



Global Green Growth Institute

The Assembly and the Council

December 15, 2016

Mid-Term Strategic Review of GGGI Strategic Plan 2015-2020 Approach and Work Plan

Objective of the Mid Term Strategic Review

1. The Global Green Growth Institute (GGGI) is an international organization dedicated to supporting and promoting strong, inclusive and sustainable economic growth in developing countries and emerging economies. Established in 2010 as a Korean non-profit organization and subsequently transformed into an international organization in 2012, at the Rio+20 United Nations Conference on Sustainable Development, GGGI supports accelerating the transition toward a new model of economic growth – green growth. In contrast to conventional development models that rely on the unsustainable depletion of natural resources, green growth is a coordinated advancement of economic growth, environmental sustainability, poverty reduction and social inclusion driven by the sustainable development and use of global resources.
2. In November 2014, the GGGI Council approved the six-year GGGI Strategic Plan 2015-2020. The Strategic Plan sets the direction for the organization to support partner governments in pursuit of systemic economic transformation toward a model of green growth. The Plan defines GGGI's guiding principles, priorities for moving to implementation and delivering more for less, and defines four thematic priorities.¹ The Plan sets out a Theory of Change with three major strategic outcomes based on GGGI's sphere of influence and programmatic interventions:
 - a. Outcome 1: Strengthened national, sub-national, local green growth policy planning, financing and institutional frameworks;
 - b. Outcome 2: Increased green investment flows; and
 - c. Outcome 3: Improved multi-directional knowledge sharing and learning between countries on green growth.
3. The year 2017 will mark the halfway point of the six-year strategy. GGGI will conduct a Mid-term Strategic Review (MTSR) to take stock of progress on implementation and to revise and refine the strategic plan.
4. The objectives of the MTSR are to:
 - a. Assess where GGGI is now: review the progress in implementation of the GGGI Strategic Plan 2015-2020 across GGGI's operations (both programmatic and

¹ Energy, Green Cities, Land Use (Agriculture and Forestry) and Water

non-programmatic). The review will provide recommendations on success factors and challenges, and the relevance of the Strategic Plan; and

- b. Adjust GGGI's Strategic Plan going forward: revise the Strategic Plan and the Results Framework based on the recommendations arising from the review, and conduct a mid-term refinement of the Plan based on progress, and relevance in an evolving operational context. The revision will be structured around two broad themes:
 - i. Sharpening focus on development outcomes. Articulating a more tangible vision of success by further defining impact pathways to show how GGGI's work contributes to achieving the goals of the countries it works in, particularly within the context of Sustainable Development Goals (SDGs) and Nationally Determined Contributions (NDCs).²
 - ii. Defining GGGI's core values. Setting organizational values that define GGGI's niche as a new kind of international organization, and guide decisions, operations and individual staff behavior toward achieving outcomes.
5. The MTSR will be supported by a strong internal change management initiative, whereby staff will be engaged at key milestones throughout the process. The MTSR process and outputs, through a phased approach, will form the basis of consultation and communication on GGGI's direction with internal and external stakeholders.

Key Roles and Responsibilities

6. Key roles and responsibilities for the MTSR are as follows:
 - a. Project Team. The project team will be led by the Office of the Director-General (ODG) and will comprise staff from the ODG Strategy Team, supported by the Impact and Evaluation Unit (IEU). The project team is responsible for delivering the MTSR outputs. The project team will also draw on staff expertise and capacity as special assignment(s) in the rest of the organization as required by the phases of work. The project team will report directly to the Director-General (DG).
 - b. Strategic Review Team (SRT). At least one senior staff member from each division will act as an active representative on the SRT. The SRT will be consulted in the preparation of the MTSR deliverables and are responsible for providing coordinated divisional inputs, guidance and technical review. SRT representatives will also be the key point of contact for the MTSR for each division.
 - c. Management Team (MT). The DG will lead the Project Team with support from the MT. The MT will review and approve drafts of the Mid-Term Strategic Review Report and Revised Strategic Plan before they are submitted to GGGI's governance organs.

