2	6	20	Not Available
SO4	Improved air quality SO4.1 Number of days above 'Orange' Air Quality (in major cities)	Not Available	Not Available	Not Available	Not Available
SO5	Adequate supply of ecosystem services ensured SO5.1 Area of deforestation avoided and/or reforested (million-ha)	0.04	0.1	0.5	20
SO6	Enhance adaptation to climate change SO6.1 Number of people supported to cope with climate change (millions)	0.7	2	8	16

*Proportion of projects which report a material contribution to each SO can also be reported/analyzed in terms of dollars invested

II. EXPECTED PROGRAM OUTCOMES

INTERMEDIATE OUTCOMES (IO)		INDICATOR 1	INDICATOR 2
IO1	Accelerated access and secured climate finance/green investments for members from both public and private sectors.	IO1.1 Total USD value of climate finance/green growth investment commitments secured with GGGI's support, disaggregated by public and private sector financing. <i>Result: (2019) USD 360M</i> <i>Target: (2020) USD 700M</i> <i>Target: (2021) USD 700M</i> <i>Target: (2022) USD 800M</i>	
IO2	GGGI members have strengthened policy, planning, regulatory, financing and institutional frameworks to achieve green growth outcomes.	IO2.1 Number of green growth policies adopted by governments with GGGI's support. <i>Result: (2019) 21</i> <i>Target: (2020) 20</i> <i>Target: (2021) 25</i> <i>Target: (2022) 30</i>	
IO3	National, regional, and global capacity to drive and expand green growth ambitions is enhanced.	IO3.1 Extent to which GGGI's training events have directly strengthened Member and partner countries capacity to develop and implement green growth policies and investments. To be assessed on a 5-point scale balanced scorecard with a maximum score of 10. <i>Target 2021: 6+</i> <i>Target 2022: 6+</i>	
IO4	Green growth solutions support Member and partner countries in reducing poverty and achieving gender equality.	IO4.1 Number of beneficiaries assisted through GGGI's poverty aligned projects, disaggregated by gender.	IO4.2 Number of women supported through GGGI's projects with targeted gender interventions, disaggregated by gender.
IO5	Sustainable financial growth supports quality delivery of GGGI commitments to Member and partner countries.	IO5.1 Meet 80% of the annual budget targets for core and earmarked funding.	



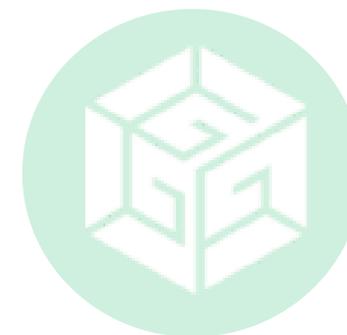
III. EXPECTED PROJECT RESULTS

OUTPUTS	INDICATOR 1	INDICATOR 2	INDICATOR 3
<p>1 Bankable, investment plans and inclusive business solutions developed to translate green growth plans and strategies into green investment plans and projects for public and private sector financing.</p>	<p>O1.1 Number of completed advisory outputs that inform decisions on green growth investments. <i>Result: (2019) 50</i> <i>Target: (2020) 50</i> <i>Target: (2021) 50</i> <i>Target: (2022) 60</i></p>		
<p>2 Demand driven technical and policy advisory assignments enhance the mainstreaming of green growth into national and sub-national planning processes.</p>	<p>O2.1 Number of completed advisory outputs that inform the development of government green growth policies. <i>Result: (2019) 69</i> <i>Target: (2020) 60</i> <i>Target: (2021) 70</i> <i>Target: (2022) 80</i></p>		
<p>3 Strategic partnerships/networking, knowledge transfer and capacity building delivered to enable members and local and external agents to drive, implement and expand national, regional & global green growth ambitions.</p>	<p>O3.1 Number of workshops and webinars delivered.</p>	<p>O3.2 Number of green growth knowledge products delivered. <i>Result: (2019) 90</i> <i>Target: (2020) 30</i> <i>Target: (2021) 30</i> <i>Target: (2022) 40</i></p>	<p>O3.3 Number of completed projects that leveraged a range of strategic partnerships.</p>
<p>4 GGGI projects mainstream poverty reduction and gender equality.</p>	<p>O4.1 Percentage of new projects that address poverty reduction and inclusiveness. <i>Target: 75%</i></p>	<p>O4.2 Percentage of new projects delivering intended gender equality results. <i>Target: 75%</i></p>	

