

5-Year Roadmap

2021

2025

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(For sharing with Assembly & Council)

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GLOSSARY

APR	-	Annual Program Review
ASU	-	Administration Services Unit
CAID	-	Climate Action and Inclusive Development
CBP	-	Country Business Plans
CO	-	Country Office
COVID	-	Coronavirus
CPF	-	Country Planning Framework
CRM	-	Customer Relationship Management
CRF	-	Corporate Results Framework
CT	-	Country Teams
DG	-	Director General
ERP	-	Enterprise Resource Planning
GBP	-	Global Business Plan
GGGI	-	Global Green Growth Institute
GGKP	-	Green Growth Knowledge Platform
GGPA	-	Green Growth Potential Assessment
GOP	-	Global Operational Priorities
HQ	-	Headquarters
IATI	-	International Aid Transparency Initiative
IEU	-	Impact Evaluation Unit
IPA	-	Impact Pathway Approach
IPSD	-	Investment and Policy Solutions Division
GGPI	-	Green Growth Planning and Implementation
M&E	-	Monitoring and Evaluation
MT	-	Management Team
NDCs	-	Nationally Determined Contributions
NFV	-	National Financing Vehicle
OED	-	Office of Enabling Division
ODG	-	Office of Director General
OIAI	-	Office of Internal Audit and Integrity
PCM	-	Project Cycle Management
PIN	-	Project Idea Note
QPR	-	Quarterly Progress Report
RM	-	Resource Mobilization
RWG	-	Roadmap Working Group
SDGs	-	Sustainable Development Goals
SOs	-	Strategic Outcomes
TOC	-	Theory of Change
TSU	-	Technology Services Unit
WPB	-	Work Program and Budget

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SUMMARY

In October 2019, the GGGI Council approved the Strategy 2030 which sets the future course for the GGGI's efforts to respond and effectively support its members needs in transforming their economies towards a pathway of resilient, strong, environmentally sustainable and socially inclusive green growth and supporting their Nationally Determined Contributions (NDCs) and Sustainable Development Goals (SDGs) implementation.

The 5-Year Roadmap is essentially an action plan to guide the implementation of Strategy 2030 for the first phase, covering the period 2021-2025. It is aligned with the optimal pathway that GGGI will follow and the critical actions the Organization needs to implement through its programs and day to day business operation to achieve its goals. From the **what** and **why** defined in the Strategy 2030, the Roadmap provides the **how**, **where**, **when**, and **who** that drive the implementation. It will build an understanding and ensure a shared ownership across the organization and with partners in the implementation of Strategy 2030.

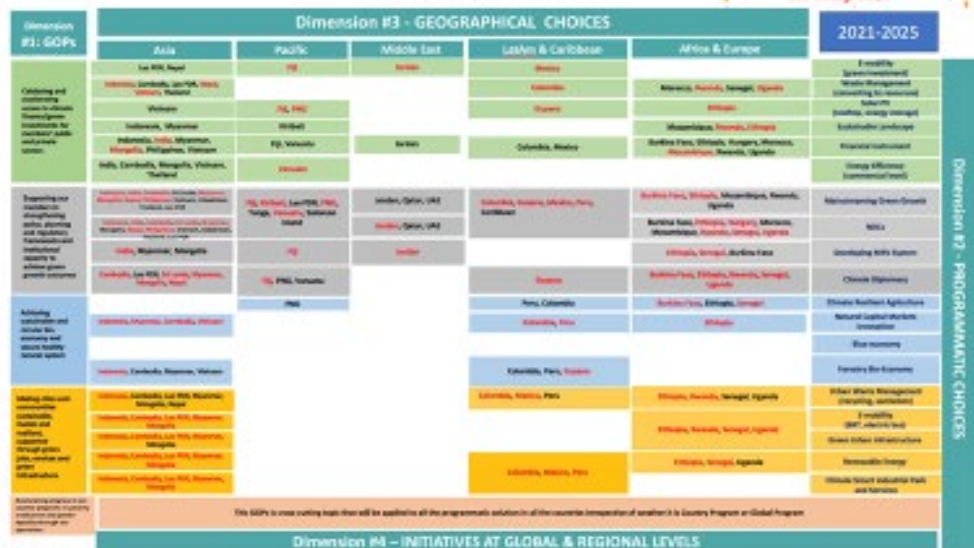
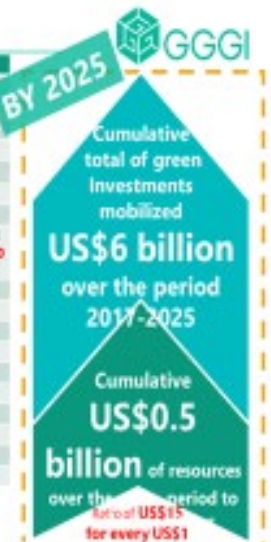
The Roadmap maps out the implementation of Strategy 2030 in three key phases with their respective key action items organized under 10 workstreams. The three phases are: preparatory/transition phase which will take place in 2020; implementation of Strategy 2030 over the period 2021-2025; and impacts assessment. The Roadmap Action Plan (with timelines and responsibilities) is in Annex 2.

The Roadmap will ensure GGGI's transition from the Refreshed Strategy 2015-2020 to Strategy 2030 and the change in its strategic and operational orientation towards country and global solutions that are implemented under the 5 programmatic and 3 non-programmatic Global Operational Priorities (GOPs). The initial steps in this transition will be the review and alignment to Strategy 2030 of GGGI's Country Planning Framework (CPF) and Country Business Plans (CBP) and Work Program Budgets (WPB) beginning with WPB 2021-2020. This will determine the setting of new country and global programmatic solutions and priorities aimed at scaling up GGGI's green growth impacts.

The Roadmaps optimal pathway is based on the fundamental assumption that GGGI's country programs will expand gradually from 34 in 2021 to 38 in 2025. The growth in the country programs will happen in 3 growth phases which are explained in Section 3. With a baseline estimated resource budget of USD 56.5 million in 2021, the level of resources for operations is projected to grow to USD 84.5 million in 2025, comprising of USD 25 million core (30%), USD 43.7 million earmarked (52%) and the balance being program restricted and core from mixed donors. The optimal scenario also estimates that green investment commitments will grow from a target of USD 700 million in 2021 to USD 1.06 billion in 2025.

The Roadmap implementation will be monitored and reported through the regular project implementation quarterly reviews and the end of year corporate results reporting. A new Corporate Results Framework (CRF) 2021-2025 will be developed to measure GGGI's corporate results performance. Strategic Outcome (SOs) targets for 2025 have also been set using the attribution method to measure the impactfulness of GGGI's programmatic interventions. The Roadmap implementation will be reviewed in 2023 followed by an evaluation of Strategy 2030 implementation and results in 2025. To ensure the success of the Roadmap, change management initiatives, stakeholder consultations and clear communications cross the organization and with external partners and stakeholders will be implemented.

Roadmap 2021-2025 At A Glance



Countries in Black: Ongoing projects aligned with Strategy 2030 programmatic solutions
Countries in Red: Priority areas that are new programmatic solutions to for the Roadmap 2021-2025 period

1. INTRODUCTION

In October 2019, the GGGI Council approved the Strategy 2030 which sets the future course for the GGGI's efforts to respond and effectively support its members needs in transforming their economies towards a pathway of resilient, strong, environmentally sustainable and socially inclusive green growth.

These ambitions are aligned with the Member countries implementation of their NDCs commitments under 2015 Paris Agreement and SDGs obligations under the 2030 Development Agenda.

GGGI ambitions to mobilize and align its capabilities, operations and resource allocation as it rolls out the implementation of Strategy 2030 with the aim of achieving its vision, mission and strategic goals. Strategy 2030 covers the ten-year period 2021 to 2030 and will be implemented in two phases.

The 5-Year Roadmap is essentially an action plan to guide the implementation of Strategy 2030 for the first phase, covering the period 2021-2025. It is aligned with the optimal pathway that GGGI will follow and the critical actions the Organization needs to implement through its programs and day to day business operation to achieve its goals. The Roadmap must be read and understood in conjunction with the Strategy 2030 [document](#).

2. PURPOSE OF THE ROADMAP

The Roadmap is an action plan to guide GGGI Management, staff, Members and partners to execute Strategy 2030. It translates the Strategy 2030 ambitions into an implementation plan with 10 programmatic solutions to deliver impacts. . Specifically, the Roadmap:

- a. Outlines the growth and expansion path for GGGI with clear direction of the scenarios and phases of country program development.
- b. Defines the impact targets GGGI ambitions to deliver in term of green investments (\$6 Billion) and for each Strategic Outcomes (SOs) both attributed and contributed.
- c. Identifies the programmatic solutions country programs currently focus on and the planned scaling up of these solutions is across country programs.
- d. Determines the projections of funding needed for GGGI's operations to deliver results.
- e. Provides the key steps, milestones and timelines for the three key phases with key action items organized under 10 workstreams. The three phases are: preparatory/transition phase which will take place in 2020; implementation of Strategy 2030 over the period 2021-2025; and impacts assessment.

The Roadmap serves as a **High-level planning tool** and a **Communication tool** that help articulate the strategic thinking – the why – behind the goal and the plan for getting there.

The Roadmap is designed to:

- i. **Build a common understanding and shared ownership** of the detailed implementation plan, ensuring participation and incorporating ideas and insights from team members from all business functions involved in this structured process.
- ii. Provide **detailed guidelines for implementing the Strategy 2030** for the first 5-year 2021-2025 including the pre-implementation phase of 2020.

- iii. **Visualize the key outcomes that must be delivered** over the 2021-2025 period in order to achieve the ambitions set in Strategy 2030.
- iv. Provide the **sense of prioritization** on the most important things first, while identifying the **resources and capabilities that can be leveraged**.
- v. Serve as a **communication tool** to explain to different teams the information needed for divisional and decentralized planning of at regional and country levels.

For the Roadmap to be successful, the people, resources, structure, systems and culture are all critical and will be aligned to support its implementation. Through the Roadmap, all the business functions, plans and stakeholders are brought together to deliver the 2030 ambitions.

The Roadmap was developed by the Strategy Unit in the Office of the Director General (ODG) under the guidance of the Roadmap Advisory Group and Management Team (MT) consisting of a cross divisional representation across GGGI. The Advisory Group will play an advisory role to the Strategy Unit in the development and implementation of the Roadmap. It will review the key outputs of the Roadmap, guide the discussions of the key workstreams and provide recommendations to the Strategy Unit, ODG and MT. The MT chaired by the Director General (DG) will give the final approval to the Roadmap before it is implemented.

3. APPROACH, METHODOLOGY AND ASSUMPTIONS

3.1. Approach

The approach for implementing the Roadmap is based on two main pillars.

The *first* pillar is the **Capability-Based Planning Model** GGGI will use in the formulation, design and implementation of the Roadmap 2021-2025. This requires an overview, analysis and good understanding of the capabilities that exist in GGGI, the capabilities that are required in the future to meet the strategic orientations of our Journey to 2030, as well as the changes that are required. The key to this approach is the constant effort to prioritize the actions and changes.

The *second* pillar is structured around the **Operating Model and Standards** that lay out how GGGI links its various components (Country Offices, Regional Offices, Head Quarters, programming, resource mobilization, knowledge sharing, communications and outreach) into an efficient and successful intergovernmental organization capable of managing the Journey to 2030. Several factors will continuously affect the adjustments and refinement of this pillar, including but not limited to technologies, changing needs and priorities of Members, evolution in the efficient ways of doing business, constraints and challenges.

Together, the two pillars will help GGGI build the road to success in implementing the first 5 years of Strategy 2030.

The most common reasons a Roadmap fails are around the lack of ownership and the limited lack of stake and responsibility in its design and implementation. To ensure the shared understanding and commitment around the Roadmap and build the ownership of its orientations and deliverables, the different parts of the Organization will be consulted and involved in various stages of its design and implementation.

Clusters of teams (i.e. EMT, CR group, CoP of Technical Teams, Units and Divisions) will all play key roles in this process. They form the consultative teams crucial to the success of the Roadmap.

3.2. Methodology and Assumptions

The **numbers that underpin** the Roadmap are built on key assumptions in several modeling exercises, namely:

- a. Modeling of country office evolutions in terms of annual financial resource growth;
- b. Modeling of country office evolution along the 3 phases of operations between 2021 and 2025;
- c. Modeling of the three dimensions: Global Operational Priorities, Geographical choices, Programmatic solutions
- d. Modeling of the committed green investments mobilized
- e. Modeling of the growth in the number of country programs to reach the optimum of 38 as per the optimum scenario
- f. Modeling of Strategic Outcomes (SO) for the first 5 years

The key **assumptions** used in the modeling exercises abovementioned are:

- i. **Continuation of 2020 well-aligned programs:** the alignment with Strategy 2030 GOPs and Programmatic solutions is the main criteria in this assumption. All the projects currently implemented by GGGI in WPB 2019-20 and that go beyond 31 December 2020 have been analyzed in a the “Alignment Matrix” exercise. The exercise involves data from the 2019 Annual Results Reporting work, the data from GGGI Online and the Country Business Plans for 2020. The projects aligned with the programmatic Strategy 2030 GOP have been categorized into the relevant programmatic solutions starting from 2021.
- ii. **Phasing out of 2020 non-aligned programs:** following the exercise in point (i), some projects do not align with any of the Strategy 2030 GOP and Programmatic solutions. As their end dates go beyond 31 December 2020, they will phase out, undergoing a proper “Exit strategy” to manage the expectations of Members and Donors.
- iii. **Years of operations of country programs:** months
 - **Phase-in stage:** takes on average 18 to 24 months to complete. Therefore, the assumption for the duration is **2 years of operation**. This is the maximum time for a country office (CO) to start operations, be well established and recognized in the development community in the country. The CPF should be in place within 6 to 12 months and operationalized from year 1. *All the country programs which have less than 2 years of operation, are classified in this category.* The modeling purpose, we take the end of 2nd year as the threshold for CO moving to the next phase.
 - **Maturation phase:** takes 3 to 5 years of operation, when the CO is expected to complete the 1st cycle of CPF and show results. The good practice is Organization development refers to this phase as the **“Stabilize & Strengthen” phase**. *All the country programs which have their operations between the 3rd and 5th of existence, are classified in this category.*

The modeling purpose, we take the end of 5th year as the threshold for CO moving to the next phase.

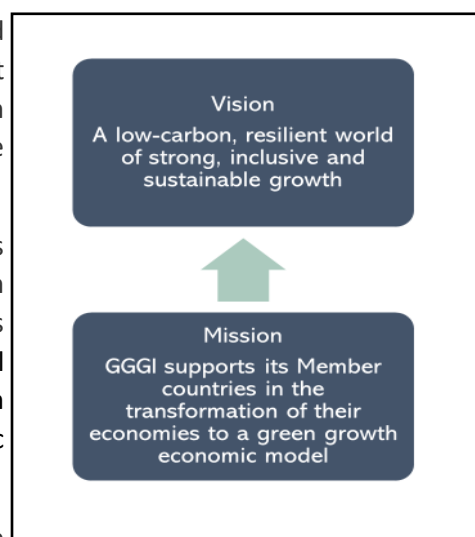
- **Expansion phase:** this represents the *“Consolidation & Scale-up” phase* that starts from the 5th year of operation. This is a crucial time with the assumption that the 1st cycle of CPF is completed and the CO goes into the 2nd cycle of CPF. *All the country programs that are in their 6th or more year of operation, are classified in this category.*
- iv. **Scenario for country programs budget:** the basis for the work programming and budgeting is designed on the OPTIMUM scenario budget envelop per year ranges from USD 57 million in 2021 to USD 65 million in 2025. In the event of greater mobilized resources for operations, the Strategy 2030 has a PLUS Scenario that ranges from USD 69 million per year in 2021 to USD 80 million per year in 2025.
- v. **Optimum scenario for committed green investments mobilized:** the basis for the green investment target setting is designed on the OPTIMUM scenario with annual target ranging from USD 700 million per year in 2021 to USD 1.1 billion per year in 2025. A maximum scenario will take the targets from USD 700 million per year in 2021 to USD 1.5 billion per year in 2025.