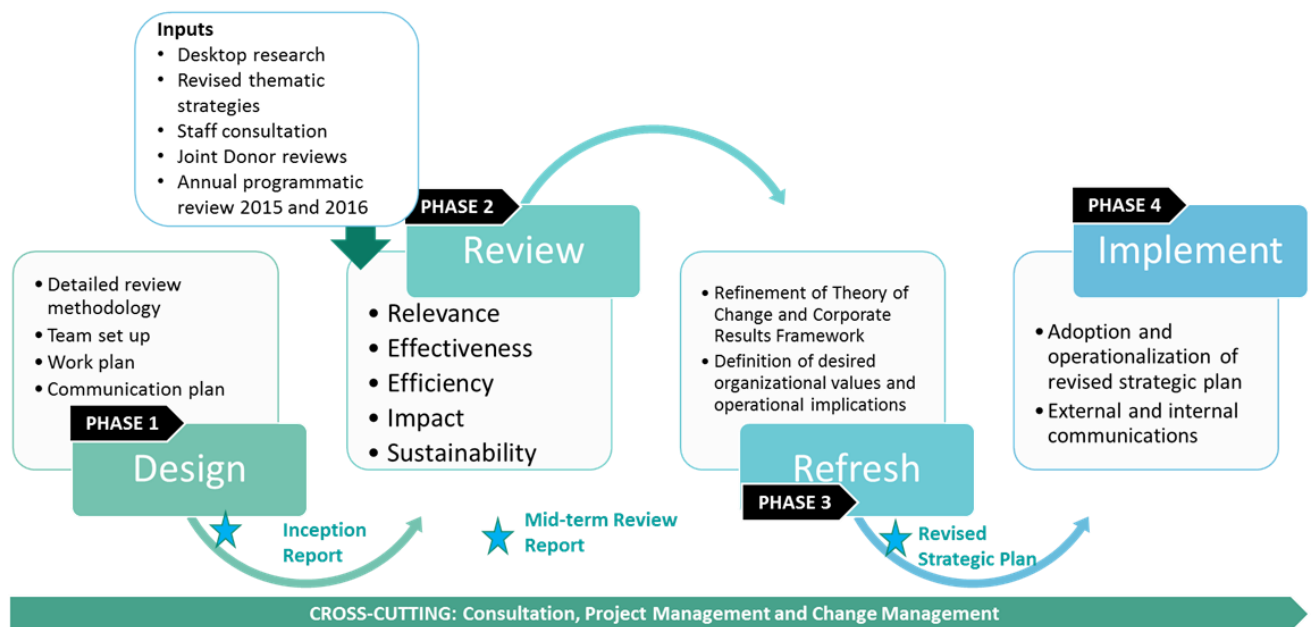
² SDGs and NDCs were finalized and adopted, after GGGI Council had approved the Strategic Plan in November, 2014

- d. Management and Program Sub-Committee (MPSC). The role of the MPSC is to provide input and feedback on the recommendations of the MTSR and the amendments to the strategic plan. Members of the MPSC, that include both contributing and participating countries, will be invited to volunteer to participate actively in the MTSR process by supporting the Strategic Review Team. The MPSC will advise the SRT on non-MPSC Members (including Donor Consultative Group members) that should be engaged in the process.
- e. Council. The Council, as GGGI’s executive organ, will be informed on the recommendations arising from the Mid-term Strategic Review and will approve the Revised Strategic Plan, as per the recommendation of the MPSC.
- f. Assembly. The role of the Assembly is to advise on the overall direction of GGGI’s work, review progress in meeting GGGI’s objectives, receive reports on strategic matters, and provide guidance on cooperative partnerships and linkages with international, intergovernmental, and non-governmental organizations. As such the members of the Assembly will be consulted extensively in the revision of the Strategic plan based on the recommendations arising from the Mid-term Review. The Assembly will play an important role in communicating the Revised Strategic Plan within their respective governments.

Phased Approach

7. The MTSR will be implemented in four phases of work, depicted in Figure 1.

Figure 1: Four phases of the MTSR*



Synopsis of Phases

Phase 1: Design

The project team will develop an inception report setting out the detailed framework and methodology for the review, a detailed work plan and a communication plan.

The Inception report will be approved by the MT before the Review phase commences.

Output: Inception Report Prepared

Phase 2: Review

The project team will review the relevance of the GGGI Strategic Plan 2015-2020 and develop initial recommendations on revisions to the Strategic Plan using the following inputs:

- The DG's consultations with internal stakeholders;
- Desktop research and analysis on the green growth model and related Theory of Change;
- The updated Thematic Strategies, and other relevant strategies within the organization;
- Additional staff consultation, primarily during the GGGI Annual Staff meeting in March, 2017;
- The recommendations of the previous Joint Donor Reviews;
- The Annual Programmatic Review for the 2015 and 2016 years, and further analysis of the information gathered from all GGGI programs during this review;
- An Independent Evaluation of GGGI's progress and achievements in implementing its Strategic Plan and Work Program and Budget in 2015-16, to be separately commissioned by IEU in the first half of 2017. This is expected to include in-depth assessments of a sample of country and global programs. (The outcome of the evaluation will feed into the overall review of the Strategic Plan).