IV. BUSINESS MANAGEMENT AND ORGANIZATIONAL PERFORMA



OUTPUTS	INDICATOR 1
5 Secure sustainable and diversified funding with strong donor support, and drive and integrate economy, efficiency, effectiveness and equity in the management and investment of GGGIs resources.	
Economy measures the cost of inputs to a system	O5.1 Percentage of annual budget spent on management and administration <i>Target (2020): 17%</i> <i>Target (2023): 15%</i>
Efficiency measures how successfully the inputs are transformed into outputs	O5.2 Percentage of annual budget spent on in-country programs <i>Target: 60%</i>
Equity measures the extent to which resources are allocated in favor of the needy	O5.3 Percentage of core budget allocated to Vulnerable countries = LDCs, LLDCs & SIDS (UNOHRLLS definition) <i>Result (2019): 84%</i> <i>Target:60%</i>
Effectiveness measures how effective the system achieves desired outputs	O5.4 Sustain a 15:1 ratio of green investment commitments secured for every USD spent on GGGI operations (Strategy 2030).
Financial sustainability measures liquidity and solvency	O5.5 Sustainable level of reserve working capital is maintained <i>Target: USD 15 million</i>
Acronyms	GGGI = global green growth institute; GHG = greenhouse gas; LDCs = least developed countries; LLDCs = landlocked least developed countries; NFV = national financing vehicle; SIDS = small island developing states; SO = strategic outcomes; UNOHRLLS = united nations office of the high representative for the least developed countries, landlocked developing countries and small island developing states; USD = united states dollar



CRF 2021-2025: GUIDELINE AND DESCRIPTIONS

I. EXPECTED IMPACTS/STRATEGIC OUTCOMES (SOs)

INDICATOR	DESCRIPTION
Strategic Outcome 1: GHG emissions reductions	
1.1 GHG emissions reduction from business as usual (MtCO ₂ e)	<p>This indicator measures the reduction of anthropogenic CO₂-equivalent emissions (CO₂-e) below business-as-usual (reference) level in a target year. Equivalent CO₂ (CO₂-e) is the concentration of CO₂ that would cause the same amount of radiative forcing as a given mixture of CO₂ and other greenhouse gases.</p> <p>Proposed basis for setting targets: SO Technical Guideline Section 6 and Annex V, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.</p>
Strategic Outcome 2: Creation of green jobs	
2.1 Number of green jobs created (millions)	<p>This indicator measures the change in the number of full-time equivalent jobs in a target year compared to the base year value, which results from the green economy transition. The scope includes new jobs created (including from the formalization of informal sectors e.g. informal waste-picking transformed into a recycling business) and existing jobs that are “greened” (e.g. as a result of moving from coal mining to renewable energy related work). Additional green jobs created over the base year are included. Current definitions by the ILO (2016) and UNEP (2008) are used to define the scope of this indicator. Green jobs are jobs that “contribute to preserve or restore the environment, be they in traditional sectors such as manufacturing and construction, or inn new, emerging green sectors such as renewable energy and energy efficiency” (ILO 2016). Green jobs include decent jobs with “work in agriculture, industry, services and administration that contribute to preserving or restoring the quality of the environment” (UNEP, 2008).</p> <p>Proposed basis for setting targets: So Technical Guideline Section 6 and Annex VI, country INDCs/NDCs, Government targets, or reputable projections based on major methodologies, such as inventories and surveys, employment factors, input-output analysis and computational general equilibrium methods.</p>
Strategic Outcome 3: Increased access to sustainable services	
3.1 Access to clean affordable energy	<p>This indicator refers to the change in the national-level access to cleaner forms of energy sources in a target year compared to the base year value. The main indicator is access to electricity. Sub-indicators for this outcome are access to renewable electricity and access to clean fuels and technology for cooking.</p>
3.1.1 Number of people who gained access to electricity (millions)	<p>Proposed basis for setting targets: SO Technical Guideline Section 6 and Annex VII, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.</p>