4. STRATEGY 2030 SNAPSHOT

Strategy 2030 sets the course for GGGI’s efforts to respond effectively to its Members growing and changing needs. It requires GGGI to ensure the sustainable financing of its own operations and expansion of its programming to meet the growing demand for its services.

In pursuit of its Vision and Mission, GGGI will target its interventions at its six SOs areas of high level and longer-term impacts of direct relevance to the Members and partners NDCs and SDGs commitments. The SOs were adopted by the Council of GGGI in 2017 following a mid-term review of the Strategic Plan 2015-2020, with the SOs translated into a “Refreshed” Strategic Plan 2015- 2020 and continued in Strategy 2030.

GGGI’s contribution to the six SOs will be achieved through the pursuit of two closely interlinked and mutually reinforcing Strategic Goals:



1. By 2030, the economies of its Members will have transformed into a low-carbon and resilient economic development model with GGGI's support to maximize their green growth outcomes and NDCs and SDGs implementation.
2. By 2030, GGGI will be well positioned as a world-class, effective, and agile intergovernmental organization that is respected, financially sustainable, efficient, transparent, accountable, and considerate of its people.

To achieve these Strategic Goals, Strategy 2030 prioritizes GGGI's operations through the implementation of eight GOPs which are presented in Figure 1 below.

GGGI aims to deliver program and project impacts through six Strategic Outcomes (SO):

1. GHG emissions reduction
2. Creation of green jobs
3. Increased access to sustainable services, including clean affordable energy, improved sanitation, sustainable waste management, and sustainable public transport
4. Improved air quality
5. Sustained natural capital for the adequate supply of ecosystem services
6. Enhanced adaptation to climate change

First, GGGI will implement its programmatic interventions under the country and global programs through GOPs 1 to 5. The five GOPs represent more specific focal areas of green growth programmatic solutions that have potential for impact at scale and where GGGI can support the NDCs and SDG ambitions of Member and partner countries.

Second, GGGI will implement GOPs 6 to 8 to improve the effectiveness and efficiency in the way it manages its business and delivers its services to Members. Considering the increasing Member and partner countries demand and scarce development capital, GGGI is committed to operate as a more efficient, lean and agile international development organization that is accountable, transparent and delivers more with less.

Member countries believe that the green growth model is the only viable development path that can combine economic growth to meet their development aspirations while solving the climate crisis and protecting natural capital, with a strong focus on nature-based solutions and reducing inequities. These Member countries' ambitions require significant investments in their policies, programs, and capacity development to meet the ambitions stated in their NDCs and SDGs

Figure 1: 5 Programmatic and 3 Non-Programmatic Global Operational Priorities



5. KEY IMPLEMENTATION TOOLS AND BUSINESS PROCESSES

The implementation of the Roadmap will be managed through a bundle of key budget/planning, project management, monitoring and evaluation (M&E) tools and business processes within the framework for GGGI's operations (see Figure 2 below). These business and operational tools and processes are discussed briefly below.

5.1 Alignment of CPFs and CBPs

The CPFs and CBPs will be the key planning tools for translating Strategy 2030 into strategic and programmatic priorities and actions for GGGI's interventions at the country level. The CPF is a five-year planning framework that GGGI signs with Members with agreed priority focal areas of GGGI support and intervention. The CBP is a two-year action plan that outlines the programmatic and project priorities that GGGI will implement in each country and global level through the biennium WPB and development of specific earmarked opportunities with donors. It is crucial that the CPFs are aligned systematically with Strategy 2030 prior to 2021 to ensure that country programs and projects identified in the CBP and developed and implemented under the WPB are in sync with GGGI's new GOPs.

5.2 Work Program and Budget

The WPB starting with WPB 2021-2022, will be the main programming and budgeting tool upon which Strategy 2030 will be implemented. The WPB has a biennium timeline and its development is coordinated by the Office of the Director General (ODG) in consultation with the Green Growth Planning and Implementation (GGPI), Investment and Policy Solutions Division (IPSD) and Operations Enabling Division

(OED). The WPB includes approved core budget envelopes for country and global programs with appropriate financial and staff resource allocations. The Roadmap together with the CPF will drive and shape the CBP and WPB programmatic solutions and project priorities and its resourcing. Three WPBs will be implemented during the duration of the first 5-Year Roadmap.

5.3 Project Cycle Management

The Project Cycle Management (PCM) system will provide the systematic 5-step process upon which new project ideas are developed, designed, planned, implemented and monitored & evaluated. It also provides the mechanism for the approval of projects via PCMs 2 and 3. PCMs 2-5 have developed manuals to guide users while the PCM 1 manual which outlines GGGI's strategic framework including Strategy 2030 is currently being developed. The PCM 2-5 Manuals were developed under the current strategy and will need to be reviewed and aligned with Strategy 2030. A new complementary approach to the PCM will be the mainstreaming of the Impact Pathway Approach (IPA) into key parts of GGGI's programming systems, particularly program-level planning and reporting (refer to Annex 1). The IP is in sync with GGGI's new Theory of Change (TOC) in Strategy 2030.

5.4 Monitoring and Evaluation

Strategy 2030 will rely on M&E to track and report on its implementation progress/performance and results/impacts against targets. The implementation milestone targets will be set in the Roadmap and the corporate results targets will be set in a new CRF to be tabled for Council approval in October 2020. The M&E will consist of two parts: first, the regular monthly monitoring and quarterly review of WPB projects implementation in GGGI Online; and second, the mid-year and end of year (EOY) corporate results reporting process to track project results and impacts which will be reported in the Annual Results Report, Annual Report and other donor reports including IATI and OECD. Evaluations are performed separately by the Impact and Evaluation Unit (IEU) under OED. One of IEU's future evaluations will be a Strategy 2030 mid-term evaluation prior to 2025.

5.5 Alignment of business processes

GGGI's business processes which have undergone some changes since 2017 will need to be modified and aligned with Strategy 2030. Some of the initial expected changes include the reorganization of GGGI's organization structure at the operational level to align with the delivery of Strategy 2030. For example, in terms of GGGI's service delivery, the focus will be on the delivery of programmatic solutions under the five GOPs at the country and global levels. Another example will be the alignment of project results reporting in GGGI Online with the new CRF indicators and technically supported in a cross-cutting manner by the thematic teams. A process of capabilities assessment will be undertaken to map out the existing gaps and necessary alignment of GGGI's business processes in 2020 and further changes that will also happen over the lifetime of the Roadmap. Innovation will also be a key driver in improving GGGI's programming and delivery mechanisms to improve efficiencies and maximize the impact of GGGI's interventions.

5.6 Green Growth impacts and Strategic Outcome Estimates

Strategy 2030 will strongly support the increased NDC ambitions of GGGI's Member and partner countries through the scaling up of its interventions and impacts. In line with this goal, GGGI has taken a significant

step in Strategy 2030 to measure its SO impacts and targets for the period 2021-2030 using a new GGGI SO Technical Guideline which outlines the approaches and methodologies. For the Roadmap, these SO targets have been translated to 2021-2025 targets as discussed in Section 7. The SO impact estimation and targets is a first attempt, but which needs to be constantly revised and improved over time.

5.7 Resource mobilization and human resources

Two key variables to the success of implementing Strategy 2030 are the quality and productivity of staff and the volume of financial resources mobilized to fund GGGI's operations. The quality of staff will directly determine the quality of GGGI's services. In the next 10 years, GGGI will need to recruit and retain staff that are best fit for the organization in terms of competence, attitude and commitment. Likewise, with financial resources, GGGI need to be proactive in resource mobilization (RM) to support the requirements of its optimal growth pathway.

6. GROWTH AND EXPANSION: 2021 – 2025

Strategy 2030 is based on an optimal pathway which sets the 2021 - 2030 growth and expansion scenarios for GGGI including: number of member countries, resource costs, operations, financial revenues and green investments mobilized. These scenarios are fully explained in Chapter VII of Strategy 2030.

For the purpose of the Roadmap, the optimal pathway is based on the fundamental assumption that GGGI's country programs will expand gradually from 34 in 2021 to 38 in 2025. The growth in the country programs will happen in 3 growth phases which are presented in Figure 3.

The country program growth scenarios are dependent primarily on a set of criteria approved by Council in 2019 including a strong political commitment to engage and contribute to GGGI, potential for transformation of countries to a green growth model and adequate financial resources to support expansion and delivery impact. With a baseline estimated resource budget of USD 56.5 million in 2021, the level of resources for operations is projected to grow to USD 84.5 million in 2025, comprising of USD 25 million core (30%), USD 43.7 million earmarked (52%) and the balance (18%) being program restricted and core from mixed donors (refer to graph in Figure 4). Figure 5 shows the proportion of funding of resource budget by source for the same period. The optimal scenario also estimates that green investment commitments will grow from a target of USD 600 million in 2021 to USD 1.06 billion in 2025.

Figure 2: Framework for GGGI's Operations

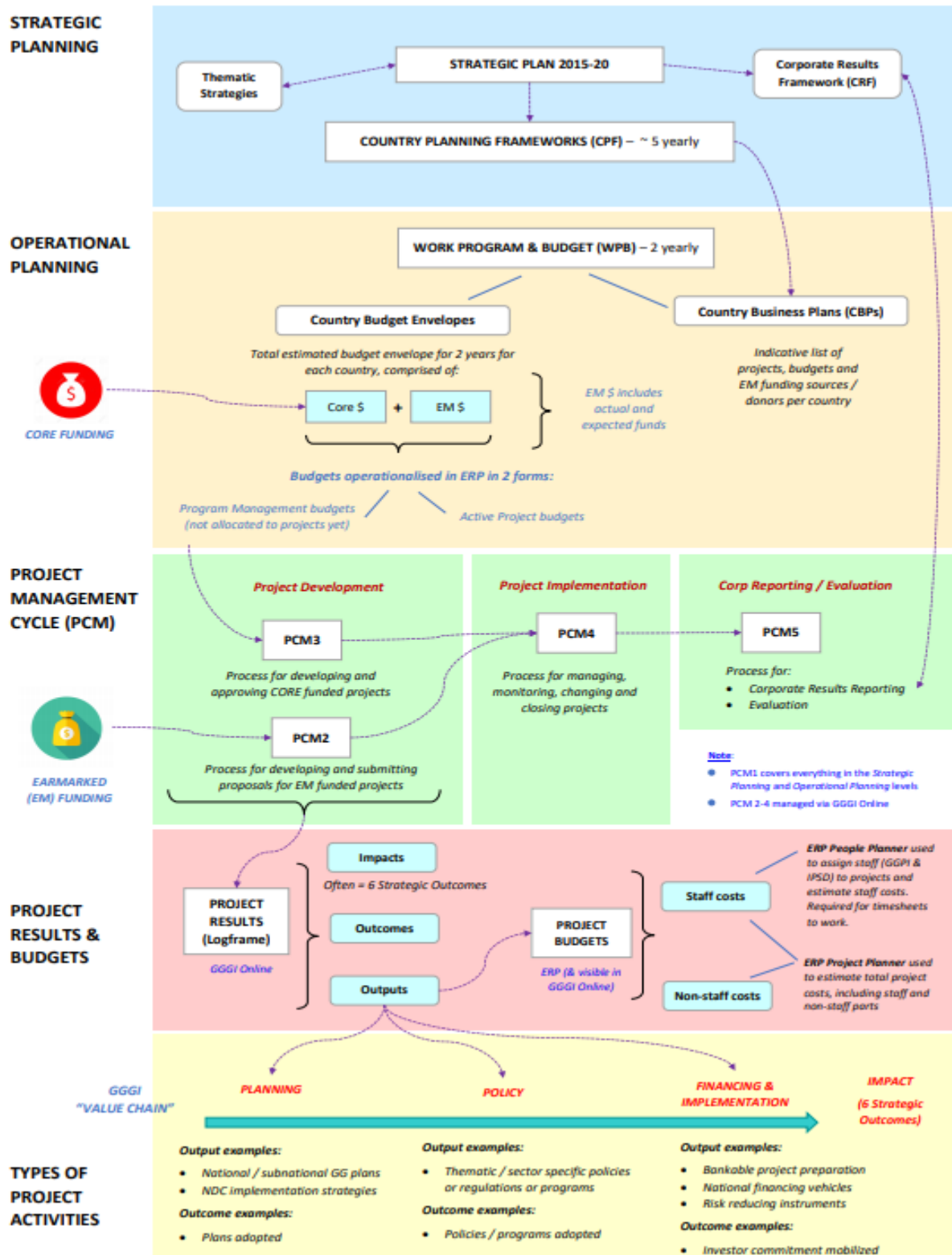
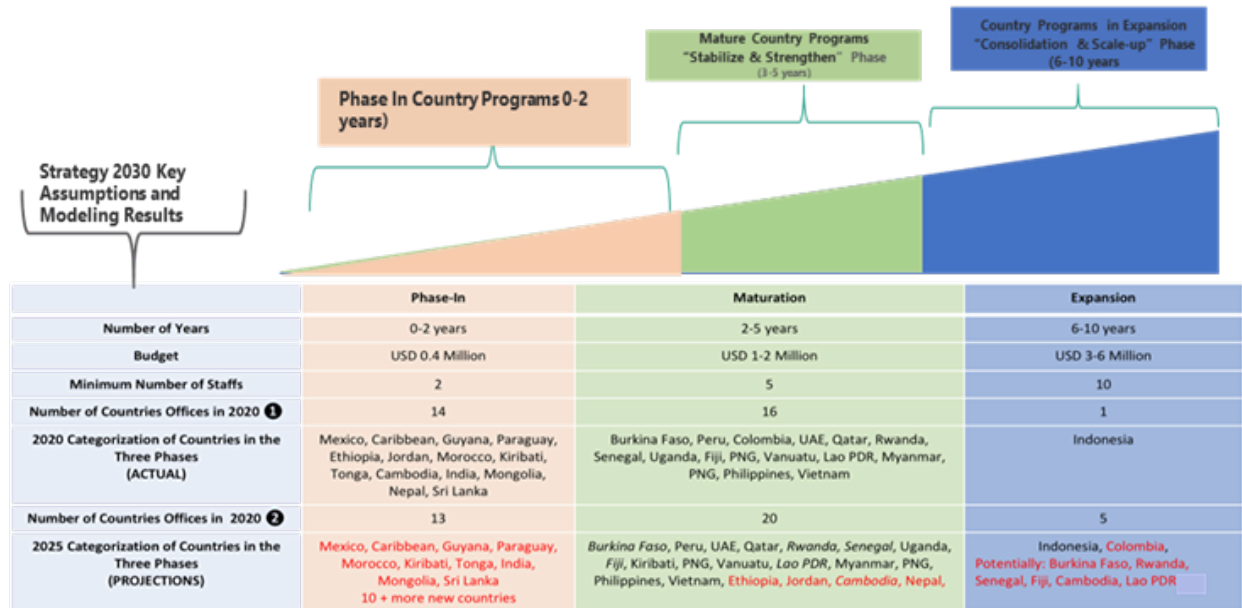