The conclusions of this review will inform the formulation of recommended revisions to the strategic plan and the SRT will consult the MPSC at the Fifth Meeting of the MPSC on:

- Initial recommendations on the relevance of GGGI's Theory of Change and Corporate Results Framework;
- Initial recommendations on the changes needed to GGGI's Corporate Results Framework; and
- Initial understanding of GGGI's existing corporate values and culture, and how this drives performance

On this basis, the project team will lead the preparation of a Mid-term Review report, which will outline the findings and recommendations of the review, with particular focus on the progress against the GGGI Strategic Plan 2015-2020.

The Mid-term Review report will also inform the revisions to the Strategic Plan.

The draft Mid-term Review report will be approved by MT and submitted for discussion and consultation during the Sixth Meeting of the MPSC. Thereafter, the report will be finalized and submitted to the Council and Assembly and will inform the phase.

Output: Mid-term Review Completed and Approved by the MT.

Phase 3: Refresh

Based on the recommendations of the Mid-term Review report and through internal engagement, the project team will make draft revisions to the GGGI Strategic Plan 2015-2020, including:

- A clearer articulation of the green growth model and Theory of Change
- An updated narrative on the balance between climate change, growth and development objectives
- Refined set of service offerings including through leadership, as well as model on service delivery where GGGI have no country presence
- An updated Corporate Results Framework, with updated results and indicators more closely linked to development outcomes that resonate with the development priorities of GGGI's countries of operation, as well as global climate change and development architecture
- An updated set of organizational values, or guiding principles, together with a set of actions GGGI will take to operationalize these values and instill the related culture and behavior.

The project team, under the guidance of the DG, and with the approval of the MT, will lead a process of engagement on and consultation on the proposed revisions to the Strategic Plan. External stakeholders consulted will include the Members of the Assembly, and non-Member partners including Non-State Actors.

The Sixth meeting of the MPSC will provide an opportunity to discuss the proposed revised plan with the members of the MPSC.

The external consultation process is intended to encourage discussion, debate contentious areas and obtain buy-in from key stakeholders.

The draft Revised Strategic Plan will be reworked by the project team on the basis of the consultation. A final draft Revised Strategic Plan, approved by MT will be submitted to Members of the Assembly and Council for approval in the 2017 Council and Assembly meeting.

The Council's approval of the document will be informed by recommendations from the MPSC and Assembly as consulted during the Revise Phase.

Output: Revised Strategic Plan**Phase 4: Implement**

The SRT will lead the organization-wide process for implementation of the actions defined in the Revised Strategic plan. This will involve the development and handover of an implementation plan, in consultation with staff responsible for implementation within the divisions.

The project team, with support from Communications will lead the preparation of internal and external communication on the Revised Strategic Plan. This will be planned to take advantage of and coincide with other key communications milestones such as the:

- GGKP Annual Conference (October/November 2017);
- COP23 (November 2017);
- OECD Green Growth and Sustainable Development Week (November/December 2017);
- C40 Mayors Summit (December 2017).

The project team and SRT will be disbanded at the end of 2017 when all implementation and communication activities are expected to be handed over to the divisions.

Cross-cutting Phases:***Project Management***

8. SRT leader, a representative from ODG, is responsible for monitoring progress against the work plan and objectives of the review and provides Monthly progress report to the DG.

Internal Consultation

9. The SRT, with the support of Communications, compiles communications material through various formats and channels to keep all staff engaged in the strategic review process, give staff an opportunity to provide input, and to keep them informed of the implications for their work at key milestones throughout all four phases of the MSRT.
 - Staff will be informed of the MSRT process and the corresponding implementations during the Inception phase. Inception report will be circulated for consultation and inputs from all staff members.
 - Staff members will be encouraged to join the Project Team through special assignments
 - Staff members will actively provide inputs to the review process during the Annual Meeting, scheduled to be held in March, 2017.
 - Staff will be consulted in the development of the Revised Strategic Plan through the Annual Staff meeting and online consultation forums.
 - The divisional representatives on the SRT will appoint 'Change Agents', actively engaging staff within their divisions during the MSRT process.
 - Draft review report will be circulated to the staff members for consultation and inputs.
 - All staff comments will be logged with consolidated responses provided

External Consultation

10. Engagement with external stakeholders will be conducted throughout the process to ensure buy-in and the consideration of a wide range of stakeholder inputs. Indicative consultation processes are outlined in Table 1.