3.2 Access to improved sanitation	Refers to change in access to improved sanitation facilities in a target year compared to the base year. Improved sanitation facilities refer to facilities that "are likely to ensure hygienic separation of human excreta from human contact. They include flush/pour flush (to piped sewer system, septic tank, pit latrine), ventilated improved pit latrine, pit latrine with slab, and composting toilet" (WHO/UNICEF)
3.2.1 Number of people who gained access to improved sanitation (millions)	Proposed basis for setting targets: SO Technical Guideline Section 6 and Annex VIII, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.
3.3 Access to sustainable waste management	Refers to change in the access to solid waste management collection services in a target year compared to the base year. The scope is limited to urban areas.
3.3.1 Number of people who gained access to waste management services (millions)	Proposed basis for setting targets: Follow SO Technical Guideline Section 6 and Annex IX, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.
3.4 Access to sustainable public transport	Refers to the change in the access to public transport services in a target year compared to the base year in urban areas or the cities. Public transport services are shared passenger-transport services used by the general public that operate in fixed routes and often at regular times, and include city buses, trolleybuses, trams, rapid transit (subway, metro etc.), passenger trains and ferries. Public transportation services can be operated by government or private corporations. Private taxis are not included.
3.4.1 Number of people who gained access to public transport (millions)	Proposed basis for setting targets: follow SO Technical Guideline Section 6 and Annex X, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.
Strategic Outcome 4: Improved air quality	
4.1 Number of days above 'orange' Air Quality Index (in major cities, days)	This indicator measures the improvement in the outdoor air pollution level in major urban areas or cities. Days above 'orange' Air Quality Index (AQI), calculated according to US Environmental Protection Agency and based on concentration of major pollutants, is used as the indicator. Where AQI estimates are current not available, 24-hour mean of PM _{2.5} above 35.5 µg/m ³ is used as a substitute to determine days above 'Orange' AQI level ('Orange AQI corresponds to a 24-hour mean of PM _{2.5} in the range 35.5 – 55.4 µg/m ³
	Proposed basis for setting targets: the government target or standard for air quality
Strategic Outcome 5: Adequate supply of ecosystem services ensured	

<p>5.1 Area of deforestation avoided and/or reforested (million-ha)</p>	<p>This indicator measures the area of deforestation avoided and/or re-forested in a target year compared to the base year. As a key supplier of number of terrestrial ecosystem services (and its close links to livelihoods in many developing nations), forests are used as the pragmatic proxy for providing adequate supply of ecosystem services. Ecosystem services range from providing necessities such as a food, clean water, and clean air, to regulating climate, diseases, and flood. Ensuring an adequate supply of ecosystem services requires that degraded ecosystems be restored, and loss of intact ecosystems be prevented.</p> <p>Proposed basis for setting targets: Proposed basis for setting targets: follow SO Technical Guideline Section 6 and Annex XI, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.</p>
---	--

Strategic Outcome 6: Enhanced adaptation to climate change

<p>6.1 Number of people supported to cope with climate change</p>	<p>This indicator measures the change in the number of people supported to cope with climate change related impacts in a target year compared to the base year. Support to cope with climate change related impacts includes adaptation measures in all economic sectors covering populations exposed to adverse impacts of climate change. Adverse impacts of climate change result from climate variability and extremes, and include droughts, floods, storm surges, heat waves, sea level rise etc. Examples of populations supported might include populations covered by early warning systems, farmers equipped with climate smart agriculture practices, populations covered by improved flood protection/prevention measures, and population covered with climate insurance etc.</p> <p>Proposed basis for setting targets: Proposed basis for setting targets: follow SO Technical Guideline Section 6 and Annex XII, latest national and sectoral reduction targets available from government strategy/policy documents, reduction projections based on current/upcoming policies by reputed entities, as well as country IDNCs/NDCs. Biennial Update Reports, Biennial Reports, and national communications submitted to the UNFCCC.</p>
---	--

<p>Optional indicator: Proportion of projects which report a material contribution to each Strategic Outcome and dollars invested</p>	<p>GGGI is in the process of preparing baselines and methodologies to fully report against the newly adopted Strategic Outcomes. In the interim period, GGGI will report the proportion of each of its projects which report a material contribution to each Strategic Outcome to provide evidence of GGGI's impact and of the alignment of its projects with its Strategic Outcomes.</p>
---	---

II. EXPECTED PROGRAM OUTCOMES/INTERMEDIATE OUTCOMES (IO)

Intermediate Outcome 1: Accelerated access and mobilized climate finance / green investments commitments for members from both public and private sectors.