Figure 3: Country program growth phases: 2021-2025

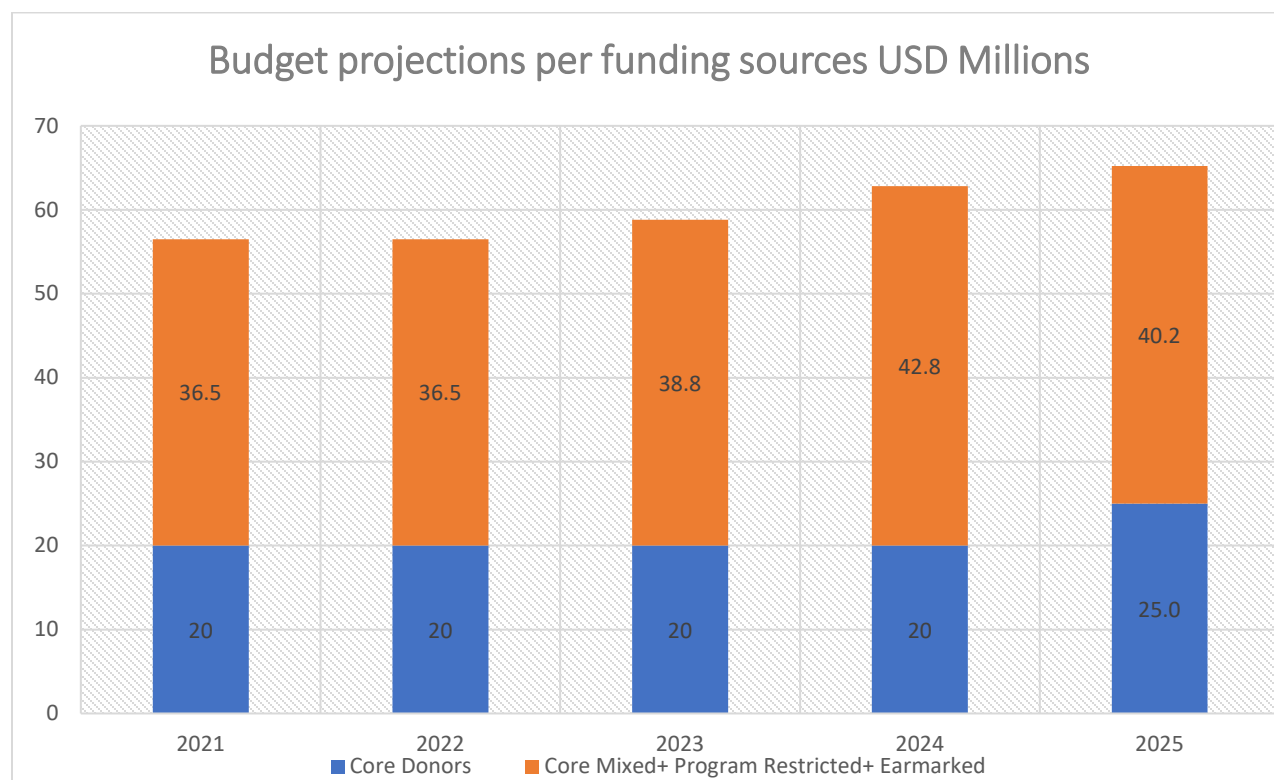


Legend: ① China, Thailand and Mozambique were closed at the end of 2019, bringing the total from 33 to 30 country offices. ② All new country programs will start operations as Global Programs. Some of them will transform into Country Offices by 2025. In 2021, there will be several countries (Thailand, Angola, Mozambique, Ecuador, Cote d'Ivoire, Uzbekistan, Zambia, Ecuador, Togo, Malaysia, etc.) and potential additional ones will be accounted for as Global Programs, some of them starting programs in 2020.

Figure 4: Financial Budget Growth Scenario 2021-2025



Figure 5: Financial Budget Funding Sources 2021-2025



7. STRATEGIC OUTCOME TARGETS: 2021-2025

GGGI's six SOs represent the target areas where the GGGI intends to make an impactful contribution towards achieving Member and partner countries NDCs and SDGs commitments.

GGGI has for the first time in Strategy 2030 formulated quantitative 2030 targets for the SOs to measure the impacts that can be attributed to GGGI and the impacts that GGGI credibly contributes to. The SO impact targets are estimated at two levels using GGGI's own newly developed methodologies (Table 1).

Table 1: Strategic Outcomes Targets Formulation Methodologies

Strategic Outcomes Targets and Impacts Estimation Methodologies using the Bottom-up and Top-down Approaches	
1. Attribution: Impacts resulting from GGGI's activities that have direct causal links to the SOs. Outcomes directly associated with investment projects for which GGGI mobilized investor commitment.	2. Contribution: The level of contributions that GGGI makes towards achievement of Members and partners NDCs and SDGs targets, through both its policy work and catalytic investment projects.

For the purpose of the Roadmap, the 2030 SO targets have been translated into 2025 targets which are presented in Table 2 below. These targets relate to attribution impacts that GGGI is aiming to achieve by 2025 (contribution targets are not available and will be added on later). The attribution impacts using top down approach are based on scenario of mobilized investment commitments by GGGI during the period up to 2025 in the areas of investment activities by GGGI. The optimal scenario targets an investment mobilization of USD 16 million by GGGI which has been translated to USD 4.687 billion by 2025. Contribution impact targets which will be included later are calculated using the top down approach as shares of Members NDCs and SDG targets in the sectors that are prioritized by GGGI.

Table 2: Strategic Outcomes Attributed Targets 2021-2025¹

Strategic Outcome Targets		GGGI attributed outcomes	
		2025	2030
1.	GHG emission reduction (Mton CO ₂ e)	300	1000
2.	Direct Green jobs (million jobs created)	0.5	2
3.	Sustainable services (Million people)	40	100
	a. Energy access	10	30
	b. Sanitation	4	10
	c. Waste	20	80
	d. Transport	6	20
4.	Air Quality Improvement	Not Available	Not Available
5.	Natural Capital protection (Million hectare)	0.1	0.5
6.	Adaptation services (Million people)	2	8

These targets will be distributed at the country level to guide the scaling of ambitions for each country and region. At the operational level, new project proposals will require to include estimation of their ex ante project impact targets and contribution to their country targets. The GGGI Strategic Outcomes Guideline launched in January 2020 will be used by countries and project teams to make their projects and country program impact estimates.

GGGI will continue working on further refinement of these targets and their underpinning evidence and methodology, first in the Roadmap and through regular annual reviews to coincide with the annual results reporting process.

¹ The 2025 SOs attribution targets was estimated using the same top-down approach and methodology for calculating the 2030 SO attribution targets in Strategy 2030. It was calculated using the approximation of cumulative targeted green investment commitments from 2021 to 2025 which was distributed across identified priority areas of investment activities by GGGI country programs and multiplied by the respective investment multipliers. Due to the lack of data and related projects, impact estimates for SO4 (improved air quality) were not carried out.

8. COUNTRY PROGRAMMATIC PRIORITIES

GGGI's strategic goals one and two (explained in Section 4) will be pursued through the implementation of the five programmatic GOPs and three non-programmatic GOPs respectively. To enable Strategic Goal One, a fundamental step in the Roadmap will be the alignment of GGGI's countries and global programs and with GOPs 1-5 and their corresponding programmatic solutions. Essentially, these are priority areas where GGGI expects to make its most impactful interventions in support of the transformation of its Member and partner countries' economies towards a green growth economic development model. The countries and regional priorities for 2021-2025 in terms of GOPs and programmatic solutions are presented in Figure 6a and 6b (below) and which include the same that are set in Strategy 2030. In Figure 6b the country names in "black" represent current work and "red" represent future work. These strategic priorities at country level were developed based on the Strategy 2030, global and local environmental challenges and trends analysis, and through initial consultations with Member and partner governments, development partners, stakeholders, and internally with management and staff across GGGI. These priorities are to be further confirmed based on further Member government consultations.

Therefore, this process will require further alignment of countries CPFs and CBPs with the five GOPs and 10 programmatic solutions laid out in Strategy 2030 and Roadmap 2021-2025. The development of countries CPFs will be at different stages that corresponds with their respective growth phases. Countries in the initiation phase will likely to be developing their first CPFs, countries in the maturation phase will require a review and updating of their CPFs while countries in the expansion phase will require to develop a new CPF. A new and simplified CPF Guideline has been developed to guide countries in the development and alignment of their CPFs.

Figure 6a: Global Operational Priorities and Programmatic Solutions

Global Operational Priorities (GOP)	Programmatic Solutions
GOP 1	1. Green Investments (green bankable projects, NFVs, green and climate instruments, carbon-focused engagements)
GOP 2	2. Climate Action (inclusive green growth plans, LT-LEDS, NDC support, MRV system design, climate diplomacy)
GOP 3	3. Climate Resilient Agriculture (solar irrigation, RE application in agri value chain, resilient cropping practices, resource conservation)
	4. Sustainable Forests (REDD+, landscapes financing mechanisms, natural capital markets innovations)
	5. Coastal Resilience (mangroves as ecosystem for livelihoods, aquaculture, marine issues - fisheries, flood protection and pollution)
GOP 4	6. Waste Management (circular economies, urban and agricultural waste, wastewater, FSM, waste to resource)
	7. Sustainable Mobility (e-mobility, non-motorized transport)
	8. Green Buildings (green urban infrastructure norms/standards/policies, energy efficiency in residential & commercial buildings)
	9. Solar PV (energy transition access and productive use - solar water pumping, solar PV auctions, rooftop, utility scale plants, storage)
	10. Green Industries (green industrial parks, green supply chains, EE in SMEs, labelling and standards)
GOP 5	Cross cutting issues to be integrated into programs as appropriate

Figure 6b: Countries Programmatic Solutions 2021- 2025

Global Operational Priorities	Countries					Programmatic Solutions 2021-2025
	Asia	Pacific	Middle East	LatAM & Caribbean	Africa & Europe	
GOP 1. Catalyzing and accelerating access to climate finance/ green investments for members' public and private sector GOP 2. Supporting our members in strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes	All countries are expected to be involved in Programmatic Solution 1 (Green Investment) and 2 (Climate Action), as guided in the GGGI 5-Year Roadmap 2021-2025.					1. Green Investments (green bankable projects, NFVs, green and climate instruments, carbon-focused engagements) 2. Climate Action (inclusive green growth plans, LT-LEDS, NDC support, MRV system design, climate diplomacy)
GOP 3. Achieving a sustainable and circular bioeconomy while securing healthy natural systems	Philippines, Indonesia, India	Kiribati		Colombia, Peru	Ethiopia, Uganda, Rwanda, Senegal, Burkina Faso	3. Climate Resilient Agriculture (solar irrigation, RE application in agri value chain, resilient cropping practices, resource conservation)
	Cambodia, Vietnam, Myanmar, Indonesia, India	Fiji		Colombia, Guyana, Peru	Ethiopia, Morocco	4. Sustainable Forests (REDD+, landscapes financing mechanisms, natural capital markets innovations)
		Fiji				5. Coastal Resilience (mangroves as ecosystem for livelihoods, aquaculture, marine issues - fisheries, flood protection and pollution)
GOP 4. Making cities and communities sustainable, livable and resilient, supported through green jobs, services and green infrastructure capital markets innovations)	Cambodia, Mongolia, Nepal, Vietnam, Lao PDR, Myanmar, India			Colombia, Mexico, Peru	Ethiopia, Uganda, Rwanda, Morocco, Senegal, Burkina Faso	6. Waste Management (circular economies, urban and agricultural waste, wastewater, FSM, waste to resource)
	Cambodia, Mongolia, Nepal, Lao PDR, Myanmar, Indonesia	Fiji, Pacific Region	Jordan	Mexico	Ethiopia, Rwanda, Morocco, Uganda, Senegal	7. Sustainable Mobility (e-mobility, non-motorized transport)
	Cambodia, Mongolia, Vietnam, Lao PDR, Myanmar, Indonesia, India	Fiji, Kiribati, Pacific Region		Colombia	Ethiopia, Rwanda, Senegal, Uganda, Hungary	8. Green Buildings (green urban infrastructure norms/standards/policies, energy efficiency in residential & commercial buildings)
	Cambodia, Mongolia, Philippines, Vietnam, Lao PDR, Myanmar, Indonesia, India	Fiji, Vanuatu, PNG, Pacific Region		Guyana, Mexico, Peru	Ethiopia, Uganda, Senegal, Burkina Faso	9. Solar PV (energy transition access and productive use - solar water pumping, solar pv auctions, rooftop, utility scale plants, storage)
	Cambodia, Mongolia, Lao PDR, Myanmar, Indonesia			Mexico, Peru	Uganda	10. Green Industries (green industrial parks, green supply chains, EE in SMEs, labelling and standards)
GOP 5. Accelerating progress in our country programs in poverty eradication and gender equality through our operations	Cross-cutting issues to be integrated into programs as appropriate					

Note: Countries in Black: Ongoing projects aligned with Strategy 2030 programmatic solutions

Countries in Red: Priority areas that are new programmatic solutions to for the Roadmap 2021-2025 period

The GOPs and programmatic solutions in the new and realigned country CPFs will naturally cascade down to the CBP and shape the priority programs and projects of GGGI in each country, which reflect the countries national priorities for NDCs and SDGs implementation. Together, the CPF and CBP will shape the development of the country and global programs and projects in the WPB beginning with WPB 2021-2022. The IPA will be applied here to improve GGGI's country global program planning and reporting. Figure 7 below presents GGGI's GOPs, programmatic solutions and global programs and shows their linkages to assist in the selection from among the 10 programmatic solutions for the country and global programs.

The above 10 programmatic solutions are not listed in any order of priority or ranking. However, since programmatic solutions 1 and 2 represent the core areas of GGGI's support to Members, all countries will include them in their strategic choices. In addition, they will also need to choose their programmatic solutions from solutions 3 to 10. The global programs are a "sub-set" of the programmatic solutions. Figure 7 establishes the consistency between GOPs, programmatic solutions and global programs.