Table 1: Indicative Consultation Plan

Stakeholder	Type of engagement	Format	Content	Timing
MPSC	Involve	Written comments and conference calls	Inception Report	Dec 2016 – Jan 2017
MPSC	Consult	Interactive workshop	Initial recommendations on Strategy Revision	Fifth Meeting of the MPSC – Apr 2017
MPSC	Consult	Interactive workshop	Mid-term Review Draft Revised Strategic Plan	Sixth Meeting of the MPSC – Jul 2017
Assembly and Council	Consult	Written comments	Draft Revised Strategic Plan	Jun – Jul 2017
Non-Member partners	Consult	Side events held at key international forums (e.g. OECD Forum, WEF regional forums) Bilateral consultations during DG missions	Workshop materials on draft Revised Strategic Plan	Jun – Jul 2017
Country specific stakeholders	Consult	Regional/ local workshops held by country teams	Workshop materials on draft Revised Strategic Plan	Jun – Jul 2017
Council	Approval	Session of the Council	Final Revised Strategic Plan	Oct 2017
All stakeholders	Inform	Document circulation Launch side events at key international forums (e.g. GGKP Annual Conference, COP23) Website content	Final Revised Strategic Plan	Nov – Dec 2017

Indicative Program

No.	Activity	Description	Timeframe	Milestone/ deliverable
PHASE 1: DESIGN				
1.1	Set up SRT and refine high level approach	Project team identifies representatives from each division to serve on the SRT and obtain an MT decision on high level approach and responsibilities.	Nov. 28, 2016	Strategic Review Team Terms of Reference
1.2	Conduct initial consultations with selected members of the MPSC	Inform MPSC members of high level approach and invite members to assist in providing guidance on the Inception report and the Review.	Nov. 30, 2016	
1.3	Prepare and submit Inception Report	Project team develops Inception Report, obtains MT approval and submits to volunteer MPSC members for review on the 16 th December.	Nov 28 - Dec 16, 2016	Draft inception report (Deliverable Dec 16, 2016)
1.4	Finalize inception report	Project team finalizes Inception Report based on comments received.	Jan 14 - 21, 2017	Final inception report (Deliverable Jan 21, 2017)
PHASE 2: REVIEW				
2.1	Review based on existing inputs	Project team conducts desktop review and review of existing inputs such as the JDR, existing organizational strategies, 2015 Programmatic Review and templates submitted for the 2016 Programmatic Review	Jan - Feb 2017	Preparation materials for GGGI Annual Staff Meeting Initial recommendations for Revised Strategic Plan
2.3	Staff consultations	Management Team conducts programmatic review discussion and consultation focus groups and workshops with support from SRT	First week of Mar 2017	GGGI Annual Staff Meeting
2.3	Mid-term Review Report	Outputs of internal review and external evaluation will feed into the overall midterm review	Jan - May 2017	Mid-term Review Report (Deliverable to MPSC, Jun 15 2017)
PHASE 3: REFRESH				
3.1	Analysis and consultation on Outcomes and Values	Project Team develops a first draft of a new set of outcomes and proposed organizational values, supported by relevant specialists and practitioners across the organization.	Jan - Mar 2017	Draft revised outcomes and proposed values for consultation at Annual Staff Meeting and Fifth Meeting of the MPSC.
3.2	Draft Revised Strategic Plan	Based on the recommendations of the Mid-Term Review and the feedback provided by the MPSC, the project will finalize the review report and prepare a revised strategic plan for consultation with stakeholders.	May - Jun 2017	Draft revised strategic plan (Deliverable Jun 15, 2017)
3.3	Stakeholder consultations	Project team conducts extensive stakeholder consultations with Members of the Assembly and other key identified external stakeholders on the draft review report and Revised Strategic Plan	Jun – Jul 2017	Comments log Sixth Meeting of the MPSC, Jul 5 - 6, 2017 (Deliverable Jun 15, 2017)

No.	Activity	Description	Timeframe	Milestone/ deliverable
3.4	Final Draft Revised Strategic Plan	Project team incorporates changes based on consultations to develop a Final Draft Revised Strategic plan for approval by the MT.	August 2017	Draft Revised Strategic Plan submitted to MT (Deliverable Aug 18, 2017) Final Revised Strategic Plan submitted to the Sessions of the Assembly and Council on Oct 18-19, 2017 (Deliverable Sept 16, 2017)
3.5	Approval and finalization	The DG presents the Mid-Term Review to the Council and submits the Revised Strategic Plan to the Council for approval. Any final changes implemented.	Oct 2017	Session of the Assembly and Council Oct 18-19, 2017
PHASE 4: IMPLEMENTATION				
4.1	Adoption and operationalization of revised strategic plan	Project team works with GGGI divisions to prepare for the operationalization of the Revised Strategic Plan.	Sept – Dec 2017	Implementation Plan Handover to divisions Jan 2018
4.2	Prepare and share communications materials	Preparation of Internal and External Communications materials on GGGI's Revised Strategic Plan	Sept - Dec 2017	Communications materials (Deliverables aligned to dates of key communications milestones)

Figure 2: Timeline with Key Milestones