<p>IO1.1 Total volume of green growth investments secured with GGGI support, disaggregated by public and private investment.</p>	<p>This indicator estimates the amount of investment financing commitments secured towards green growth projects in Member and partner countries, which GGGI contributed to. The indicator result will be disaggregated by public and private finance. Private finance refers to non-public sources such as private banks (excluding MDBs or RDBs), private companies, private or company pension funds, NGOs, CDM financing, voluntary carbon credit market, insurance companies, private savings, family owned funds, and entrepreneurs' own capital. It includes all types of instruments such as grants, equity, debt and guarantees. Public finance refers to financial resources from donors and partner governments, development agencies, MDBs and RDBs, and Sovereign Wealth Funds. It includes private banks and other private finance defined in 'private finance'. A financing or investment commitment is secured when the use of funds for a specific green growth objective leads to additional funds to be applied for that objective than would otherwise have been the case. Secured financing resources could be: upfront co-financing (i.e. resources committed to the project from the private sector at the time of project approval); subsequent co-financing (i.e. resources committed after the project has been approved or commenced implementation). Evidence of GGGI support of</p>
--	--

	catalyzed funds must be documented in the form of Letters of Intent (LOI), Signed term Sheets, Memorandums of Understanding, Ministerial Letters of Appreciation or Ministerial Letters of Gratitude.
Intermediate Outcome 2: GGGI members have strengthened policy, planning, regulatory, financing, and institutional frameworks to achieve green growth outcomes.	
IO2.1 Number of green growth policies adopted by governments with GGGI's support.	This indicator reflects the extent to which the policy advice and recommendations GGGI has delivered under output indicator 2.1 are being taken up and adopted by Member and partner governments for implementation. Green growth policies encompass any formal government strategies, plans or policies; sectoral strategies; plans or policies; and changes to existing laws or administrative rules. The adoption of green growth policies by governments may also be evidenced by government budget allocation or project investment decisions and new or changed institutional arrangements.
Intermediate Outcome 3: National, regional, and global capacity to drive and expand green growth ambitions is enhanced.	
IO3.1 Extent to which GGGI's training events have directly strengthened partner countries capacity to develop and implement green growth policies and investments.	<p>The aim of IO3 is to complement IO1 and IO2 by developing the institutional and technical capacity of Member countries through capacity building and knowledge sharing to drive and manage their national green growth transformation and ambition through the implementation of green growth policies and investments. This aligns with the Paris Agreement goal of promoting sustainable development and development effectiveness in the longer term. This is a quantitative indicator which is a proxy measurement of the impact of capacity building activities in building the green growth skills and knowledge of participants which they will apply in advancing their countries green growth ambitions and advocating the green growth agenda, using a 5-point scale balanced scorecard to assess the following questions:</p> <ol style="list-style-type: none"> i. In this country program, did GGGI conduct training events related to green growth and climate change for government counterparts and local development agents (individuals)? ii. In this country program, were there any government counterparts and other participants that attended the capacity building events and how many were men and how many were women? iii. In this country program, have those participants including government counterparts who attended the capacity building events demonstrated a gain in green growth knowledge and skills from their training and learning? iv. In this country program, did government counterparts and other participants use the knowledge gained to implement green growth or climate change policies, budgets, or programs? v. In this country program, did GGGI's training events clearly align with the country's' specific objectives set out in the WPB and CPF? <p>These 5 questions are simply answered 'yes' for a score of 2, 'partially' for a score of 1 or 'no' for a score of 0 with a maximum score of 10.</p>
Intermediate Outcome 4: Green growth solutions support member and partner countries in reducing poverty eradication and achieving gender equality.	
IO4.1 Number of beneficiaries assisted through GGGI's poverty aligned projects, disaggregated by gender.	The aim of IO4 aligns with the goals of green growth, which is to achieve environmentally sustainable economic growth with poverty reduction, inclusiveness for disadvantaged groups. This is a quantitative indicator which measures the number of people that have benefitted from GGGI's projects with design features for poverty reduction supporting poor, disadvantaged and low-income people. The number of people is an indicator of GGGI's contribution to poverty reduction in the country. The data will be collected in terms of the number of men and number of women. For example, support for solar pumps for agriculture will reduce farmers cost burden and improve the quality and yields of their crops contributing to increased farmers income and reduced household poverty in rural areas.