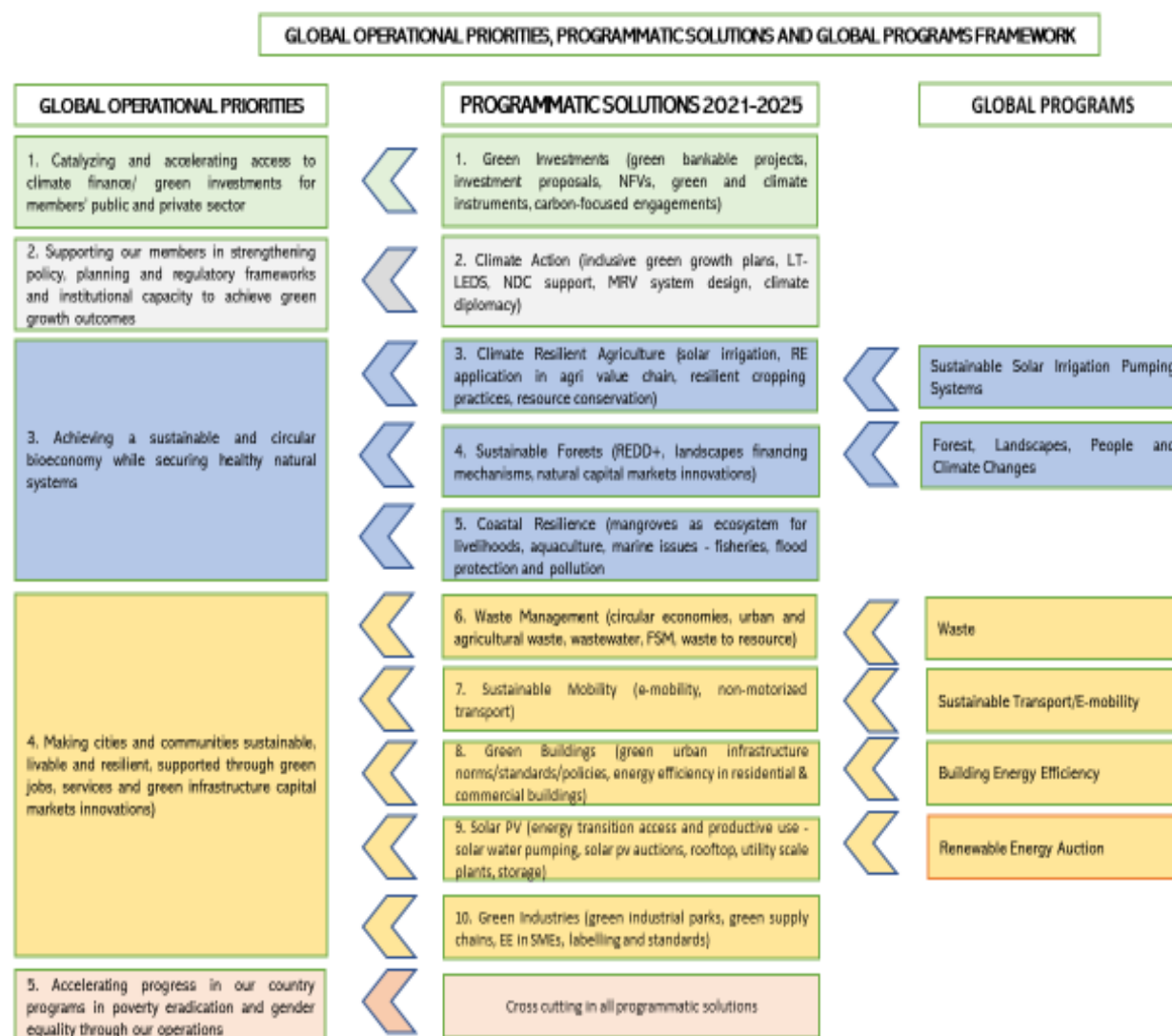
During the 2020 transition phase, there will be an overlap in the timing of the development and alignment of country CPFs and countries inputs for the CBPs and WPB 2021-2022. In order to accommodate this overlap and progress the development of WPB 2021-2022 for approval by the GGGI Council in October 2020, there will be exceptions where countries without an approved and aligned CPF can simply ensure that their CBPs are aligned with the country programmatic solutions in Figure 6.

There will also be exceptions to include in WPB 2021-2022 the current global and country projects that are planned to continue implementation beyond 2020 but don't align with the Global Operational Priorities. This is necessary to honor GGGI's commitments with concerned Member and partner countries.

GGGI will also be implementing global programs as an alternative service arrangement which will involve the bundling of multiple countries needs under a common integrated solution. These global programs will also be aligned to the GOPs and focus on accelerating country level delivery and scaling up and out, as well as linking up with external partners. Such programs will integrate several countries under a common program solution such as Renewable Energy Auctions and Solar Irrigation Systems, E-mobility and Green Industrial Parks. The mechanism for such global programs is just starting to be trialed and piloted.

Strategic Goal Two will be achieved through the Non-Programmatic GOPs 6-8 which support the way GGGI manages its operations, human resources and financial resources to ensure the financial sustainability of its operations, and the efficiency and effectiveness of its services while being accountable to its Members and donors.

Figure 7: Global Operational Priorities, Programmatic Solutions and Global Programs Framework



9. SOLUTIONS FOCUSED GLOBAL PROGRAMS

Under Strategy 2030, GGGI will introduce the *Solution-focused Global Programs* referred to as “**Global programs**” to: (1) accelerate delivery of results within and across country programs; (2) promote scaling up and out of successful solutions; (3) prepare knowledge products to share lessons learned or experience from outside GGGI; and (4) contribute to solution-focused resource mobilization.²

It is important to note that a Global program is not a business development budget to write earmarked project proposals. Proponents of global programs should focus on opportunities where there is project opportunity, combined with country demand, and GGGI added value.

9.1. What is a GGGI Global Program?

The Global program is a framework to streamline GGGI interventions in certain strategic solution-focused areas consistent with GGGI Operational Priorities under strategy 2030. The Global program will provide opportunity for Country Teams (CTs) and IPSD to work closely, with distinct roles and responsibilities contributing towards GGGI strategic outcomes.

The ongoing and planned GGGI intervention in the target strategic areas (see below) will be part of global program with defined GGGI value proposition. The consolidated global programs will be designed to provide value for money to funding/donor agencies and create measurable impacts at scale.

Global programs are the de-facto successors to the thematic budgets we experimented with in 2019.

9.2. What approaches are used to design Global programs?

The underlying approach is consistent with the One-GGGI approach consolidating GGGI interventions in strategic areas where there is potential for creating larger measurable impacts, without straying into unknown territories. There are two distinct approaches being used to design global programs:

1. GGGI interventions with ongoing projects and similar interest from other GGGI countries (e.g. Water-Energy- Agri and Industrial Parks);
2. GGGI new interventions with limited experience (e.g. Solar Auction, EE in buildings, and E- mobility).

Global Programs will also enable operations in new Member countries without country office or country program.

9.3. What can Global programs cover? Will there be a Global Program for every priority?

Initial global programs will focus on what has been identified among high-priority, high-impact solution areas. These can be quite specific, such as “solar energy auctions” or “solar irrigation” – or much broader such as NFVs, or green finance transaction models, such as “green bonds”. The operations in all new countries are expected to start up through global programs, or earmarked projects.

² Frank's email of Feb.2020 introducing the solutions-focused Global programs

The first two global programs that were developed by the energy team and approved by MT focus on “solar auctions” and “solar irrigation”. These approved global programs can still include additional countries into the implementation. Additional proposed priority areas invited by MT for global program proposal development are: (1) Building Energy Efficiency; (2) Sustainable Transport/E-Mobility; (3) Forests, Landscapes, People and Climate Change; and (4) waste.

Future global program proposals will be developed as ongoing “programs” with a 5-year vision aligned with the 2030 Roadmap; 2-year vision aligned with the WPB cycle, and annual budgets.

9.4. Management of the Global Programs

The Global programs will be co-managed by IPSD and GGPI CTs.

- **IPSD role:** IPSD primary role will be to support ongoing country projects in their space, enable new countries to enter this space, facilitating peer to peer learning, and contribute to earmarked resource mobilization with CTs. In close coordination with CTs, IPSD will design, and plan program activities to achieve desired outputs/ outcomes. IPSD will be part of implementation team, as necessary.
- **GGPI CTs role:** CTs will continue to be responsible for projects in their respective countries. CTs will establish and manage necessary partnerships with relevant stakeholders to ensure coherence between country specific needs and the program activities.

Building common ownership and teamwork in the formulation of global programs is crucial.

9.5. Funding of Global Programs

Planned country activities (earmarked projects and approved PINs) in approved global program areas are in the respective solution area will remain to be implemented by the country teams without change.

Key considerations for Global programs

- a. Global programs are approved with a list of countries where the projects are implemented. The budgets of the global programs are ONLY the core funded GBP. The budgets presented in GBPs do not include the millions of USD in the country projects in that space.
- b. The country projects remain implemented as part of the country programs and presented in the CBPs with their respective budgets.
- c. There is no centralized management, only a centralized support and facilitation.
- d. The country projects are implemented under the responsibility of the country reps and they don't get transferred to the leadership of the global programs.
- e. The country programs are the customers for the global programs. Therefore; the global programs need to provide value to the country programs or will be out of business.

Funding for the additional global program coordination activities can come from:

1. Allocation from the IPSD central budget (held by Susanne);
2. Allocation from existing country budgets; and
3. Additional allocation of GGGI core if there are high-priority opportunities to deliver results at short notice.

All CTs are encouraged to coordinate with respective IPSD thematic leads, if their planned activities fall in one of the global program areas. The CTs and IPSD core funding in these areas should be first used to create better understanding of market failures, gaps and challenges, develop strategic partnerships, and track record for raising earmarked resources.

10. SUPPORT TO MEMBERS FOR GREEN COVID-19 RECOVERY PLANS

10.1. GGGI's Preparedness for the COVID-19 Pandemic

The global downturn caused by the COVID-19 pandemic has resulted into devastating health and socio-economic consequences for our Members. For most of our Members, the impacts of the economic lockdowns implemented to slow the pandemic have spiraled into their worst economic crises of the past few decades. Despite the challenges posed by the pandemic and the difficult time ahead, GGGI has very early started the conversation with our key partners from the Members and donors' community to embark upon a process of supporting to green the COVID-19 recovery packages. GGGI's approach has been built on the organization's delivery model of country teams embedded in Government agencies, our fully online business processes, and our focus on key areas of job creation and access to sustainable services, to offer support to our Members. This approach has been guiding GGGI to shape the future of our work in the post-COVID world.

GGGI, like all its Members, has been affected by the COVID-19 pandemic. In the first half of 2020, all the country offices moved into working remotely, all international mission travel has stopped, and consultations with government partners have slowed down in many cases. GGGI's level of preparedness to operate in the COVID-19 context demonstrates that the organization is well prepared for the pandemic. The online systems such as the Customer Relationship Management (CRM), project management (GGGI Online) and Enterprise Resource Planning (ERP) ensure that support decentralized, remote working, business processes are in place to make the organization more agile and flexible, while delays in programming were experienced in 2020, the impacts of the pandemic on our operations are likely going to be with us over the course of Roadmap 2021-2025 implementation.

As part of GGGI plans to work with its Members, the organization has introduced support for green COVID-19 recovery packages in the Roadmap 2021-2025 implementations through the WPB 2021-2022. By making the support to Members to green the COVID-19 recovery packages a priority in the Roadmap 2021-2025 and in the WPB 2021-2022, GGGI plans to address at least two major challenges in time ahead: (i) Responding effectively to the COVID-19 impacts, through supporting member countries effectively to Green COVID-19 Recovery Packages; and (ii) Putting a strong focus on effective delivery for impact: that is, project implementation, staff time management, progress monitoring and donor reporting for a rapidly growing portfolio of earmarked projects.

The disruptions caused by COVID-19 will result in major recovery investments once the emergency shows signs of wearing off, as countries will try to speed up and catch-up on their development efforts. Trillions of USD are being injected into economies of many countries, while multilateral development banks are offering response packages to others to mitigate the financial and economic impacts of the crisis. Once the health emergency appears to be under control, countries will try to catch up on their development efforts. GGGI's vulnerable Members (Least Developed Countries (LDCs), Landlocked Least Developed Countries (LLDCs) and Small Island Developing States (SIDS)) will all focus on recovery investments. One of the key opportunities is to make use of these recovery efforts to accelerate the green transition.

10.2. Building climate resilience with COVID-19 response components

GGGI has started incorporating the response to the COVID pandemic in all of its work. GGGI support to Members will include the development of Green Recovery Plans the Roadmap 2021-2025. For the preparation of WPB 2021–2022, country program teams are requested to explain the context of socioeconomic impacts of COVID-19 on the country's development efforts. They will strategically focus on key flagship development programs, green growth strategies, green growth plans, and NDC enhancement supports that GGGI will use as a niche to propose greening future investments which will take place during the emergency recovery interventions. This will help program all GGGI's core resources to become more COVID relevant.

While the COVID-19 pandemic is initially a public health crisis, the full extent of the economic crisis caused by the unprecedented lockdown of the global economy is still only emerging. Some impacts were swift, such as the immediate catastrophic collapse of the tourism sector on which many SIDS depend as a result of international travel restrictions and which are unlikely to be lifted anytime soon, even as countries open their domestic economies. Other impacts have become clear such as the oil price crisis that led to a zero price for oil for a time. The ripple effects will be felt in many other sectors. As we have learned from past crises, people in disadvantaged socio-economic groups in developing countries are the most vulnerable and likely to be hit hardest, as they have little resilience and their governments have not put safety nets in place, nor can they afford the kind of stimulus packages that European countries and the US have implemented. The overwhelming priority is to get the economy back on track, of course, but the climate crisis has not gone away. While we are enjoying cleaner air than in decades in many cities, re-starting the economy will bring back the same problems which necessitated the green transition, as stimulus and development assistance packages are developed to kick-start the economy and address some of the worst consequences of the economic crisis. The same recovery or stimulus packages now being prepared also offer an opportunity to accelerate the green transformation, through greening the COVID-19 Recovery packages.

There has been much interest from donors in how GGGI can be relevant to the COVID-19 response as we are well placed to support Members on this front. As a first step, GGGI has prepared two broad and large concept notes designed to work with development partners to green the recovery package in Africa and for selected SIDS in the Pacific and Caribbean. The first one is the GGGI - SIDS Tourism COVID-19 Recovery concept note, which focuses on restoring and safeguarding COVID-19 impacted livelihoods in Pacific and Caribbean SIDS through short-term and long-term transformational change towards a more resilient, low carbon tourism sector. The second one is the GGGI - Africa Pandemic Recovery concept note, which is designed to support Greening Africa's Recovery from the COVID-19 pandemic impact through green job creation and financial incentives to restore degraded forest landscapes and build climate resilient agricultural systems. GGGI intends to discuss next steps, and further develop these ideas, with interested partners.

Given the current COVID-19 pandemic, which has immediately led to catastrophic impacts on tourism in SIDS, and is threatening to cause severely increased food insecurity and poverty in all these countries, GGGI has developed project proposals with components added that respond to the COVID-19 crisis by offering green training and public works opportunities that provide income support for a limited period of time to the most affected groups. The primary objective of these proposals is to increase climate

resilience, or mitigate climate vulnerability, in selected SIDS in the Pacific and Caribbean as well as in selected Sub-Saharan African LDCs, particularly in West-Africa. The proposals focus on green jobs development for vulnerable groups, particularly women and youth, in critical sectors such as tourism for SIDS and agriculture-health and nutrition for all countries.

To further position GGGI to be resilient to this crisis, and to propose how to green the COVID-19 recovery packages, discussions with Governments and donors have started on the specific support needed. Through the development of the CBPs, GGGI aims to build on its ongoing partnership with the most vulnerable countries and support them in the COVID recovery as well as a green transition that increases their resilience to climate as well as health and other shocks. The design of the CBPs serve as mechanism to discuss, internally and with partners, how to respond to the COVID pandemic generally and the lessons will be applied in GGGI's work more broadly.

In addition to the extensive green growth advisers in the organization, GGGI is strengthening its in-house expertise related to effective greening of the COVID-19 response, collaborating with the international community, with the intent to make this expertise and experience available to its Members. GGGI targets being able to support the design of the economic recovery plans and advising how to green such packages, much like the ongoing work we are doing with LEDS and NDCs. Key to this ability is the expertise and experience GGGI has built in the area of green employment, both overall green jobs modelling and assessments, such as the green employment potential of implementing the NDC renewable energy targets in Indonesia, Mexico, and Rwanda.

The Roadmap 2021-2025 is comprised of current/ongoing projects as well as future ones. Therefore, GGGI has been undertaking an assessment of its entire project portfolio to determine whether there are any unforeseen COVID-related risks for these projects designed pre-COVID. Project managers update the risks in GGGI Online (our project management tool). The risks' assessment guides the mitigating actions needed to address these risks. Moving forward, GGGI will initiate an assessment of the opportunities to make our projects more relevant in a post-COVID world – contributing to recovery packages for example - then we will determine whether we can take advantage of these opportunities unilaterally, or need to work with our partners to assess whether any changes can be made to re-allocate funds to new COVID response related activities. More generally, we will assess if we would have made any changes to project designs post-COVID. If we believe we can make these projects (more) COVID response relevant, then we can initiate a dialogue with the respective donor to see what it would take to implement such changes.

11. CAPABILITIES ASSESSMENT AND ALIGNMENT

As outlined in section 5, GGGI has invested heavily in recent years to establish a comprehensive set of programmatic and corporate policies and systems to guide its operations. To ensure successful delivery of the 5 Year Roadmap, it is critical that these capabilities be reviewed and, if necessary, realigned to meet all new requirements introduced by Strategy 2030 that were not previously anticipated.

To this end, ‘capability assessments’ were done to identify any such gaps for selected high priorities under the Roadmap. From these assessments, key actions to address these gaps were then identified and included in this Roadmap.

Actions to support tracking and reporting on impacts - Strategy 2030 introduces targets for the 6 SOs that GGGI will be obliged to begin reporting on from 2021 onwards. Several steps have already been undertaken to prepare the organization for this, such as the development of SO Guidelines to support SO target estimation at program/project levels. Additional ‘readiness’ actions that will be implemented include:

- Update of GGGI’s CRF to align with Strategy 2030
- Finalization of targets for SO4 on improving air quality
- Provide mid-year updates against the CRF to GGGI Council, at their request
- Revise policy for country program planning (PCM1) to align with Strategy 2030 requirements
- Shift end-of-year reporting from project to program level (country program and global program), to reduce reporting burdens whilst improving clarity of results
- Develop and deliver training on the IPA and for use in country program planning, reporting and Annual Program Reviews (APRs)

12. KEY IMPLEMENTATION PHASES

The Roadmap maps out the implementation of Strategy 2030 in three key phases as outlined in Figure 7 below. This section presents the three implementation phases and their respective key action items organized under 10 workstreams. The Roadmap Action Plan (with timelines and responsibilities) is in Annex 2.

Figure 8: Key implementation phases



11.1 Preparatory/Transition Phase:

This phase will take place in 2020. It involves the consultation, preparation and approval of the Roadmap and the necessary alignment and transition of GGGI's country, regional and global programs and key business processes and tools to be in sync with Strategy 2030. This preparatory phase will coincide with the review of WPB 2019-2020, the development of WPB 2021-2022 and CBPs.

The workstreams for implementation include:

- Workstream 1: WPB & CBPs.
- Workstream 2: Priorities and Target setting for 2021-2025 period.
- Workstream 3: Capabilities assessment.
- Workstream 4: Change management initiatives identification and design.
- Workstream 5: Communication on the Roadmap & Strategy 2030.

11.2 Strategy 2030 Implementation Phase

This phase concerns the implementation of Strategy 2030 over the 10-year period from 2021 to 2030. Essentially, Strategy 2030 will be implemented in two five-year phases, the first covering the period 2021-2025 and the second covering the period 2026 – 2030. This phase will involve implementing the eight Global Operating Priorities through the biennium WPB, beginning with WPB 2021-2022. This phase will include the monitoring and reporting of implementation performance and results.

The workstreams for implementation include:

- Workstream 6: Implementation of WPB-CBP 2021-2022 and monitoring of progress, and planning future WPB-CBP.
- Workstream 7: Mid-term Review of 5-Year Roadmap 2021-2025 (internal).
- Workstream 8: Mid-term Evaluation of Strategy 2030 (by IEU)

11.3 Impact Assessment Phase

Strategy 2030 implementation will prioritize the setting of targets for the six SOs and the assessment of GGGI's programmatic results in these priority impact areas, and the achievement of its targets. The targets for ex ante SO impacts having been developed in conjunction with Strategy 2030 using top-down and bottom-up methodologies. A Technical Guideline has been published outlining the methodologies for the SOs assessment.

The workstreams for implementation include

- Workstream 9: Strategic outcomes measurements
- Workstream 10: Mainstreaming IPA model into programming

13. WORK PROGRAM & BUDGET – COUNTRY & GLOBAL BUSINESS PLANS

The Work Program and Budget (WPB) is the primary short-term programming and budgeting tool to allow Council to: (i) Allocate core budgets to countries; (ii) Endorse programmatic solutions focus in country programs; and (iii) Approve the Organization's overall revenue and expenditure budgets (budget envelopes); authorizing management to implement. WPB 2021-2022 represents the first biennium planning tool for implementing Strategy 2030 and it sets out GGGI's response to meet its Member and partner country's needs. The WPB is a key action item in the Roadmap implementation. Three WPBs will be implemented during the duration of the first Roadmap 2021-2025, the first of which will be WPB 2021-2022. With the alignment of the CPF to Strategy 2030, the new strategic orientation will cascade down to the CBP and GBP which are two-year action plans that outlines the programmatic and project priorities that GGGI will implement in each country and at the global level through the biennium WPB. Therefore, a major step in the formulation of the WPB is the development of the CBPs and GBPs. The guidelines for the development of WPB is usually provided at the beginning of each new WPB process.

The preparation of the CBP is a consultative process and involves an interdivisional country team under the leadership of the country representative. It requires dialogue with the government counterpart agencies, including the donor coordination function of the government. CBPs focus on the determined strategic objectives relevant to the partner country, address cross cutting features of the program with regard to institutional, governance, policy aspects for unleashing investments to green growth, gender and social inclusion, partnerships across the government institutions, donors, and the private sector, and relevant knowledge work. Country Reps prepare and submit their CBPs to ODG using the CBP template.

14. MONITORING, EVALUATION AND IMPACT ASSESSMENT

In line with the Implementation Phase and Impact Assessment Phase discussed in Section 11 above, the success of Strategy 2030 and the Roadmap requires regular monitoring of the implementation of the action items and workstreams against the Action Plan and reporting of results and impacts against the CRF 2021-2025. GGGI's new CRF 2021-2025 will be developed in 2020 and shared with Council for information.

GGGI's programmatic and operational results against the CRF will be monitored via GGGI Online and reviewed by MT on a quarterly basis. GGGI will undertake country program level reporting at the end of each year, focusing primarily on the outcomes and impacts achieved. These will be aggregated to form GGGI's corporate results which are then presented in the internal Annual Results Report, the GGGI Annual Report and other bilateral donor reports, as well as reporting through the International Aid Transparency Initiative (IATI) and OECD DAC.

The evaluation of GGGI's country programs will be done separately by IEU. In addition, a mid-term review of the Roadmap implementation will be carried out in 2023 followed by a mid-term evaluation of Strategy 2030 before 2025. The findings and lessons from these evaluations and Strategy/Roadmap reviews will be looped back into improving and strengthening GGGI's programming, reporting and business processes and systems.

The full WPB guidelines is prepared as an Annex 4 and stand alone.

15. PARTNERSHIPS

A key cog in the wheel in GGGI's successful implementation of Strategy 2030 is the leveraging of its extensive global, regional and local partnerships and networks for the delivery of its programs and projects at scale and with high impacts. GGGI is relatively small compared to other major international development players in the green growth and environmental/climate space including donors, international environmental and development agencies, Multilateral Development Banks (MDBs), private sector and civil society. However, given GGGI's comparative strength as an entrusted delivery partner of Member and partner governments and its strong expertise in delivering green growth policies and investments, GGGI will continue to proactively strengthen and expand its partnership platform to support the delivery of its country and global programmatic solutions.

GGGI's partners fall into several categories based on the purpose they serve. First, are core and earmarked resource partners, that fund GGGI and its programs. GGGI will continue to work closely with resource partners to ensure a shared ownership and commitment to promoting the agenda of green growth in a transparent and accountable manner. With respect to program and project delivery, GGGI will continue to work with other development partners, civil society and the private sector to develop innovative green growth development solutions, project financing and investment and sharing of knowledge and country lessons. In terms of institutional capacity building and knowledge creation and sharing, GGGI will continue to collaborate with multiple knowledge partners, global and regional knowledge platforms such as the Green Growth Knowledge Platform (GGKP) and universities.

16. CHANGE MANAGEMENT INITIATIVES

The task of managing change is not an easy one. The implementation of Strategy 2030 will inevitably lead to internal organizational changes across GGGI and external changes with Member and partner governments and external partners as described in the earlier sections of the Roadmap. The impact of change can be both positive and negative and affected people can relate to it differently, either they could be supportive or resistant to change. The change process will, therefore, need to be managed carefully in a planned manner to ensure the smooth execution of the Roadmap as well as mitigate and minimize any inherent risks.

A change management plan will be prepared by the ODG and implemented from 2020 onwards to manage the impact of the Strategy 2030 change process and complement the Roadmap implementation. It will aim to demonstrate the reasons for the change to Strategy 2030, define the type and scope of change that will come about as a result of the Strategy 2030 implementation and identify all stakeholders including governments, donors, private sector, civil society, etc., that will be affected by the change with targeted measures to address their concerns and needs. The plan will be reviewed from time to time.

17. COMMUNICATING THE ROADMAP

The success of implementing the Roadmap and Strategy 2030 will need the support of a good and effective communication around it. The communication purpose is to inform stakeholders on all they need to know about the Roadmap and Strategy 2030 implementation and to get targeted messages across to the right audience. Communicating the Roadmap will be prepared by the ODG under the Roadmap action items and implemented from 2020 onwards. The communication actions will define who should be given

specific information, when the information should be delivered and what communication channel will be used to deliver the information. The communication actions will be reviewed from time to time.

18. CONSULTATIONS

The implementation of Strategy 2030 and the Roadmap is the responsibility of the whole of GGGI and not just the Strategy Unit or ODG. Most of the workstreams and specific actions items will require the integrated and collaborative efforts of multiple divisions, stakeholders and partners. To enable this process, consultation with all divisions and stakeholders will be ongoing and held on a regular basis for stakeholder feedback and inputs. Consultation will also include the sharing of results and evaluation reports. For example, the 2020 and future Annual Meetings will be an avenue for presenting the Roadmap and getting feedback from Country Reps and Teams. At the same time, the RWG will continue to play an advisory role and provide guidance to the Strategy Unit. Active consultation is also important to ensure divisional and stakeholders ‘buy-in’ and shared ownership in the Strategy 2030 and Roadmap implementation, challenges, problems and results.

19. RESOURCE MOBILIZATION STRATEGIC ORIENTATIONS

The key scenario in Strategy 2030 sees GGGI’s in country presence grow to at least 50 countries by 2030, if it can mobilize revenues on the order of USD100-110 million per annum at that time (**Figure 9**). To realize GGGI’s vision and long-term objectives, the organization needs to achieve financial sustainability and improve its ability to mobilize resources.

GGGI’s resource mobilization strategic orientations set out three high-level objectives: (i) Sustain and strengthen the partnerships with current resource partners; (ii) Diversify GGGI’s resource partnerships base; and (iii) build improved capacity to mobilize resources. Key principles underlying implementation of the strategic orientations,

1. Maintain core (unrestricted) funding, with a view to review the level of core contributions necessary to maintain a contributing member status under the Agreement of the Establishment of GGGI.
2. Prioritize multi-year programmatic and project earmarked (restricted) contributions to enhance funding predictability.
3. Establishing an enabling environment for a coordinated approach to resource mobilization, with clear roles and responsibilities.
4. Ensure effective accountability and monitoring arrangements for resources mobilized.

Where do we want to be in 2030 and 2025, and where are we now?

Figure 9: Resource breakdown by categories

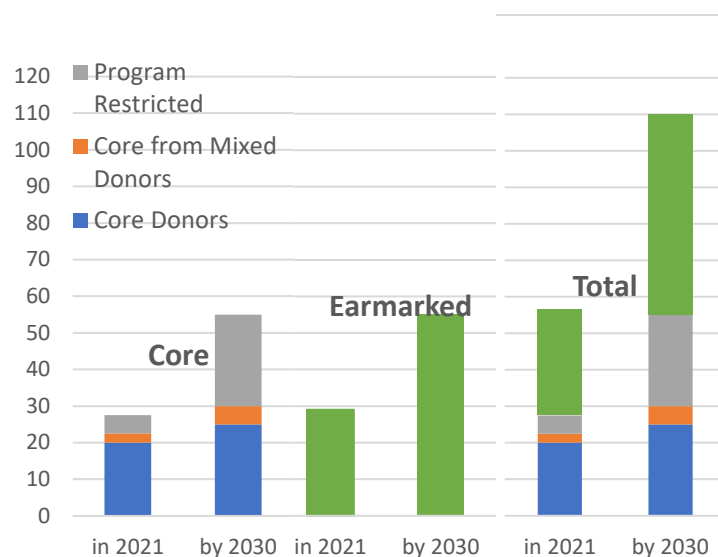


Table 3: Projections of GGGI resource mobilization

	2020	2025	2030
Size of annual operations	50	80	110
Core / earmarked split	40:60	50:50 (ideal scenario) 20:80 (possible scenario)	50:50 (ideal scenario) 20:80 (possible scenario)
<i>Not to be published outside of GGGI</i>			
Resource partners providing USD 10 million / year or more	3 <u>Maintain:</u> Korea (MOFA+KOICA), Norway <u>New:</u> United Kingdom (DFID+BEIS)	5-7 <u>Maintain:</u> Korea, Norway, United Kingdom <u>New:</u> Canada, EU, France, GCF.	5-7 <u>Maintain:</u> Canada, EU, France, GCF, Korea, Norway, United Kingdom
Resource partners providing USD 5 million/year	2-3 <u>Maintain:</u> GCF, Luxembourg <u>New:</u> Denmark	5-9 <u>Maintain:</u> Denmark, Luxembourg <u>New:</u> Australia, Gates, Kuwait, New Zealand, Qatar, Sweden, Switzerland, UAE	5-12 <u>Maintain:</u> Australia, Denmark, Kuwait, Luxembourg, New Zealand, Qatar, Sweden, Switzerland, UAE <u>New:</u> Finland, Germany, Netherlands
Resource partners providing USD 1-2 million/year	6-8 <u>Maintain:</u> Australia, Gates <u>New:</u> EU, Kuwait, New Zealand, Sweden, Qatar, USA	6-8 <u>Maintain:</u> USA <u>New:</u> Austria, Finland, Germany, Hungary, Indonesia, Mexico, Netherlands	6-8 <u>Maintain:</u> Austria, Hungary, Indonesia, Mexico <u>New:</u> Belgium, Czech, Italy, foundations,
Other	Hungary, Italy, Netherlands	-	

The PCM Manual describes the processes, responsibilities, and tools for project design and implementation in GGGI. The Account Management Framework provides defines roles and responsibilities for several priority accounts.

Some guide principles are crucial for GGGI's successful resource mobilization ambitions:

1. **RM KPIs for programmatic teams must have four components** – the first, signed commitments within the current year (typically closing proposals that were developed in the previous year); the second, the probability-weighted pipeline (i.e. what they have developed for signing in the subsequent year as the average lead time from idea to signing is 12-18 months); third, the number resource partners (mitigating the risk that they are dependent upon one resource partner); and fourth, the number of opportunities over USD 1 million (to ensure that country teams are focused on more strategic engagements). RM KPIs for GGPI teams should be based on the phase of the country program, i.e. phase in, consolidate, scale up.
2. The Partnerships team serves as the **account managers for the accounts currently or are expected in the coming three years to provide more than USD 2 million / year in funding**. This will focus attention on developing and maintaining those partnerships that are expected to matter for the organization. The performance on partnership team will be assessed based on the value and number of grants that GGGI is able to close, and the ability to turn around high-quality proposals for these accounts. The Partnerships Team will also ensure that Heads of Programs and Thematic Leads – as well as the management team - have the necessary dashboards to track progress on resource mobilization.
3. GGGI must be **strategic in identifying and targeting RM opportunities**. This requires country teams to stop spending time and resources on small funding opportunities. Anything that is less than USD 500,000 must have a solid basis for approval to proceed at idea stage. The Business Development and RM Working Group will enforce this principle.