IO4.2 Number of women supported through GGGI's projects with targeted gender interventions.

The aim of IO4 aligns with the goals of green growth, which is to achieve environmentally sustainable economic growth with gender equality for women. This is a quantitative indicator which measures the number women that have benefitted from GGGI's projects with design features for gender equality and empowerment. The number of women is an indicator of GGGI's contribution to gender equality and empowerment in the country. For example, access to solar PV in rural areas ensures better quality lighting and renewable energy sources which eases the burden of domestic chores for women.

Intermediate Outcome 5: Sustainable financial growth supports the quality delivery of GGGI's service commitments to Member and partner countries.

IO5.1 Meet 80% of the annual budget and Roadmap targets for core and earmarked funding.

The aim of IO5 is to ensure that GGGI is a financially sustainable organization with best practice business systems and processes delivering world class services and scale to Member countries. This indicator measures one key component which is the achievement of projected funding and income in line with WPB and Strategy 2030 objectives and projections.

III. EXPECTED PROJECT OUTPUTS

Output 1: Bankable, investment proposals and inclusive business solutions developed to translate green growth plans and strategies into green investments plans and projects for public and private sectors financing.

O1.1 Number of completed advisory outputs that inform decisions on green growth investments.

Advisory outputs include those that are expected to lead directly to the mobilization of finance for green growth projects. Examples include investment proposals, bankable projects, development of national financing mechanisms such as NFVs and feasibility studies where it is an end product - fully meeting the requirements of a partner governments. The indicator will be assessed by aggregating all relevant outputs identified in approved project log frames which were successfully delivered during the reporting period.

Output 2: Demand driven technical and policy advisory assignments enhance the mainstreaming of green growth into national and sub-national planning processes.

O2.1 Number of completed advisory outputs that inform the development of government green growth policies.

An advisory output is a final product, produced at the request or for the benefit of a partner government. Advisory outputs include technical studies, analytical tools, strategies, national plans, sector plans, roadmaps, and feasibility studies if they are registered as a final output in the ERP project logframe. Pre-feasibility studies are not a final product and therefore do not qualify as advisory outputs. This indicator will be assessed by aggregating all relevant outputs identified in approved project log-frames which were successfully completed and delivered during the reporting period.

Output 3: Strategic partnerships/networking, knowledge transfer and capacity building delivered to enable members and local and external agents to drive, implement and expand national, regional & global green growth ambitions.

O3.1 Number of capacity building activities delivered

This is a quantitative indicator that reports on the number of capacity building activities delivered by GGGI annually aimed at building the capacity of Member countries, local partners and stakeholders to drive and manage their own green growth ambitions and interventions. This data will be sourced from the training evaluation forms that each participant is required to complete and submit at every GGGI training and capacity building events. Capacity building activities are those sponsored and implemented by GGGI include training events, conferences, workshops, seminars, study and familiarization tours, expert visits, work attachment, etc.

O3.2 Number of green growth knowledge products delivered.

This is a quantitative indicator that reports on the number of knowledge products produced by GGGI annually to support and advance its green growth agenda and goals. Knowledge products include published technical reports, guidelines, insight briefs, and peer reviewed papers.