20. GGGI'S DELIVERY MODEL AND OPERATIONS

GGGI's delivery model and operations directly shape and drive the implementation of GGGI's WPB 2021-2022. This in turn generates GGGI's programmatic results which directly and indirectly impacts target beneficiaries in Member and partner countries and contributes to the six SOs and GGGI's Strategic Goal One under Strategy 2030. The description of Strategic Goal One is as follows: 'By 2030, the economies of Member and partner countries will have transformed into a low carbon and resilient economic model with GGGI's support to maximize their green growth outcomes and NDC and SDG implementation.' GGGI will pursue Strategic Goal One through the implementation of the five programmatic GOPs (1-5) and 10 programmatic solutions under its CBPs and GBPs.

This section will describe GGGI's delivery model and operations to enable an understanding of the key levers and processes that drives the implementation of WPB 2021-2022 and the programmatic solutions under the GOPs 1-5.

20.1. Delivery Model

GGGI has a unique in-country presence and prominent role as a neutral, trusted advisor and strategic development partner embedded in Member and partner governments. These advisors are directly engaged with national governments in setting the strategic direction and priorities for national program development guided by a CPF with the Government. This special arrangement or positioning sets GGGI apart from other international development and environmental development partners that collectively serve the agenda of green growth and conservation. GGGI will continue to serve the role of an enabler and facilitator of Member and partner countries' transition into a low carbon green economy, providing policy advice and technical support in the development of green growth plans, policies and regulations, mobilization of green investments, implementation of green growth projects, and development of local capacities and knowledge sharing.

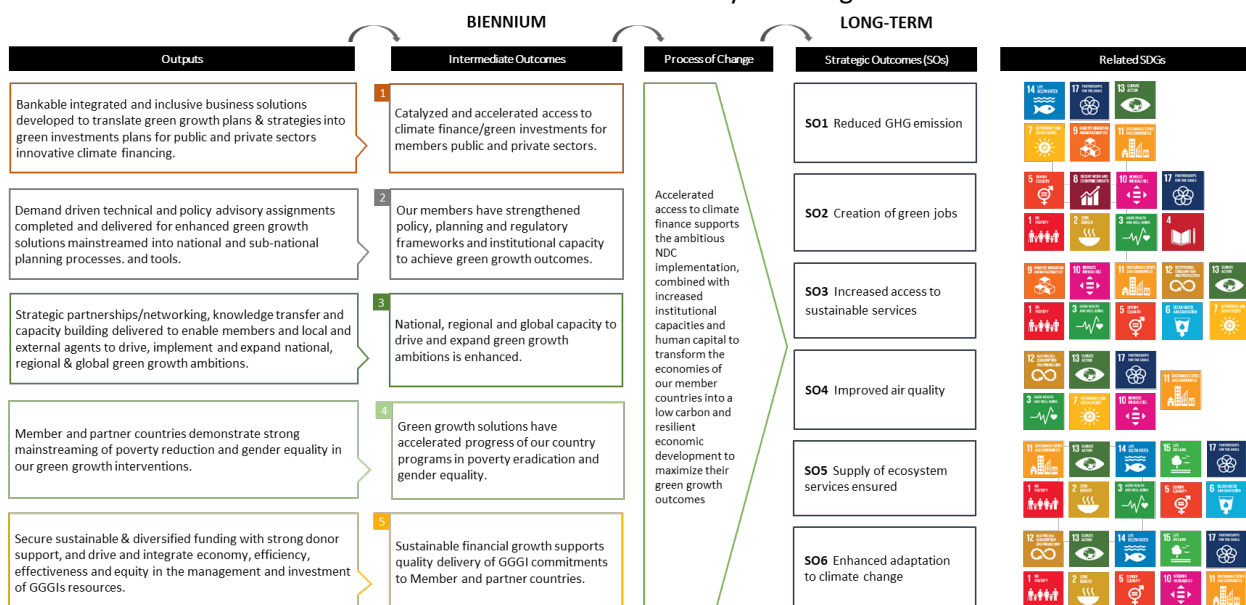
GGGI's value chain-based delivery model enables a systematic approach to green growth. It cuts a wide swathe from green impact assessment, to strategy and planning, to financing and implementation (**Figure 10**). By linking policy and implementation along the value chain, GGGI supports its Members to develop and implement green growth plans and strategies adopted by governments, translated into green investment plans and financing vehicles aligned with national priorities and supported by knowledge sharing and best practices. GGGI will continue to operate in impact analysis, strategy and policy work, to develop policy diagnostics and institutional frameworks, particularly in newer member countries – using tools such as GGGI's Green Growth Potential Assessment (GGPA) and Green Growth Index – in which GGGI is preparing early-stage programming, to inform its strategic choices in its CPFs and CBPs. Initially, countries will start on the left side of the value chain and undergo a national green growth impact assessment, followed by the development of national and sectoral planning and policy frameworks in the middle, and finally on the right side – the design, financing and implementation of green growth projects.

FIGURE 10: GGGI Value Chain



Through Strategy 2030's new Theory of Change (TOC), GGGI's interventions are premised on the promise of green growth benefits – a simultaneous advancement of economic growth, environmental sustainability, climate resilience, poverty reduction, and social inclusiveness. The TOC and vision will always guide the way GGGI supports the transformation of Members toward a green growth development model that align their NDC and SDG commitments and implementation, as presented below (**Figure 11**).

FIGURE 11: GGGI Theory of Change



20.2. Country Presence

GGPI and IPSD form GGGI's main operations divisions providing front end-program services, and engagement to client governments at the country level. GGPI teams are long-term embedded within government ministries in 34 countries, providing primary front-end service and on the ground support as well trusted and objective advice to enable them to explore green growth opportunities, which are aligned with their national development plans. GGPI is the biggest division in GGGI with a total of 197 staff (in June 2020), 186 or 94% of which are based in country while the rest are at headquarters in Seoul. GGPI's primary role and responsibilities include the following:

In the 2021-2022 biennium, the focus of GGPI and IPSD will be to ensure a stronger country presence and closer engagement with client governments and donors through the following measures:

- CPF – Coinciding with the development of WPB 2021-2022, a major exercise will be the development of countries CPFs to align with Strategy 2030 in close collaboration with Member and partner

governments. The CPFs will set out the strategic framework and programmatic solutions for countries in the next biennium. Countries with no CPFs will require to develop a new one while countries with expiring CPFs will need a new one and those in the middle of implementing their CPFs will require to update them to align with Strategy 2030. GGPI has issued a new CPF guideline to assist country teams to develop their CPFs. The aim to complete majority of the CPFs in 2020.

- In WPB 2021-2022, GGPI is responsible for developing the country program budgets. All country offices have been allocated an envelope budget comprising of core and earmarked funding to fund their programs except United Arab Emirates (UAE) whose country program received full earmarked funding from the host Government. The country offices have developed a CBP and GBP under the guidance of their respective CPFs and governments which sets the next biennium's country program and project priorities. GGPI will be directly responsible for managing these country programs as well as provide support to IPSD in the development and management of the global programs.
- The next biennium programs and projects are currently at different stages of development. Depending on their size, some countries have a single country program while countries with large budgets such as Indonesia have multiple country programs. These programs and projects are at different stages of development and will all be developed and implemented along the PCM cycle through to completion in the next two years except for ongoing projects. The IPA will be used to calibrate the design and implementation of projects to deliver clear results and impacts.
- GGPI is responsible for monitoring all projects to track their performance and progress including budget utilization and make improvements, as necessary. Monthly project reports are submitted by Project Managers in GGGI Online. These monthly monitoring reports are compiled and aggregated at the end of every quarter and submitted as a projects quarterly progress report (QPR) to the Management Team (MT) for its information and guidance.
- In order to strengthen GGGI's country presence, the last two years has seen the gradual decentralization and devolution of responsibilities and powers to the Country Representatives to assume wider responsibilities in the funding and managing of their resources and programs including recruitment of staff. Country Representatives are also tasked to actively engage and manage relationships with donors and development partners at the country level.

In the 2021-2022 biennium, GGPI will work with IPSD to ensure a stronger country presence and closer engagement with client governments and donors. The last two years has seen the gradual decentralization and devolution of responsibilities and powers to the Country Representatives to assume a wider role and responsibilities in the funding and managing of their resources and programs including recruitment of staff. Country Representatives are also tasked to actively engage and manage relationships with donors and development partners at the country level to achieve resource mobilization targets with the support of Partnerships.

20.3. Integrated Offerings of Technical Services

GGGI's value chain sets out the different stages, types and forms of green growth interventions that GGGI provides to Member and partner countries depending on their development stage, institutional capacity, needs and progress with implementing green growth strategies and policies. While the programmatic

interventions are delivered mostly through GGGI's country office programs which comes under the ambit of GGPI, IPSD is equally instrumental in providing integrated technical support to country programs in the areas of sustainable energy, sustainable and green cities, which now includes water and sanitation, as well as green investment services and safeguards, poverty reduction, and gender. The global programs which conceptually are an integration of sub-sets of country programs are supported in a similar arrangement but with IPSD being responsible for the lead and coordination role. This section will provide an overview of IPSD and describe its core technical support functions and the roles of each of the Technical Units that support them.

20.3.1. Investment and Policy Solutions Division

The IPSD is the second programmatic division in GGGI. It provides technical support to GGPI and is dedicated to helping partner countries implement their green growth plans and targets by mobilizing finance and investment relevant policy instruments to make markets work for green growth. IPSD operates through two closely integrated work-streams – Green Investment Services (GIS) and Policy Solutions – that underpin the relevance, efficiency, and effectiveness of GGGI's in-country and global program delivery. IPSD teams help to address financial, policy, and knowledge gaps and challenges in Member and partner countries, supporting them to green their investments and deliver inclusive, pro-poor green growth, as well as climate action. In 2019, an internal divisional reorganization saw the former Thought Leadership department being absorbed into IPSD and merged with SPRSI to form the new Climate Action and Inclusive Development (CAID) department. IPSD currently has a total of 48 staff, with 35 (73%) staff based in headquarters and 13 (27%) staff based in country offices but spread out across the five regions.

20.3.2. Green Investment Services

GGGI works directly with its Member and partner countries to help identify, design, and implement programs and projects to assist in developing and financing their green growth programs. This work is critical to bring to bear the benefits of green growth programs and projects. Towards this end, the Green Investment Services (GIS) experts leverage public capital to mobilize private sector investment through developing bankable projects, financial products, and NFVs. GIS delivers its work by:

- Developing a pipeline of bankable green growth projects.
- Performing the role of an “arranger”, that is, designing and structuring commercially viable projects that attract appropriate finance, and getting them financed.
- Structuring financial solutions that blend public/ concessional finance and commercial/private finance in order to reduce risk and consequently help position public and private parties with commercially viable project structures.
- Designing innovative financial mechanisms often in the form of funds and instruments that reduce and possibly mitigate risks and overcome other barriers specific to green growth.
- Establishing dedicated vehicles capable of blending international and domestic sources of capital for financing green growth.
- Prioritizing projects and instruments that are impactful and are catalytic, i.e. they mitigate risk sufficiently to pave the way for private investment in the sector.

- Integrating social and environmental considerations into projects, valuing and monetizing natural assets where possible.
- Advising partner countries on the development of their investment plans.

Between 2017 and 2019, GIS has successfully supported and mobilized a total of 54 investment deals in 34 countries with a total value of USD 1.36 billion. The related projects progress is being tracked and they are still at different stages of development and implementation except for one project which has ceased because of a change in government policy. GIS has also supported the development and operationalization of a handful of NFVs and instruments with the benefit of reaching underserved communities, including women and the poor, and the provision of more inclusive finance. In WPB 2021-2022, GIS will work closely with countries to pursue the green investment targets in the new Corporate Results Framework 2021-2025 and the green investment projections in Strategy 2030. In order to generate a consistent stream of future green investment deals, GIS will continue to focus on developing a healthy and growing green investment pipeline which is currently valued at around USD 1 billion. Following these initial deals and with the present investment pipeline, we expect to see larger size deals in future. In addition, we have noted that GGGI was attempting to do investment projects in too many areas which led to high costs of acquiring the necessary expertise, and very limited efficiencies of scale. For that reason, we have introduced a limited number of programmatic solutions. We expect to see a larger number of similar investment projects related to specific, more narrowly defined, programmatic solutions, resulting in more efficiencies.

20.3.3. Policy Solutions

The Policy Services Department is responsible for managing the overall technical quality of GGGI's program and project design and delivery across the value chain focusing on three focal areas including sustainable energy, sustainable landscapes and green cities which now also includes water and sanitation. These three focal areas each have a technical unit which are headed by a Global Lead who also lead and coordinate WPB 2021-2022 five global programs. Policy Services is also responsible for applying global knowledge and best practices, consolidating business models, and keeping the organization abreast of technological changes that affect GGGI programs. Towards this end, Policy Services delivers its work by:

- Advising on the overall policy framework in countries to make the system more amenable to green growth.
- Developing policy instruments that mitigate regulatory risk at the sector/thematic level and offer the much-needed certainty for investment finance to flow. Examples include power purchase agreements, incentives, regulations, and standards.
- Providing guidelines for transparent procurement, tendering, and approval procedures across ministries where relevant.
- Creating innovative business models where none exist or are untested.
- Lead and coordinate global programs in close collaboration with country teams.

20.3.4. Global Programs

Not all Members of GGGI will require the establishment of a country office and a comprehensive country program, which, in principle, will be limited only to countries that have a strong political appetite for green growth economic transformation, an established clear need for it, and good prospects for achieving transformative impacts. Certain Members' needs, however, will be better served through specific time-bound, tailored interventions that are designed, implemented, and managed as part of the global programs without the need of having a country office and bearing the related costs. The global program is an innovative way of serving the program needs of such countries through a bundling approach. The implementation of global programs will be designed to be carried out with centralized project management at the headquarters (HQ) in Seoul or regional offices or through the management of an existing country office. They consist of a combination of specific, targeted technical assistance and project delivery interventions based on the needs identified and agreed on by multiple Members to provide the best added value to their green growth ambitions.

Through the Global Program, GGGI streamlines its interventions in certain strategic solution-focused areas consistent with the GOPs and PSs under Strategy 2030. The Global Program aims to: 1) accelerate delivery of results within and across GGGI country programs; 2) promote scaling up and replication of successful solutions; 3) prepare knowledge products to share lessons learned or experiences around the solutions; and 4) contribute to solution-focused resource mobilization. The Global Program will focus on what has been identified as high-priority, high-impact solution areas aligned to Strategy 2030's Programmatic Solutions. Over the biennium 2021-2022, there are a total of six global programs to be implemented.

Global Program on Energy Efficiency in Buildings is in line with GOP 4 (making cities and communities sustainable, livable, and resilient, supported through green jobs, services, and green infrastructure), and Programmatic Solution 8 (green buildings). It seeks to create enabling environments in GGGI member countries to cost-effectively deploy large amounts of energy efficiency upgrades in buildings in larger cities, with the longer-term vision of reaching typically hard-to-reach segments such as low-income housing and multi-family units. In five years, GGGI aims to deploy at least USD 100 million of building energy efficiency upgrades through a mix of public and private funds, across countries such as Mongolia, Rwanda and potentially others, such as Cambodia, Uganda, Lao PDR, Indonesia, and Qatar.

Global Program on Developing Solutions for Financing the Protection and Restoration of World's Forest Landscapes place emphasis on GOP 3 (achieving a sustainable and circular bioeconomy while securing healthy natural systems) and Programmatic Solutions 4 (sustainable forests). The Program is designed to consolidate lessons learned in GGGI country programs and to develop solutions to mobilize finance for the restoration and protection of forest landscapes. The Program will build on GGGI's existing expertise and initiatives in Colombia, Indonesia, and Peru during the first phase to document innovative financing mechanisms that have been developed or will be by existing sustainable landscape projects. The Program aims to consolidate and develop financing solutions in conjunction with existing pipeline projects in India, Guyana, Ethiopia, Sri Lanka, Myanmar, and Vietnam during the Work Program and Budget 2021-2022. The program will aim to document existing portfolio and solutions and utilize this for communication to external stakeholders with emphasis placed upon the World Forestry Congress to be held in Seoul in May 2021.

Global Program on Renewable Energy Auction is in line with GOP 1 (catalyzing and accelerating access to climate finance /green investments for members' public and private sector), and 2 (Supporting our members in strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes). The Program focuses on designing appropriate renewable energy procurement mechanism with clear focus on auction mechanisms by building an appropriate underlying approach and methodology. In close coordination with government agencies, GGGI will provide technical assistance support for design and implementation of targeted policies, regulatory support tools, and develop renewable energy procurement mechanisms that would be the most successful in accelerating deployment of renewable energy. Target countries includes Lao PDR, Mongolia, the Philippines, and Guyana.

Global Program on Solar Irrigation Pumping Systems is in line with GOP 1 (catalyzing and accelerating access to climate finance /green investments for members' public and private sector), 2 (Supporting our members in strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes), and 4 (making cities and communities sustainable, livable and resilient, supported through green jobs, services and green infrastructure). The Program focuses on designing appropriate business models and mobilizing green finance for scaling up solar irrigation in the target countries. In close coordination with government agencies, GGGI will provide technical assistance support for design and implementation of targeted policies, regulatory support tools, and appropriate business models for deployment of solar irrigation at scale. Target countries includes Senegal, Burkina Faso, Uganda, and Ethiopia.

Global Program on Transport and Sustainable Mobility is in line with GOP 1 (catalyzing and accelerating access to climate finance /green investments for members' public and private sector), 2 (Supporting our members in strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes), and 4 (making cities and communities sustainable, livable and resilient, supported through green jobs, services and green infrastructure), and Programmatic Solution 1 (green investments), 2 (climate action), and 7 (sustainable mobility). The Program is designed to support GGGI member countries in the transition of their transport sector to sustainable and low-carbon models, including non-motorized transport. It aims to 1) scale up existing initiatives, including but not limited to feasibility assessments for electric buses and policy recommendations to accelerate e-mobility transition; 2) expand its scope towards Non-Motorized Transport (forms of travel that do not rely on an engine or motor for movement, such as walking and bicycling, and supporting urban design); and 3) step up the results into impacts that will be measured primarily through the Strategic Outcomes defined in GGGI's 2030 Strategy. Target countries consist of Cambodia, Lao PDR, Morocco, Ethiopia, Jordan, Senegal, Uganda, Rwanda, Mongolia, Nepal, and Sri Lanka.

Global Program on Waste is in line with GOP 1 (catalyzing and accelerating access to climate finance/green investments for members' public and private sector), 2 (Supporting our members in strengthening policy, planning and regulatory frameworks and institutional capacity to achieve green growth outcomes), 4 (making cities and communities sustainable, livable and resilient, supported through green jobs, services and green infrastructure), and 5 (acceleration progress of GGGI country programs in poverty eradication and gender quality through organizational operations) and Programmatic Solutions 1 (green investments), 2 (climate action), and 6 (waste management). The Program focuses on evaluating and valorizing waste value chains, shifting from landfill dependent systems, supporting local solutions and responsibility,

engaging all stakeholders in change, and providing a role for and supporting the private sector along with strengthening the link to climate finance, public health and quality of life through effective and inclusive waste management systems. Target countries consist of Senegal, Cambodia, Lao PDR, Peru, and potentially others through project development.

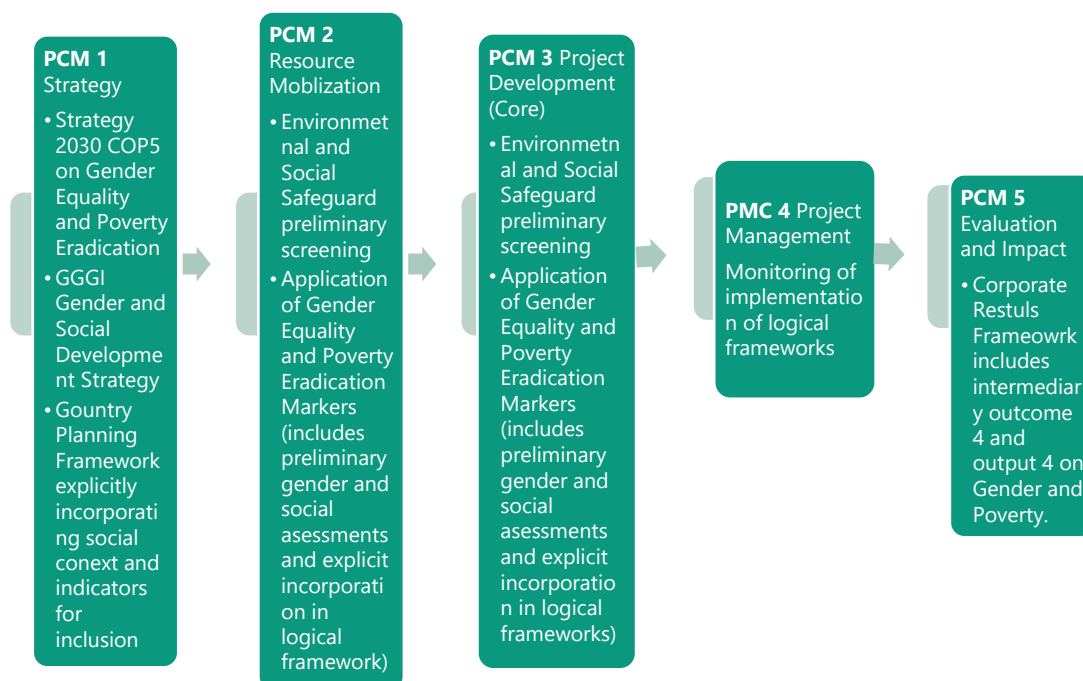
20.3.5. Climate Action and Inclusive Development

An underlying objective in the promotion of green growth in Member and partner countries is ensuring poverty reduction, social inclusion, and gender. In the last two years, GGGI has taken concrete steps to established policies, tools, and systems to deliver more impactful results in this area. In demonstrating GGGI's commitment, the Strategy 2030 Global Operational Priority 5: Accelerating progress in GGGI country programs in poverty eradication and gender equality through organizational operations is articulated in the Roadmap 2025 and WPB 2021-22 as crosscutting through all Programmatic Solutions. The establishment of CAID in IPSD in 2019 has been instrumental in spearheading the progress achieved so far over a very short time.

In terms of poverty eradication and gender equality, a progressive organizational infrastructure and system has been built within the CPF, PCM and CRF to ensure safeguards, gender and inclusivity are strategically and systematically incorporated into project design, management, and reporting (**Figure 12** below). In 2019, gender and poverty markers were first introduced to identify projects to incorporate design features to enhance mainstreamed gender and poverty results and impacts. The policy markers ensure the application of preliminary gender and social assessments and explicit articulation of social objectives and indicators. In terms of social safeguards, mechanisms are in place throughout GGGI's PCM to identify and manage safeguard risks as outlined in commonly recognized international standards, including community impacts, indigenous peoples, involuntary displacement and workers' health and safety. Outcome and output indicators have now been included in the new CRF 2021-2025 to report on gender and poverty results and impacts.

Additionally, GGGI's strategic framework explicitly lists a number of specific impact areas for social co-benefits: 1) improved access to sustainable services for underserved communities particularly in energy, sanitation, waste and transport (link to SO3); 2) enhance economic empowerment through green jobs and livelihoods, particularly for women, youth and informal actors (link to SO2); 3) increase the adaptation and resilience for the most vulnerable communities (link to SO6); and 4) improved environmental health (link to SO 4). Training and guidance will be provided for each of these entry points.

FIGURE 12. Mechanism for mainstreaming of social inclusion in GGGI PCM



Another core role of CAID is technical support and knowledge development where it will focus on NDC support and revisions, MRV, and LT-LEDs. The Green Growth Index that was launched in 2019 will continue its development and will further define its contribution towards climate action and support to policymakers. Social inclusion will continue their current engagement mainstreaming gender and inclusion aspects into NDC and Green Growth Planning while at the same time carry out compliance work on Safeguards and Social Inclusion.

21. BUSINESS MANAGEMENT & ORGANIZATIONAL PERFORMANCE

The second strategic goal to achieve GGGI's vision under Strategy 2030 is to ensure that GGGI is well positioned as a sustainable and world class organization that is strong in delivering quality services and products. This second strategic goal will be pursued through the implementation of the three non-programmatic GOPs, namely the sustainable funding of GGGI's future growth and expansion, being a cutting-edge knowledge driven organization and maintaining GGGI as an efficient, high performing and agile organization delivering quality services to client governments. These three GOPs are intended to complement the effective and efficient delivery of the five non-programmatic GOPs which generate direct green growth benefits to Member and partner governments and progressing their NDC and SDG ambitions. They are fully integrated into the strategic orientation of WPB 2021-2022 as outlined in this section.

21.1. A Sustainable Diversified Funding for GGGI Operations

GGGI's growth and expansion during WPB 2021-2022 will depend on sustainable funding. GGGI's operations are funded through a smart combination of core and earmarked funding. Core funding (around 40% of the 2021 annual budget) comes from a small group of High-Income Country (HIC) Members (i.e. Denmark, Republic of Korea, Norway, and the United Kingdom). GGGI aims to ensure all these HICs maintain a status of a contributing member of GGGI (i.e. providing GGGI with core funding of USD 5 million per year) and to broaden the number of HIC Members that are contributing members. Earmarked funding (around 60% of the 2021 budget) comes from an increasingly diversified group of resource partners, including traditional bilateral providers of official development assistance and non-traditional providers of development assistance, both governments and private foundations. The proportion of core funding has been decreasing in recent years and has gone from 62% in 2019 to an expected 40% in 2021 as GGGI's programmatic expansion is supported by earmarked funding. Strategy 2030 projects GGGI to grow to at least 38 country programs with an annual budget of USD 84 million by 2025. WPB 2021-2022 was developed and will be implemented with these assumptions and on the basis of GGGI's resource mobilization efforts between 2016 and 2020, with increasing new earmarked signed commitments from USD 0.7 million in 2016 to USD 4.7 million in 2017, USD 30.7 million in 2018, USD 37.1 million in 2019, and USD 23.7 million during the first half of 2020.

Together with having sustainable funding, GGGI will prioritize the distribution of core resources in favor of vulnerable countries - LDCs, LLDCs and SIDS that have a greater need for assistance due to their lack of development resources. With this in mind, GGGI has adopted a CRF target to reserve a minimum of 60% of its annual core budget for vulnerable countries (according to the UNOHRRLLS definition) and a maximum of 40% of core budget to Middle Income Countries (MICs). One of the reasons for this proposal is that some countries such as SIDS that are classified as MICs still have limited resources, low capacity, and are vulnerable to economic and external shocks and threats of climate change.

21.2. Partnership and Resource Mobilization

GGGI's management oversees organizational-wide resource mobilization efforts, including setting global resource mobilization targets and cascading them down to programmatic teams. The MT oversees progress against these targets, including through GGGI's periodic risk management mechanisms, noting that resource mobilization is considered a programmatic risk for the Institute. The MT's discussions on resource mobilization are supported by a Working Group on Business Development and Resource Mobilization that reviewed progress in resource mobilization and recommends actions to ensure that resource mobilization targets are achieved. The Working Group is chaired by the Assistant Director-General and Head of Operations Enabling Division and supported by the Head of Partnerships. Its membership is comprised of Heads of Programs and Thematic Leads.

Responsibility for maintaining and securing core funding is led by the MT, supported by the Head of Partnerships in close coordination with the Head of Governance. These efforts seek to ensure that contributing members have timely information on GGGI's results and to maximize synergies with their respective multilateral and bilateral engagements. Responsibility for earmarked resource mobilization is delegated to programmatic teams, who engage with current and potential future resource partners at a country level and thematic lens, coordinated and supported by a centralized Partnerships Unit. Programmatic teams are required to actively engage and manage relationships with resource and delivery partners to secure earmarked funding, with their efforts captured in their respective business plans. The Partnerships Unit provides support to programmatic teams as account managers for different resource partners, developing GGGI's understanding of different resource partner's priorities, and ensuring GGGI-wide coordination in engagements, supported by GGGI's CRM system.

GGGI's Project Cycle Management defines the process for earmarked funding – PCM 2 – overseen by the Head of Partnerships. PCM 2 establishes several decision gateways (i.e. go/no go) to ensure that resource mobilization efforts are aligned with Strategy 2030 and establishes a common approach for resource mobilization to ensure it is done in an efficient and effective manner – and one that promotes continuous organizational improvement. Specifically, the gateways aim to ensure that opportunities are aligned with GGGI's GOPs and programmatic solutions, that concept notes and full proposals that are to be submitted to partners have a robust intervention logic and consider poverty and gender in their design, demonstrate value for money in their design, and that partnerships arrangements comply with GGGI's Rules on Consortium Arrangement and Rules of Private Sector Due Diligence, as well as the Council's Decision on overhead [C/2018/DC/6].

21.3. Knowledge Driven Organization

In line with GGGI's mandate to promote green growth internationally, a key role of GGGI is to lead the advocacy for green growth through actively supporting the building of knowledge and expertise within the institution. GGGI's continued relevance will increasingly depend on its role as a knowledge driven institution. In order to deliver on the direction, set in Strategy 2030, GGGI will reinforce a 'ONE GGGI' approach, bringing together expertise and knowledge in a range of relevant areas across the institution. The relevance and effectiveness of GGGI's work in the international green growth space will depend on its internal capacity as a knowledge driven institution and the sharing of this knowledge with Member and partner countries and development partners.

GGGI's tacit knowledge is embedded in its projects and programs. All divisions will be encouraged to generate knowledge products and services and contribute to building efforts in their areas of expertise. Its explicit knowledge is provided through the various products such as knowledge products, capacity building and training, forums and technical assistance. When compared to other similar organizations, GGGI's value offering includes providing green growth project design and implementation with good practices and standards, and more generally, the sharing of knowledge, skills and accumulated years of expertise, leading to scalable impacts. Staff working on country and global programs in GGPI and IPSD will work closely together with support from ODG and OED to address challenges and bottlenecks and deliver quality programmatic solutions and results. Furthermore, research functions will help enhance the analytical base of operations and policy dialogue with clients such as the publication of GGGI's Green Growth Index which was launched during the Global Green Growth Week in October 2019 in Seoul (refer to greengrowthindex.gggi.org.)³.

21.4. Enhancing Efficiency and Effectiveness

The implementation of WBP 2021-2022 will be delivered on a platform of a strong, better, nimble and more efficient GGGI. This will be achieved through the effective and efficient delivery of the internal support functions, including executive leadership and governance, strategy, evaluation, human resources management, legal, finance, audit, technology and administration services. GGGI will aim to employ the right people in the organization who are 'fit for purpose' to take charge of taking the organization forward. GGGI will undertake a capabilities assessment to identify its human resources gaps, and seek to expand its talent pool, hire experts in new priority areas and retrain and reassign staff into areas where they are best suited. GGGI will maintain a strong country presence empowering staff through decentralization to directly engage with country counterparts, donors and development partners in the delivery of its products and services. For example, more decisions related to finance, travel, HR, or procurement have been devolved from HQ in Seoul to country offices. Efforts will continue to modernize and improve GGGI's business processes by taking advantage of available technology and international best practices. This, for example, will include maximizing the functional scope of GGGI Online to accommodate a fully integrated project management and results reporting information management system. In terms of value for money, GGGI's operating costs has been increasing, but it has countered this by being more efficient and economical. In this respect, GGGI has set itself targets to cap its management and administration cost at 15% of its annual budget by 2023 and to spend 60% of its annual budget on in-country programs. Under this scenario, GGGI will continue to strive to deliver maximal impact by achieving or exceeding its outcome and output targets in the CRF 2021-2025, annual Key Performance Indicators (KPIs) and WBP 2021-2022.