O3.3 Number of completed projects that leveraged a range of strategic partnerships.	In GGGI's delivery model, strategic partnerships is a key component that it leverages to give its interventions and impactfulness scale and depth. GGGI is a small, flexible and nimble international development organization by global standards so this approach will drive the scalability of its interventions. Partners exclude Member and partner governments which are the primary clients or customers of GGGI but includes other entities such as development partners, private sector, multi-lateral development banks, foundations, environmental organizations, CSOs/NGOs, other key stakeholders and target beneficiaries.
---	--

Output 4: GGGI projects mainstream poverty reduction and gender equality.

O4.1 Percentage of new projects that address poverty reduction and inclusiveness.	This is a proxy quantitative indicator that counts the number of projects delivering intended poverty reduction results to represent the scale of poverty assistance provided through GGGI's interventions since it is taking progressive steps towards a having complete best practice system to track and report on specific poverty results because of limited resources.
---	--

O4.2 Percentage of new projects delivering intended gender equality results.	This is a proxy quantitative indicator counting the number of projects delivering intended gender results to represent the scale of gender assistance provided through GGGI's interventions since it is still taking progressive steps towards having a complete best practice system to track and report on specific gender results because of limited resources.
--	--

IV. EXPECTED OUTPUT ON BUSINESS MANAGEMENT AND ORGANIZATIONAL PERFORMANCE

Output 5: Secure sustainable and diversified funding with strong donor support, and drive and integrate economy, efficiency, effectiveness and equity in the management and investment of GGGI's resources.

<p>Economy – measures the cost of inputs to a system</p> <p><i>O5.1 Percentage of annual budget spent on management and administration</i></p>	This indicator measures the management and administration cost of delivering GGGI's programs and services. Economy is achieved when the percentage is decreased over the time which is the objective of GGGI to become more economical. This means GGGI is delivering more for less.
---	--

<p>Efficiency – measures how successfully the inputs are transformed into outputs.</p> <p><i>O5.2 Percentage of annual budget spent on in-country programs</i></p>	This indicator measures the percentage of the annual budget that GGGI is able to dedicate for in-country programs as a measure of its efficiency. The in-country programs of GGGI represent the main service stream by which it supports Member countries green growth transformation and generates direct benefits through the six SOs. The increase in percentage of in-country means more nominal dollar value of direct assistance to Member and partner countries.
---	---

<p>Equity – measures the extent to which resources are allocated in favor of the needy.</p> <p><i>O5.3 Percentage of core budget allocated to Vulnerable countries = LDCs, LLDCs & SIDS (UNOHRLLS definition)</i></p>	<p>GGGI's Member and partner countries do not have the same development standards with countries on the lower level of the development scale having greater needs and underlying development problems than those at the higher end of the scale. This equity is aligned with MPSC and Council decision to balance the distribution of core resources between Middle-Income Countries (MICs) and vulnerable countries including LDCs, LLDCs and SIDS (based on UNOHRLLS classification) - includes countries that are particularly vulnerable to the adverse effects of climate change, yet do not qualify for priority as they are not classified as LDCs.</p> <p>This indicator requires that 60% of GGGI's annual core budget is allocated to vulnerable countries which includes LDCs, LLDCs and SIDS. The indicator accounts for the delivery of this target.</p>
--	---

<p>Effectiveness – measures how effective the system achieves desired outputs.</p> <p><i>O5.4 Sustain a 15:1 ratio of green investment commitments secured for every USD spent on GGGI's operation (Strategy 2030).</i></p>	<p>Effectiveness measures the scale of what GGGI effectively achieves from the funds it deploys for its programs and operations in the WPB. Although small in size by international standards, GGGI aims to leverage its resources and partnerships to achieve scalable outputs, and outcomes and impacts.</p> <p>This indicator measures the scale of green investments that GGGI aims to achieve from one USD of operating funds spent, expressed as a ratio.</p>
<p>Financial sustainability – measures liquidity, financial health and solvency.</p> <p><i>O5.5 Sustainable level of reserve working capital is maintained at USD 15 million.</i></p>	<p>GGGI's long term organizational sustainability is conditional upon the Institute meeting its projected funding and revenue targets, liquidity, and solvency.</p> <p>This indicator (reserve working capital) measures GGGI's liquidity and short-term health in being able to cover its short-term liabilities/debts and financial obligations.</p>