³ The GGGI Global Green Growth Index is the first to benchmark green growth performance of 115 countries against the sustainability targets related to the SDGs, the Paris Agreement NDCs and the Aichi Biodiversity Targets.

21.5. Enabling Services

GGPI and IPSD are effectively supported by two divisions, namely the Office of Director General (ODG) and the Operational Enabling Division (OED). The roles and functions of these two divisions are described below:

ODG supports the Director-General with partnership, strategy, results, change management, communications, and governance support services. As the front office of the DG, ODG is both internal facing, in that it supports GGGI as whole fulfil its strategic vision, and external facing in that it supports the DG in developing and maintaining relationships with partners and governance organs and it mobilizes resources. ODG is comprised of the following units:

- Governance Unit is responsible for effective and efficient functioning of GGGI's Governance Organs, including the Assembly of Members, its Council, and the MPSC. It also functions as the Office of the President of the Assembly and Chair of the Council and maintains a portfolio of specific outreach targets for some countries including the Host Country, the Republic of Korea.
- Strategy Unit is responsible for coordinating the development and implementation of GGGI's strategy, development of WPBs, as well the annual results reporting which includes the production of GGGI's annual results report, annual report, and various donor reports including the DFID Annual Review, OECD CRS DAC Report and IATI reporting. Strategy was responsible for coordinating the development of Strategy 2030, Roadmap 2021-2025 and WPB 2021-2022 as well as PCM 5 and the new PCM 1.
- Partnership Unit advises the DG and GGGI more broadly on the opportunities to expand GGGI's financing possibilities with the support of additional earmarked funding and serves as a custodian of the PCM – Part 2 focused on resource mobilization. PU is also responsible for the management of new membership processes and the design and implementation of GGGI's strategies to expand its membership. In 2019, PU was merged with the GCF Liaison Unit and now also supports all efforts on GCF collaboration, readiness and funding.
- Communications Unit ensures that GGGI's target audiences, internal and external, have a clear understanding of GGGI as an organization, its vision, mission, objectives, and GGGI's programs in pursuit of these goals. Over 2021-2022, the Unit will contribute to the implementation of Strategy 2030 by enhancing awareness of GGGI's mandate and programs, and how GGGI helps its Member and partner countries move to models of green growth and helps professionalize GGGI by improving the communications processes and tools used. Also, it will focus on promoting and socializing the findings and recommendations of initiatives such as the Global Green Growth Index.

OED is responsible for providing all back-office services to support the successful implementation of GGGI programs and projects. OED has invested heavily in recent years to automate its functions with the aim of operating more efficiently, reducing costs and ensuring value for money. OED is comprised of the following units:

- Legal provides legal advice and services to all divisions in GGGI, as well as its governance organs to support the respective operational and program objectives. It thus enables GGGI to accomplish its strategic plan and mission, ensuring legality in the implementation of its activities, safeguarding its reputation and institutional integrity, and aligning the legal risks with the organization's risk appetite. The Unit also aims to ensure a safe and respectful working environment honoring diversity, transparency, and each staff Member's right to integrity, aiming at the best practices and highest

standards among international organizations.

- Finance and Procurement Unit focuses on provision of strategic financial information for management decision-making, financial governance, and control through the adoption of International Financial Reporting Standards. The Unit manages GGGI's budgets and resource forecasts, and reports on the progress against these throughout the year. It manages GGGI's investments and cash flow, ensuring the investment returns are optimized and there are adequate funds available to meet the day-to-day payments. It is also responsible for making the tendering process easier for suppliers, reducing administration costs, enhancing the recording of actions and correspondence, and removing possible errors during the procurement process.
- Human Resources focuses on ensuring support to business units and staff, providing accurate and on-time implementation of Staff Rules and Regulations, recruitment, compensation and benefits review payroll, employee relations, and learning and development. Recently, it also has been focusing on employee experience, gender, mentoring, support staff engagement, and culture change through widespread adoption of GGGI values via a number of new policies and HR activities as well as learning support to the iGROW reform process. Under Strategy 2030, a capabilities assessment will be undertaken shortly to identify the skills and experience gaps in the organization to be the basis for recruiting new people and retraining existing staff who are 'fit for purpose' to GGGI's future needs.
- Administrative Services Unit (ASU) is responsible for providing administrative support across the organization creating a conducive and effective work environment. Future efforts will focus on creating a greener work lifestyle in GGGI.
- Technology Services Unit (TSU) is responsible for managing corporate technological infrastructure, business solutions, and the provision of information technology (IT) services to support GGGI's departments and units in achieving their goals and objectives. Since 2018, TSU has been active in coordinating the development of tools and platforms to support GGGI's business process including CRM, conferencing facilities, cloud-based network and GGGI Online. A challenge ahead is the development of a robust Results Based Management (RBM) information management system in GGGI Online.
- Impact and Evaluation Unit supports the value for money agenda by providing feedback to programs on ways to strengthen results for the given investment by donors and Members. Evaluations also highlight areas in GGGI's operations where there are opportunities to further streamline or simplify corporate policies and processes. Impact and Evaluation Unit's recommendations to improve the GGGI's projects and initiatives are discussed and adopted by GGGI's management. Evaluations of green investment programs in 2019 for example provided actionable recommendations for improvements in the delivery of results and operational processes and enhance transparency and accountability to members and funders.

The Office of Internal Audit and Integrity (OIAI) is a key component of GGGI's independent internal oversight function and critical to ensuring the effectiveness of the organization's sound control environment. Since its establishment in 2013, the Office of Internal Audit and Integrity (OIAI) has provided assurance and consulting services to GGGI in assessing whether its core programs and plans are implemented effectively, strategic management information is reliable and generated accurately and efficiently, and continuous improvements are fostered in methods and procedures to enhance the quality

of the organization's operations. OIAI reports to the Director General and the Audit Contact Points of the Management and Program Sub-committee of the Council on its findings and concerns.

OIAI's mandate is to promote integrity, efficiency and effectiveness in the use of GGGI's resources. Through strict conformance to the International Standards for the Professional Practice of Internal Auditing (the Standards) OIAI strives to provide GGGI with an independent and objective internal oversight with the focus on improving GGGI's internal operations and assessing that the organizational goals and objectives are achieved effectively. In fulfilling this mission, OIAI will continue to deliver high quality internal audit services in 2021 and 2022 to contribute towards management's achievement of GGGI's strategic objectives.

21.6. Risk Management

GGGI proactively manages its risks related to the organization, its reputation, operational program and portfolio, finance, legal, information technology and data, human resources, and work environment. In 2017, GGGI adopted a Risk Management Framework (RMF), which consolidated GGGI's risk awareness and risk management culture, established a risk registry and mitigation measures, and provided a monitoring framework for risk management. The Director-General oversees implementation of the RMF and reports biannually on risk management to the GGGI MPSC and publicly to the Council in the Annual Report. This involves Council's review and provision of advice on the appropriateness of the risk assessment, effectiveness, and adequacy of risk mitigation and management.

The RMF is monitored by the GGGI MT by using the Risk Management Matrix. This provides a tool for internal consultation and assessment of risks with indications of the rating and ranking system. It includes risk mitigation measures, which, in turn, are implemented through the daily operations of GGGI by assigned accountable staff. In a situation where risks that would impact GGGI significantly escalate to a high likelihood of occurrence, the MT would support the Director-General to identify options for reducing the probability of risk from occurring and the impact on the organization.

GGGI plans to roll out the RMF during the second quarter of 2020. It plans to do this through a series of webinars to proactively engage regional/country office staff. Any specific regional/country risk with a higher risk rating requiring additional mitigation measures will be recorded in an annex to the institutional RMF. The MPSC will be updated on the roll out as part of the next update of the RMF scheduled for the July 2020 meeting.

ANNEXES

Annex 1: Impact Pathway

Annex 2: Roadmap 2021-2025 Action Plan and Timeline

Annex 3: Work Program & Budget (WBP) Guideline *as a separate document*

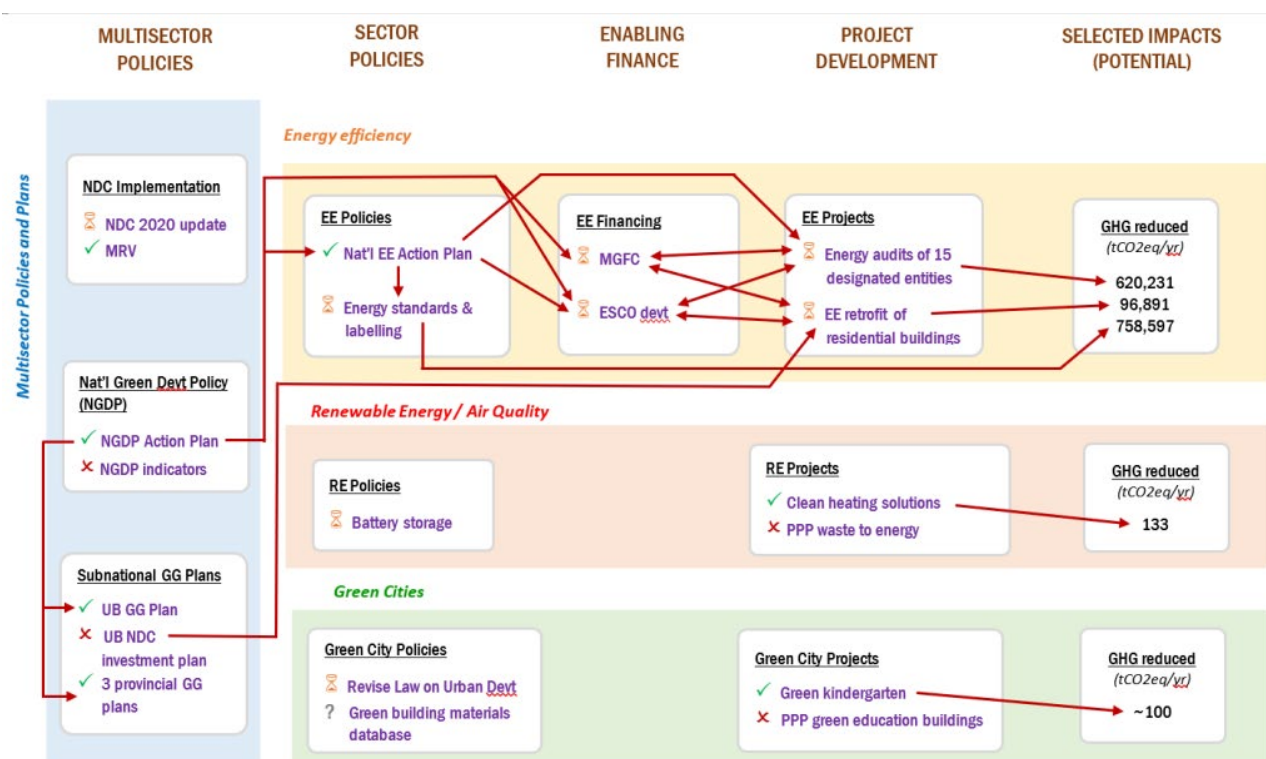
Annex 1: Impact Pathway

What is an Impact Pathway (IP)?

Impact Pathways are an approach to showing the intended key results of a country program and the programmatic pathways to get there. The approach was developed and piloted by IEU in 2019 as part of their work on evaluating country programs.

It consolidates results information from various project logframes under a given country program; maps these against stages in GGGI's value chain (a simplified version); groups them along themes (can be GOPs or thematic areas); identifies the key outcomes (not outputs) and the causal pathways linking outcomes to each other and to impacts (i.e. SOs) on the far right side of the value chain. An example from the Mongolia Country Program is provided below.

There is strong potential to apply the “impact pathway” approach to improve the way GGGI currently undertakes country program planning and reporting. In 2019, MT requested IEU to help mainstream the use of this approach accordingly.



Annex 2: Roadmap 2021-2025 Action Plan and Timeline

5-year Roadmap 2021-2025 to implement the Strategy 2030												Timeline												Responsible Unit								
Action Plans	2020												2021				2022				2023	2024	2025									
	1	2	3	4	5	6	7	8	9	10	11	12	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4												
Part I: Preparatory Phase																																
Workstream 1: Work Program & Budgets and Country Business Plans (WPB-CBP)																													ODG			
1.1 Conduct light and in-depth review of WPB 2019/20 (diagnosis)																																
1.2 Prepare WPB 2021-2022 guidelines (revise BP template)																																
1.3 Prepare WPB 2021-2022 Planning Directions for MPSC Submission in April																																
1.4 Prepare Draft WPB 2021-2022 for MPSC Submission in July																																
1.5 Prepare Final Draft WPB 2021-2022 for Council and Assembly Submission in September																																
Workstream 2: Priorities and Target setting for 2021-2025 period																																ODG
2.1 Setting SO Targets for 2021-2025																																
2.2 Mapping programmatic and geographic choices for 2021-2025																																
2.3 Align current strategies/plans with Strategy 2030 (WPB-CBP, CPF, etc.)																																
2.4 Develop CRF 2021-2025																																
Workstream 3: Capabilities assessment																																ODG, HR
3.1 Develop RM strategic orientations for 2021-2025																																
3.2 Develop HR strategic orientations for 2021-2025																																
Workstream 4: Change management initiatives identification and design																																ODG, IEU
4.1 Develop the Impact Agenda Paper (with IEU)																																
4.2 Develop and implement the Change Management Plan																																
4.3 Identify issues and prepare issue papers																																
Workstream 5: Communicating on the Roadmap & Strategy 2030																																ODG
5.1 Develop and implement the Communication Plan																																
5.2 Provide update to Roadmap Advisory Group																																
5.3 Quarterly update to MT																																
5.4 Organize consultaiton session with broader group																																
Part II: Implementation of Strategy 2030																																
Workstream 6: Implementation of WPB-CBP 2021-22 and Planning future WPB-CPB																															ODG	
6.1 Operationalize WPB 2021-22																																
6.2 Prepare WPB 2023-24																																
6.3 Operationalize WPB 2023-24																																
6.4.Prepare WPB 2025-26																																
6.5 Operationalize WPB 2025-26																																
Workstream 7: Monitoring Progress of WPB-CBP 2021-22 and future WPB-CBP																																ODG
7.1 Monitor progress of WPB 2021-22																																
7.2 Monitor progress of WPB 2023-24																																
7.3 Monitor progress of WPB 2025-26																																
Workstream 8: Midterm Review of 5-year Roadmap 2021-2025																																ODG
8.1 Conduct a Midterm Review of 5-year Roadmap 2021-2025 (internal)																																
Workstream 9: Midterm Review of Strategy 2030																																IEU
9.1 Conduct a Midterm Review of Strategy 2030 (by IEU)																																
Part III: Impacts Assessment and Results Reporting																																
Workstream 10: Strategic Outcomes measurements																															ODG, IEU	
10.1 Conduct Mid-year and Annual Corporate Results Report																																
10.2 Implement SO Technical Guidelines																																
10.3 Develop SO target evaluation methodologies																																
10.4 Review SO target assessment																																
10.5 Implement SO target evaluation (IEU)																																
Workstream 11: Mainstreaming IPR Model into programming																																ODG
11.1 Integrate IPR model into CPF development																																
11.2 Integrate IPR model into Annual Performance Review for all programmatic teams (Annual Meeting)																																

Annex 3: Work Program & Budget (WPB)

Presented as a separate document