Annex 2: Country Scorecards

GGGI 2020 Results Card - Burkina Faso							
1. Name of Program		Burkina Faso		2. Year/Period		2020/1 January-31 December	
Projects Implemented							
No.	Project Code	3. Project Title	Status (Completed, On Track, At Risk, Off Track)	4. Project Budget Vs. Expenditure (USD)			Annual Budget VS Expenditure
				Total	Core USD/%	EM USD/%	
1	BF05	Development of the Monitoring, Reporting, and Verification (MRV) System in Burkina Faso	On Track	590,468	0%	100%	
2	BF06	Support for accreditation of direct access entities, pipeline development and private sector mobilization in Burkina Faso	On Track	353,972	0%	100%	
3	BF07	Climate Action Enhancement Package in Burkina Faso	On Track	298,185	12%	88%	
4	BF08	Solar PV electricity for agricultural development	Completed	76,500	100%	0%	
5	BF09	Burkina Green Energy Fund	On Track	67,591	100%	0%	
6	BFPM	BF Program Management		90,978	100%	0%	
Country Resources Overlay							
5. Country Budget (USD)		6. Expenditure (USD)		7. Expenditure/Budget %		8. Staffing numbers	
Core: 269,377		Core: 229,056		Core: 85%		8	
Earmarked: 1,208,317		EM: 820,786		EM: 68%			
Total: 1,477,694		Total: 1,049,841		Total: 71%			
9. Strategic Outcomes (SOs)							
2020 Total				2017-2020 Cumulative Total			
SO #	Attribution	Contribution	Attribution	Contribution	Attribution	Contribution	Contribution
SO1	N/A	N/A	N/A	N/A	N/A	1.57 Million tCO2eq	
SO2	N/A	N/A	N/A	N/A	N/A	15,000 Jobs	
SO3	N/A	N/A	N/A	N/A	N/A	N/A	
SO4	N/A	N/A	N/A	N/A	N/A	N/A	
SO5	N/A	N/A	N/A	N/A	N/A	N/A	
SO6	N/A	N/A	N/A	N/A	N/A	N/A	

[Link to CPRR Country Program Results Report](#)

Policy based results	
10. No. of completed policy advisory outputs informing development of green growth policies (CRF output 1.1)	Total: 9 - BF05 (2), BF06 (3), BF07 (2), BF08 (1), BF09 (1)
11. No. of green growth policies adopted by government with GGGI's support (CRF outcome 1.2)	Total: 4 - BF06 (4)
Mobilized Green Investment Commitments	
12. No of completed advisory outputs that inform decisions on green investments (CRF output 2.1)	Total: 2 - BF08 (1), BF09 (1)
13. Green investment commitments mobilized (CRF outcome 2.1)	
14. Green Investment Pipeline: Number of Projects – USD Value	1. Solar PV electricity for agricultural development: 11.8M 2. Burkina green Energy Funds (BGEF): 12M
Value for Money (VfM)	
15. Spending – (cost of delivery) (USD)	1,050,244
16. Equity (is country an LDC LLDC, SIDS or MIC (non-vulnerable counties))	LDC <input checked="" type="checkbox"/> LLDC <input checked="" type="checkbox"/> SIDS <input type="checkbox"/> MIC (non-vulnerable counties) <input type="checkbox"/>
Resources Mobilized Pipeline and Approved	
17. No. of projects in RM pipeline	6
18. No. of submitted RM proposals	2
19. RM Earmarked funding secured (USD)	231,700
20. List of Earmarked Donors	1. NDC Partnership 2. GCF 3. Swedish international Development Cooperation Agency (SIDA)
Environmental and Social Safeguards	
21. No. of projects with poverty and gender markers (indicate using project code)	BF05, BF06, BF07, BF08, BF09

Notes:

EM: earmarked / M: million / VfM: measures the value of the benefit and impact achieved against the cost of delivery or money spent – 'the optimal use of resources to achieve intended outcomes' DFID

Spending-(cost of delivery): Total of all projects added up(actuals)

Budget info: Reflects financial report after books close (actuals from Jan. to 31 Dec)

Information comes from GGGI Online. Financial data from Finance and Staff Member information comes from InfoHub.